

Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Operational integration & role clarity (CAP liaison, DRO, CEP/LET alignment)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)

Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
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Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Mission tracking & shared situational awareness (spreadsheets, mission-tracker meetings, webEOC inputs)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)

Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Daily briefings and tasking (assigning routes, avoiding duplication)
Coordination and information-sharing	Preâ€disaster joint training and exercises to streamline response handoffs
Coordination and information-sharing	Preâ€disaster joint training and exercises to streamline response handoffs
Coordination and information-sharing	Preâ€disaster joint training and exercises to streamline response handoffs

[illegible]

[illegible]

Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Quality	Delivering more and diverse services
Speed	Quicker service delivery following disaster
Speed	Quicker service delivery following disaster
Speed	Quicker service delivery following disaster
Speed	Quicker service delivery following disaster

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

CAPâ€‘CEPâ€‘LET operational consolidation with joint crossâ€‘training
CAPâ€‘CEPâ€‘LET operational consolidation with joint crossâ€‘training
CAPâ€‘CEPâ€‘LET operational consolidation with joint crossâ€‘training
CAPâ€‘CEPâ€‘LET operational consolidation with joint crossâ€‘training
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Mission-tracker meetings feeding WebEOC and formal assignment workflows
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence

CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
Shared spreadsheets and local tabs as practical route-assignment tools
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Ad-hoc channels, assessment apps, and integration-caused visibility gaps
Daily operations briefings with inclusive partner attendance and agenda
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps

Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Embedded liaison presence and roleâ€‘clarifying preâ€‘event trainings
Embedded liaison presence and roleâ€‘clarifying preâ€‘event trainings
Embedded liaison presence and roleâ€‘clarifying preâ€‘event trainings

[illegible]

Faith-based hubs and pastor networks as trusted last-mile distribution sites
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication

Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Trusted communication channels (pulpit, WhatsApp, Facebook) legitimized and mobilized communities
Trusted communication channels (pulpit, WhatsApp, Facebook) legitimized and mobilized communities
Trusted communication channels (pulpit, WhatsApp, Facebook) legitimized and mobilized communities
Trusted communication channels (pulpit, WhatsApp, Facebook) legitimized and mobilized communities
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension

Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally familiar venues and multilingual outreach channels (WhatsApp, videos)
Culturally familiar venues and multilingual outreach channels (WhatsApp, videos)
Culturally familiar venues and multilingual outreach channels (WhatsApp, videos)
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels

Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations

Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access

Embedded digital outreach and on-site enrollment assistance (QR codes, CHWs, WhatsApp)
Embedded digital outreach and on-site enrollment assistance (QR codes, CHWs, WhatsApp)
Embedded digital outreach and on-site enrollment assistance (QR codes, CHWs, WhatsApp)
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Palletized DES and water shipments powering mobile routes but creating staging burdens
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services

Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach

[illegible]

Lower per-meal costs via partner-run feeding and reimbursement support
Lower per-meal costs via partner-run feeding and reimbursement support
Lower per-meal costs via partner-run feeding and reimbursement support
Bulk partner procurement and CAP-enabled logistics assets reduced supply costs
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Measurement, reimbursement, and tracking systems needed to quantify cost containment
Measurement, reimbursement, and tracking systems needed to quantify cost containment
Measurement, reimbursement, and tracking systems needed to quantify cost containment

Measurement, reimbursement, and tracking systems needed to quantify cost containment
Measurement, reimbursement, and tracking systems needed to quantify cost containment
Trusted local intermediaries and faith-based distribution channels
Trusted local intermediaries and faith-based distribution channels
Trusted local intermediaries and faith-based distribution channels
Trusted local intermediaries and faith-based distribution channels
Trusted local intermediaries and faith-based distribution channels
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Targeted in-community logistics and tech-enabled access solutions
Targeted in-community logistics and tech-enabled access solutions
Targeted in-community logistics and tech-enabled access solutions
Language access and culturally tailored supplies and communication
Language access and culturally tailored supplies and communication

Language access and culturally tailored supplies and communication
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities

Local trusted intermediaries and decentralized access points
Local trusted intermediaries and decentralized access points
Local trusted intermediaries and decentralized access points
Local trusted intermediaries and decentralized access points
Local trusted intermediaries and decentralized access points
Financial, digital and administrative on-site assistance to improve access
Financial, digital and administrative on-site assistance to improve access
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Partner capacity-building and investments for dignified, sustainable services
Embedded local partners, trust and cultural/language access
Embedded local partners, trust and cultural/language access
Embedded local partners, trust and cultural/language access
Pre-positioned logistics, equipment and vehicle suitability

Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Information, liaison mapping and day-one operational planning
Rapid volunteer surge, training and mission-tracker coordination
Rapid volunteer surge, training and mission-tracker coordination
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation

Formalize governance: clear reporting lines, authorities, and accountability
Formalize governance: clear reporting lines, authorities, and accountability
Pre- disaster relationships, training, and joint exercises for readiness
Pre- disaster relationships, training, and joint exercises for readiness
Pre- disaster relationships, training, and joint exercises for readiness
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Trusted faith-based and community outreach channels for hard-to-reach households

Trusted faith-based and community outreach channels for hard-to-reach households
Trusted faith-based and community outreach channels for hard-to-reach households
Trusted faith-based and community outreach channels for hard-to-reach households
Trusted faith-based and community outreach channels for hard-to-reach households
Trusted faith-based and community outreach channels for hard-to-reach households
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Flexible funding, equipment procurement, and partner capacity building by CAP
Visibility, tracking, and governance of partner-distributed resources and outcomes
Visibility, tracking, and governance of partner-distributed resources and outcomes
Visibility, tracking, and governance of partner-distributed resources and outcomes
Visibility, tracking, and governance of partner-distributed resources and outcomes
Procurement, bulk purchasing and loaned transport/logistics assets
Procurement, bulk purchasing and loaned transport/logistics assets
Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support

Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support
Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Health, cold-chain continuity and recovery services including home-repair mobilization
Health, cold-chain continuity and recovery services including home-repair mobilization

Health, cold-chain continuity and recovery services including home-repair mobilization
Health, cold-chain continuity and recovery services including home-repair mobilization
Partner infrastructure and pre-â€‘staged shared resources
Partner infrastructure and pre-â€‘staged shared resources
Partner infrastructure and pre-â€‘staged shared resources
Partner infrastructure and pre-â€‘staged shared resources
Partner infrastructure and pre-â€‘staged shared resources
Partner infrastructure and pre-â€‘staged shared resources
Embedded partnerships, coalitions, and trusted local intermediaries
Formal blue-â€‘skies training, mandated exercises, and role documentation
Formal blue-â€‘skies training, mandated exercises, and role documentation
Formal blue-â€‘skies training, mandated exercises, and role documentation
Formal blue-â€‘skies training, mandated exercises, and role documentation
Formal blue-â€‘skies training, mandated exercises, and role documentation
Formal blue-â€‘skies training, mandated exercises, and role documentation
Community outreach, culturally appropriate materials, and event-â€‘based engagement
Community outreach, culturally appropriate materials, and event-â€‘based engagement
Community outreach, culturally appropriate materials, and event-â€‘based engagement
Community outreach, culturally appropriate materials, and event-â€‘based engagement
Community outreach, culturally appropriate materials, and event-â€‘based engagement
Volunteer recruitment, rotational deployment, and sustained readiness capacity

[illegible]

Partner capacity building, bilingual training, and technology for access

Partner capacity building, bilingual training, and technology for access
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Operational integration, liaison coordination, visibility, and governance

Operational integration, liaison coordination, visibility, and governance

Operational integration, liaison coordination, visibility, and governance

Operational integration, liaison coordination, visibility, and governance

Operational integration, liaison coordination, visibility, and governance

Operational integration, liaison coordination, visibility, and governance

Document
CAP_Liaison_DRO503-25_Stephanie_Cerda_2025_0613 (1).docx
CAP_Partner_DR503-25_Victor_Rivera_2025_0611.docx
Community_Stakeholder_DR503-25_Jane_Phillips_2025_0612.docx
CAP_Partner_DR503-25_Olber_Roblero_2025_0627 (1).docx
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CAP_Partner_DRO503-25_Carla_Perez_2025_07_30 (1).docx
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Quote
the beginning, when CEP and LET arrived, they were a little confused about like, like cap.
And so I, I think there were a
it helps to have like a point of contact.
I think we kind of kept in our lanes
we were like they said, boots on the ground, meeting people.
did a great job. She would post every day some photos and a recap
connecting them again with the, the cap team in what we call blue skies when the disaster isn't happening.
known exactly where Hearts for Kids was going every day or
for the DRO. We have our manager, or we had our CAP liaison who would sit in at those meetings
We found ourselves having to offer partners as requests came in
a spreadsheet going as to like where cap partners were going and and where like the DES where Red Cross was going.
much tracking the services that CAP was doing because we had good, a good CAP liaison telling us what CAP was doing.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area
the mission tracker and they said yes, they take that mission, then yes, we knew where they went.
We have our manager, or we had our CAP liaison who would sit in at those meetings and hear about what are the needs and stuff.
days later or weeks later that we got those maps from the DRO
I was the CAP liaison for the Cameron County team.
it helps to have like a point of contact.
I think we kind of kept in our lanes
we are in conversation with our CAP coordinator, which is Mr. Ibarra.
did a great job. She would post every day some photos and a recap of what they had done
connecting them again with the, the cap team in what we call blue skies when the disaster isn't happening.

We were well integrated and so we worked side by side together throughout the entire DR during the duration I was there.
basically cap is CEP, let's be real, basically, you know, they're kind of right there with it and they're LET.
we had our CAP liaison who would sit in at those meetings and hear about what are the needs and stuff.
days later or weeks later that we got those maps from the DRO
I was the CAP liaison for the Cameron County team.
I think we kind of kept in our lanes and the cat worked with their programs and the Latino engagement program worked with their stuff and yeah, I think it worked out all right that way.
we are in conversation with our cup coordinator, which is Mr. Ibarra.
our CAP liaison did a great job. She would post every day some photos and a recap of what
connecting them again with the, the cap team in what we call blue skies when the disaster isn't happening.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias
We should have either had, you know, known exactly where Hearts for Kids was going every day
We have our manager, or we had our CAP liaison who would sit in at those meetings and hear about what are the needs and stuff.
It wasn't until days later or weeks later that we got those maps from the DRO
for the DRO. We have our manager, or we had our CAP liaison who would sit in at those meetings
we had something called a mission tracker meeting where we went through web EOC there.
We had a point of contact for food distribution.
much tracking the services that CAP was doing because we had good, a good CAP liaison telling us what CAP was doing.
we never set it down and made a little meeting about it and have paperwork, a map, a discussion, make a plan

And so I would get a mission in and we we'd have a daily meeting

We have our manager, or we had our CAP liaison who would sit in at those meetings

The Red Cross gave me maps of sections that they were aware that needed services that they weren't able to reach.

a spreadsheet going as to like where cap partners were

I almost like in quadrants, right. I think it helped to know that that like you know, Hansel was at one different location.

of poster paper that would show on X day, X next three days. Here's where their events are.

if it ain't a picture, nothing happened.

the colonias in the area and then to overlay that with what partners were there. We used

we'd have a daily meeting and we would say, hey, here's this mission.

if we were to have a map of the affected area in the in the room

The Red Cross gave me maps of sections that they were aware that needed services that they weren't able to reach.

if it ain't a picture, nothing happened. And if it's not on paper, it definitely did not.

were identified at the main meetings for the DRO. We have our manager, or we had our CAP liaison who would sit in at those meetings and hear about what are the needs

our CAP liaison did a great job. She would post every day some photos and a recap

we can provide for them, routes, houses a lot more efficiently so we can move faster.

One thing that I've always done is we have an external relations meeting every day.
Weâ€™re mobilized based on the needs that were identified at the main meetings for the DRO.
They gave me a map, and they wanted me to distribute in Aferia. They wanted me to distribute in Santa Rosa.
we had a spreadsheet going as to like where cap partners were going
for example, either e-mail or call me and say, OK, we need an X number of meals.
if you want to go assess tomorrow at 8:00, by 12:00, send us all of the information that people have been affected.
we had good, a good CAP liaison telling us what CAP was doing
we can provide for them, routes, houses a lot more efficiently so we can move faster.
connect with the CAP liaison there to ask for a mapping of the colonias in the area
One thing that I've always done is we have an external relations meeting every day.
we had our CAP liaison who would sit in at those meetings and hear about what are the needs
They gave me a map, and they wanted me to distribute in Aferia. They wanted me to distribute in Santa Rosa.
there were people facilitating in different parts of the city
No, I really didn't. I was surprised we didn't hear a lot of that.
Tell those families that by Saturday at 10 AM, there's going to be another team
we never set it down and made a little meeting about it and have paperwork, a map
One thing that I've always done is we have an external relations meeting every day.
we had our CAP liaison who would sit in at those meetings and hear about what are the needs
let the Red Cross know that those areas were already serviced
Have this training in place, have this volunteers in place, have this distribution shelters in place so when these things happen, we're ready to go.
building that trust ahead of time is key to scalability.
Had they been closer, that would have been quicker. They are now or they when we left, because they had to practice that muscle.

Yes, our liaison had experience before a little bit with the DRO
the footwork that the cat group had done, you know, ahead of time, I
in place, have this distribution shelters in place so when these things happen, we're ready to go.
their monthly meeting has cap come and do a presentation, has a exercise with cap and CEP
their volunteers move fast. And
they've been working with the CAP team throughout the year.
trained us how to use the app to go and assess
their monthly meeting has cap come and do a presentation, has a exercise with cap and CEP.
tracker and they said yes, they take that mission, then yes, we knew where they went.
everything else has been dressed rehearsal. This is a real show. This is what we all trained for to do,
known exactly where Hearts for Kids was going every day or even had a Hearts for Kids Rep sitting with us at
when the CAP Liaison can can be there and the CAP manager kind of gives them that debrief of this is all of our partners,
the footwork that the cat group had done,
in place, have this distribution shelters in place so when these things happen, we're ready to go.
mandated for CAPs and chapters to do some sort of mock on a yearly
Hearts for Kids have a network of church pastors that they work with.
had churches come and call us and say, you know, do you all need water?
Samaritan Settlement House, Harlington Food Pantry, and there were
the partnerships that have been developed by the South Texas Tech CAP team were trusted partners to the people we needed to serve.
We have pastors throughout the valley that we give food to and they go and distribute.
felt comfortable in, which was at a local church that they knew
they trusted this church in their community

We've been focusing really on our resilience hubs, you know, our cultural centers, our faith-based organizations and based on like health, hunger and housing.
had community health workers. And so they were able to help with that with the sign up.
Some specifics were that in order to reach into them, there's there's leaders called Promotoras and they are public health nurses.
We have pastors throughout the valley that we give food to and they go and distribute.
Being able to talk from the pulpit and saying that you have this trusted member.
the neighborhoods that we went to, were Spanish speaking and so I speak Spanish. The CAP manager spoke
a community health worker, a promotor de salud, which is someone from the community that's trusted by the community
Hearts for Kids have a network of church pastors that they work with.
had churches come and call us and say, you know, do you all need water?
provided meals for our shelter.
our church was a distribution Center for the whole entire neighborhood.
we had to teach these classes bilingually
We have pastors throughout the valley that we give food to and they go and distribute.
connect with the CAP liaison there to ask for a mapping of the colonias
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution.
Our partners were able to respond within two days
Hearts for Kids have a network of church pastors that they work with.
it helps to have like a point of contact.
Some specifics were that in order to reach into them, there's there's leaders called Promotoras and they are public health nurses.
We have pastors throughout the valley that we give food to and they go and distribute.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area

to their community. They were in the Green Valley Colonia area, so they knew a lot of these families and did a lot of outreach themselves
come and call us and say, you know, do you all need
We have pastors throughout the valley that we give food to and they go and distribute.
Being able to talk from the pulpit and saying that you have this trusted member.
to their community. They were in the Green Valley Colonia area, so they knew a lot of these families and did a lot of outreach themselves
So the Spanish, like Spanish was a bit it was critical, like the language important.
Spanish is so important, especially in this area.
And actually the local DPM knows that community very well too. He's bilingual.
For me, just being able to not use my Spanish, which is really bad
because they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.
you doing? Oh, como estas, you're here with usâ€¢
a bilingual training. So it was in English and
the Latino engagement program worked with their stuff
And actually the local DPM knows that community very well too. He's bilingual.
Yes, I think that was not an issue. I mean, cultural wise, we know majority of the people here and now you know that we we're we're more involved in the community with help RGV.
We were yeah, the, yeah, there was a Latino engagement team that was there and some of our cap team was there.
they were able to provide items that were like just more culturally appropriate.
another community partner, they were able to get the 'cause that's a usually under served group of people
Spanish is so important, especially in this area.
leaders called Promotoras and they are public health nurses.
cultural wise, we know majority of the people here

you're sending us the wrong food, which we knew, but they helped us with the grocery list
South Texas, right? They want tacos, they want things that they're going to eat.
They had cultural food, like rice and beans, stuff like that.
Rice and beans is a staple to the community here in South Texas.
your neighborhood bringing you things. And and
Spanish is so important, especially in this area.
the local DPM knows that community very well too. He's bilingual.
it was a bilingual training. So it was in English and Spanish.
Spanish is so important, especially in this area.
we have an undocumented community and we have folks that don't speak Spanish, they speak Quechua
were scared to show up at food pantries and deliver food for fear of what would happen with their immigration status
they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.
We were yeah, the, yeah, there was a Latino engagement team that was there and some of our cap team was there.
Rice and beans is a staple to the community here in South Texas.
only a very trusted groups were going back into those areas to access those community members.
American Red Cross was able to create essentially their own coalition with other nonprofits.
they don't interact and they're scared to interact with the agencies
You don't need nothing. Just come in person and we'll help you.
they trusted this church in their community

literally going door to door handing the

But because your local friendly entity that people trust already was open and operating

we worked through trusted messengers like a lot of the different church pastors in the area.

American Red Cross was able to create essentially their own coalition with other nonprofits.

I think the effective way it's done by people that lives in the community, yeah.

Just show up. You don't need nothing. Just come in person and we'll help you.

have happened without trusted partners and again without our LET team as well, LET

the neighborhoods that we went to, were Spanish speaking and so I speak Spanish.

But because your local friendly entity that people trust already was open and operating, I feel that's the reason that some of those individualsâ€

were disseminating them, putting them in our food bags. So while it's

they're scared to interact with the agencies

They were scared to death to sign up and give us information for us to provide immediate assistance.

You don't need nothing. Just come in person and we'll help you.

it out in like on social media. We didn't tell the emergency manager about it.

we're literally going door to door handing the supply.

local friendly entity that people trust already was open and operating

We, it took like boats and rafts and all kinds of things to get back there

they're scared to interact with the agencies

We go to the bus station to give tacos.

They were scared to death to sign up and give us information for us to provide immediate assistance.

Just show up. You don't need nothing.

connect with the CAP liaison there to ask for a mapping of the colonias

literally going door to door handing the supply

local friendly entity that people trust already was open and operating

were disseminating them, putting them in our food bags. So while it's

We go to the bus station to give tacos. Give shoes with clothes to all these people.

I think CAP was able to come in and give money where money was needed, where the Red Cross, we can't do that, right.

But because your local friendly entity that people trust already was open and operating, I feel that's the reason that some of those individuals that they [Red Cross] did not see that huge number of influx because the community might have run to where they know already, where they feel comfortable.

we went to Facebook and WhatsApp 'cause that's where the colonials were communicating.
Just show up. You don't need nothing. Just come in person and we'll help you.
One of our partners even provided their laptops that CAP had purchased to be able to be there.
they essentially provided the the box truck for about two to three weeks at least.
they loaned the operation the box truck for the duration of the operation, saving us that cost
But the Red Cross was a big help just by providing that box truck during that time.
one of the partners had a truck that Cap had purchased for them that they gave us the truck to deliver supplies.
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution.
The partners made their box truck and their delivery vehicle available to the Red Cross.
we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
we have a a 18 Wheelers that arrive in this area.
had bought them a box truck and they used that box truck
community adaptation program provided A forklift. So that
they paid for, I know at least one semi they may have paid for 2 semi loads of supplies because they were getting some really good deals on pallets.
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution.
The partners made their box truck and their delivery vehicle available to the Red Cross.
other than just maybe water and that
that generator, they, they didn't lose all of their vaccines. They didn't, they were
other than just maybe water and that kind of stuff
we take our, our waters, apples, bananas and and we're there.

the refrigerator that nobody else could solve so we were
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution.
were just like in one area, you know, and then it was like hard to get it to.
But we didn't know where those supplies were going.
I'm just thinking like you have a little flag that says 20 pallets of water went here, 10 pallets of water went here.
they loaned the operation the box truck for the duration of the operation, saving us that cost
the Red Cross with the community adaptation program provided A forklift.
had bought a box truck and that was one of the main things that we used in the DR.
The partners made their box truck and their delivery vehicle available to the Red Cross.
11 volunteers to help with that.
We had a point of contact for food distribution.
Loans and Fishes provided meals for our shelter.
1214 volunteers.
Hansel was able to get that for us. And so
transported within these communities via
but they also brought in supplies.
up leaning [on] our local partner Hearts for Kids using the box truck
your church pastor going into your neighborhood bringing you things.
I was more on the deployment of the team going knocking on doors.
go out there with the Red Cross and other partners and go to these and hand out food
they didn't just bring volunteers. They brought in the volunteers, but they also brought in supplies.
they were the team along with the partners were put on their boots and we're literally going door to door handing the supply.

trained us how to use the app to go and assess those
classes bilingually because they some were just Spanish speaking and they
I also know that we got volunteers to complete the DDOA.
We had a point of contact for food distribution.
Hensel had his partners and Maria had their partners all all together.
1214 volunteers.
was doing their own thing. So
there's two or three teams that went to that same area
the CAP partners were quicker to respond than your local Salvation Army and your World Central Kitchen
But both of them were volunteers that helped us expand our reach without having to deploy folks.
Unfortunately, there's not many volunteers out here.
cap was able to pay for a little bit of a few of the folks to get like the full certified training
some of them were willing to do the cooking for us for free.
they had some funding to help reimburse us for, for supplies or for food.
Loans and Fishes provided meals for our shelter.
we cook breakfast for you, tacos and water.
reduced our expense in
pastors throughout the valley that we give food to and they go and
we weren't duplicating effortsâ€¦ we were very targeted in what we were doing

have still have to pay like \$4.00 a meal, but

Engaging partners just opens the door for a lot of them that are already connected to the food bank.

I believe they charged us \$4.50, which is way less than I think the

food distribution to the all across the valley and church was the one who actually will receive 3 or 4 troops a week. And so we have people all over all over the

we weren't all doing the same thing, repeating the same thing. We had a point of contact for food distribution.

No, I really didn't. I was surprised we didn't hear a lot of that.

I was more on the deployment of the team going knocking on doors.

There was a big piece of poster paper that would show on X day, X next three days. Here's where their events are.

we can provide for them, routes, houses a lot more efficiently so we can move faster.

they were done through the mission tracker basically.

were servicing, then that allows for the CAP for the other Red Cross resources to focus on another area.

they had some funding to help reimburse us for, for supplies or for food.

we were very much tracking the services that CAP was doing

we never set it down and made a little meeting about it and have paperwork, a map

If you look at our meals, we got out 11,000 meals and that was very targeted.

We do have a cost containment sheet, and I was tracking there every time we were going out into the community

We are a shelter, we're a soup kitchen. We also have a food pantry and a GED resume writing computer lab.

they went out in the neighborhood.

But we were like they said, boots on the ground, meeting people.

the partnerships that have been developed by the South Texas Tech CAP team were trusted partners to the people we needed to serve.

Hearts for Kids, they ended up right away ordering a freight of rice and beans. Rice and beans is a staple to the community here in South Texas.

when we first started the Colonia Center, we actually said we're not going to bring any. We won't wear our Red Cross branded.

We were able to register them and, and make them part of our own clientele.

they don't interact and they're scared to interact with the agencies

I was more on the deployment of the team going knocking on doors.

They were scared to death to sign up and give us information for us to provide immediate assistance.

arrange for sheltering that they felt comfortable in, which was at a local church that they knew

it out in like on social media. We didn't tell the emergency manager about it. We didn't tell the public.

the neighborhoods that we went to, were Spanish speaking and so I speak Spanish.

No, I think they went out in the neighborhoods. What I heard anyway, they went out in the neighborhood.

actually partnered with a local church and we set up a, when they say it was called a Resource Center or something like that. They did have costs where people

One of our partners even provided their laptops that CAP had purchased to be able to be there.

a computer lab. So we were able to use people needed to, you know, check their services or their benefits

an undocumented community and we have folks that don't speak Spanish,

us particularly around our distribution of DES and food because we're less targeted, less sensitive to cultural needs and we just
I think the cap team did a great job of like finding like areas of high vulnerability and then finding partners in those areas.
We are a shelter, we're a soup kitchen. We also have a food pantry and a GED resume writing computer lab.
No, I think they went out in the neighborhoods. What I heard anyway, they went out in the neighborhood.
through CAP, we were able to mobilize volunteers.
the partnerships that have been developed by the South Texas Tech CAP team were trusted partners to the people we needed to serve.
We've had a lot of different new churches that have been reaching out to us.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area
program actually partnered with a local church and we set up a, when they say it was called a Resource Center or something like that.
Our partners were able to respond within two days, within 2-3 days.
we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
we have a shower trailer here. So we were able to use our shower trailer for one of the locations here in our area.
Well, they loaned the operation the box truck for the duration of the operation, saving us that cost
we didn't have a box truck to go get out the supplies and stuff.
one of the partners had a truck that Cap had purchased for them that they gave us the truck to deliver supplies.
had bought a box truck and that was one of the main things that we used in the DR.
The partners made their box truck and their delivery vehicle available to the Red Cross.
We have different programs. We are a shelter, we're a soup kitchen.
No, I think they went out in the neighborhoods.
But we assist with donations, clothes, shoes, baby diapers, all of the hygiene kit supplies.
It's a huge impact, a huge impact. Yesterday we provided up to 380 people, families.
They had cultural food, like rice and beans, stuff like that.

we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
We have different programs. We are a shelter, we're a soup kitchen.
No, I think they went out in the neighborhoods.
But we assist with donations, clothes, shoes, baby diapers, all of the hygiene kit supplies.
The partners made their box truck and their delivery vehicle available to the Red Cross.
had community health workers. And so they were able to help with that with the sign up.
We also have a food pantry and a GED resume writing computer lab.
we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
We have different programs. We are a shelter, we're a soup kitchen.
No, I think they went out in the neighborhoods.
But when we have all these doctors and coming to our church to do vaccination,
one of the partners stood up an independent shelter and it was to help those that were evacuated
What we do is we provide different services. You know, we get food from the food bank and we distribute to the community.
them transported within these communities via boat and others. I can go on.
They brought in the volunteers, but they also brought in supplies.
the CAP team had investment, invested a forklift and had invested a few items for them
We also have partners doing medical services. We have partners that do sliding scale.
No, I think they went out in the neighborhoods.
families were being affected by the flood, we right away we we assisted
They brought in the volunteers, but they also brought in supplies.
partners are already on the ground. So I
we had not received our stuff from the Red Cross yet. And so we were able to do that very quickly.

the signage was very quick to be placed and so we were able to direct traffic.
I think they really get out there quicker because they were in the community, especially those affected communities.
I think 5-6 day after.
They they really augmented what we could do, who we could serve and speed to to service.
something tall because we were going to places that were flooded and our vehicles were too low.
it gave us a starting point on day one when we got there.
They brought in the volunteers, but they also brought in supplies.
They needed minimum notice within six hours of us letting them know that we needed food, they were able to work on it.
trained us how to use the app to go and assess
I have the volunteers. What time do you want them there? OK, how many do you need?
partners are already on the ground. So I
When we heard about a lot of that families were being affected by the flood, we right away we we assisted
They know the local community is that very well and that allows us to be able to have speed to service
those hundreds of bags with supplies inside of them to make the process faster, you know, to give
One of them was to take the QR code and put it on the food boxes
was through the mission tracker. So that's how we knew. So
minimum notice within six hours of us letting them know that we needed food, they were able to work on it.
we had not received our stuff from the Red Cross yet. And so we were able to do that very quickly.
they said no, we could assist.
the assessment, the hiring kids budgets arrive and just to be honest with you, you arrive a little late.
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
And then the Red Cross with the community adaptation program provided A forklift.

had bought a box truck and that was one of the main things that we used in the DR.
They needed minimum notice within six hours of us letting them know that we needed food, they were able to work on it.
I was the ADER on the job. So I was the one that had all the mission trackers.
we had a spreadsheet going as to like where cap partners were going and and where like the DES where Red Cross was going.
I almost like in quadrants, right. I think it helped to know that that like you know, Hansel was at one different location.
they trained us how to use the app to go and assess
There was a big piece of poster paper that would show on X day, X next three days.
was knowing where to go quick, quicker and, and get
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area and then to overlay that with what partners were there.
I was the ADER on the job. So I was the one that had all the mission trackers.
if we were to have a map of the affected area in the in the room
we had something called a mission tracker meeting where we went through web EOC there. So we were able to add those requests into web EOC
I think we kind of kept in our lanes
thank you for the cap staff that they found us, what we were
I was part of the response team. I was out there with the partners, talking to the organizations and distributing supplies.
very beginning, like, well, at some point when, at the beginning, when CEP and LET arrived, they were a little confused about like, like cap.
I think this would help help having just one point of contact.
think we kind of kept in
they trained us how to use the app to go and assess
about reporting who did CAP report to. And
I was the ADER on the job. So I was the one that had all the mission trackers.

Weâ€™re mobilized based on the needs that were identified at the main meetings for the DRO.
The tab 9 has been very helpful.
We didn't have to go to a lot of those lot of the little communities because they were already taking care of themselves.
The lesson learned is you want to integrate CEP and CAP like they're one team.
connecting them again with the, the cap team in what we call blue skies when the disaster isn't happening.
we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
They provided us a generator to that generator. We used it for the shower.
I know they didn't request much from us.
Well, they loaned the operation the box truck for the duration of the operation, saving us that cost
the Red Cross with the community adaptation program provided A forklift.
them transported within these communities via boat and others. I can go
they didn't just bring volunteers. They brought in the volunteers, but they also brought in supplies.
So the team had bought a box truck and that was one of the main things that we used in the DR.
I feel like especially for like the food access partners, they were able to provide items that were like just more culturally appropriate.
help reimburse us for, for supplies or for food. So they,
I know they didn't request much from us.
Well, they loaned the operation the box truck for the duration of the operation, saving us that cost
If you look at our meals, we got out 11,000 meals and that was very targeted.
bring volunteers. They brought in the volunteers, but they also brought in supplies. And
So the team had bought a box truck and that was one of the main things that we used in the DR.
Rice and beans is a staple to the community here in South Texas.
I mean, our laundromat services was, was a plus because we have laundry services here.

No, I think they went out in the neighborhoods.
We have pastors throughout the valley that we give food to and they go and distribute.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area
community adaptation program actually partnered with a local church and we set up
literally going door to door handing the
they had some funding to help reimburse us for, for supplies or for food.
I know they didn't request much from us.
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
the Red Cross with the community adaptation program provided A forklift.
a grant, through CAP, we were able to
So the team had bought a box truck and that was one of the main things that we used in the DR.
The partners made their box truck and their delivery vehicle available to the Red Cross.
they would give us a list because the cap partners already had
We have pastors throughout the valley that we give food to and they go and distribute
the colonias in the area and then to overlay that with what partners were there.
But we didn't know where those supplies were going. Maybe the cap team did, but on the job we didn't have that information.
the CAP team had investment, invested a forklift
The partners made their box truck and their delivery vehicle available to the Red Cross.
we were able to use our shower trailer for one of the locations here in our area.
they opened shelters and they were able to to host families for a long period of time.
one of the partners stood up an independent shelter
arrange for sheltering that they felt comfortable in, which was at a local church

that allowed them hot meals every day, that allowed them to plug their cell phones in and charge it, that allowed a place to stay.
When they set up, it wasn't a Red Cross shelter.
They [partners] also provided some sheltering on their end.
No, I think they went out in the neighborhoods.
bus station to give tacos. Give shoes with clothes to all these people.
literally going door to door handing the supply.
The partners made their box truck and their delivery vehicle available to the Red Cross.
We have a computer lab. So we were able to use people needed to, you know, check their services or their benefits or they needed to print things or they needed resources.
we had to teach these classes bilingually because they some were just Spanish speaking
Just come in person and we'll help you.
CAP was able to come in and really because they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.
One of our partners even provided their laptops that CAP had purchased to be able to be there. And just like, you know, we say like, hey, apply to this and stuff, but if people don't have the computers, if people don't have the Internet, they're not going to be able to apply to it.
a generator to. And because they had that generator, they, they didn't lose all of their vaccines.
help reimburse us for, for supplies or for food. So they,
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
I think CAP was able to come in and give money where money was needed, where the Red Cross, we can't do that, right.
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution
The partners made their box truck and their delivery vehicle available to the Red Cross.
generator, they, they didn't lose all of their vaccines.
They provided us a generator to that generator. We used it for the shower.

One of the partners had a lead on getting a lot of cleanup kits at a very reduced rate.
our partner Hearts for Kids is reaching out to them and they're currently in works with them to get that house fixed.
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff. I, we got really lucky that hearts for kids had access to these pallets
make improvements to our location, we're now better, we're now able to better serve our community.
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
it's provided the tools that we need to continue to help the community
connect with the CAP liaison there to ask for a mapping of the colonias in the area
The tab 9 has been very helpful.
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff. I, we got really lucky that hearts for kids
definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.
those relationships and they maintained those
they trained us how to use the app to go and assess those houses
be training on what what happens in a disaster,
a training of what is CAP supposed to look like during blue sky and what does CAP look like during ADR?
some sort of training, some sort of mock disaster.
Even the app I, I was able to download the app emergency app through, through cap American Red Cross app.
We didn't have to go to a lot of those lot of the little communities because they were already taking care of themselves.
their monthly meeting has cap come and do a presentation, has a exercise with cap and CEP.
South Texas, right? They want tacos, they want things that they're going to eat.
we've been working with them throughout the year, not just during this disaster, but during the blue skies.
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.

they were able to deploy and, and get a volunteer base and do it in rotations
they got started very quickly 'cause you know, Hensel and Ruby and Maria are working with them all the time to be prepared.
they bring information and also they have the table for sign up, volunteers sign up.
getting to know each other, it'd be talking, it'd be training on what what happens in a disaster
they're not able to as the volunteers because they don't have the volunteers that it takes.
a training of what is CAP supposed to look like during blue sky and what does CAP look like during ADR?
we've been working with them throughout the year, not just during this disaster, but during the blue skies.
it should be something that's mandated for CAPs and chapters to do some sort of mock on a yearly basis
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.
There was this time around signage. We we like the fact that the American Red Cross had signage there.
I think they really get out there quicker because they were in the community, especially those affected communities.
they trained us how to use the app to go and assess
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
Through a grant, through CAP, we were able to buy that, have
So they had an opportunity that they purchased a semi load of trucks supplies as well.
I definitely see a need for some of the partners to maybe like have like
they had some funding to help reimburse us for, for supplies or for food.
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
They gave us the tools that we needed to continue to help the the community.
a grant, through CAP, we were able to buy that, have it there and make that able
I think CAP was able to come in and give money where money was needed, where the Red Cross, we can't do that, right.
the CAP team had investment, invested a forklift and

I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.

I think they really get out there quicker because they were in the community, especially those affected communities.

I think they really get out there quicker because they were in the community, especially those affected communities.

Have this training in place, have this volunteers in place, have this distribution shelters in place so when these things happen, we're ready to go.

They gave us the tools that we needed to continue to help the the community.

members who could became more engaged in helping the partners deliver to their community.

literally going door to door handing the supply.

The tab 9 has been very helpful.

Quote Elaboration
Designated liaison embedded in DRO meetings enabled route assignment, mapping, and bilingual volunteer integration.
Single CAP point of contact centralized communications, reducing miscommunication and enabling coordinated city and shelter interactions.
Practical role delineation helped maintain operational clarity between CAP, CEP, LET, and local programs.
Hands-on training and embedded assessments created field credibility, enabling CAP to act as operational bridge.
Liaison-provided daily recaps and tracking delivered operational visibility, supporting coordinated DRO oversight and tasking.
Regular 'blue skies' engagement preserves relationships and clarifies liaison roles before crises occur, improving integration.
Embedding partner reps or liaison presence would close visibility gaps and improve daily operational coordination.
Embedded liaison attendance at DRO meetings captured needs and elevated partner capabilities for operational alignment.
Reactive tasking reduced integration; proactive map-sharing and preassigned partners would improve role clarity.
Shows mission-tracker meetings and spreadsheets centralized partner locations, supporting clear operational assignment and deconfliction.
Demonstrates daily liaison-driven tracking and simple visual tools supported centralized schedule visibility and operational coordination.
Shows leadership used liaison-provided maps to overlay partner presence, enhancing operational situational awareness and assignments.
Frames ADER-managed mission trackers as central to centralized visibility and preventing duplicate partner activity.
Indicates embedded liaisons attending DRO meetings provided direct needs visibility and fed partner coordination.
Highlights timeliness gaps in DRO map-sharing undermining proactive partner assignments and centralized mission tracking.
Identifies embedded liaison and mission-tracker practice used to coordinate CAP, CEP, LET roles operationally.
Shows CAP acting as single point of contact and geographic area leads for operational clarity.
Indicates practical role separation maintained, supporting clear operational responsibilities among teams.
Evidence of named liaisons and CAP-led training embedding partners into assessment workflows.
Highlights liaison's daily reporting role and recommends integrating CAP with CEP for unified operational teams.
References blue-skies engagement and CAP structuring partners for better pre-disaster role clarity.

Reports CAP integrated into field and leadership, liaison provided mapping to guide partner assignments.
Advocates merging CAP, CEP, LET functions and embedding partner reps to improve coordination and visibility.
Shows liaison attendance at DRO meetings but acknowledges CAP staff need training for clearer role integration.
Documents delays in DRO information and reactive partner tasking undermining proactive CAP “DRO integration.
Designated CAP liaison embedded in DRO enabled coordination, mission-tracking, and route assignments to prevent overlap.
Practices showed functional separation, enabling partners to operate without overlap and clarifying responsibilities operationally.
Named local liaisons communicated frequently, enabling training, assessments, and rapid partner deployment in the field.
CAP liaison provided daily recaps and photos, centralizing situational awareness for DRO operational tracking.
Pre “disaster 'blue skies' engagement maintains relationships, enabling faster, clearer operational role assignment during responses.
DRO relied on CAP liaison for local mapping intelligence, informing targeted assessments and partner overlays.
Embedding partner representatives onsite would have closed visibility gaps and improved daily operational coordination.
CAP liaison attendance at DRO meetings captured needs, translated partner capacities, and elevated partner offerings operationally.
Delayed DRO information and mapping hindered proactive partner tasking, causing reactive assignments and slower responses.
Describes CAP liaison attending meetings to capture needs and relay partner resource allocations into planning.
Describes survey to mission “tracker to WebEOC flow and spreadsheet coordination to avoid duplication.
Shows designated CAP POCs supported coordinated tasking, aiding situational awareness without specifying tracker integration.
Shows liaison-provided daily recaps and photos maintained operational awareness of CAP activities for leadership.
Advocates formal meetings, maps and paperwork to document partner actions, improving shared situational awareness and accountability.

Shows missions funneled into daily tracker meetings where partners accept or decline tasks for accountability.
States liaison attendance in meetings to capture needs and connect partner capacities to Red Cross planning.
Maps from liaison supported area tasking and deconfliction, though sharing timeliness sometimes delayed awareness.
Shared spreadsheet functioned as practical route-assignment tool preventing overlapping CAP partner routes.
Describes area-based POCs and quadrant assignments enhancing geographic visibility and local responsibility.
Describes low-tech, visible scheduling aids and liaison recaps providing immediate operational situational visibility.
Advocates mapping, photos and paperwork to make activities visible and verifiable across partners and locations.
Describes CAP-provided maps overlaid with partner locations to shape immediate geographic situational awareness and targeting.
Shows mission-trackers and daily meetings enabled logging, assigning, and confirming partner responses and locations.
Notes CAP liaison meeting attendance and recommends a room-visible map tracker for resource distribution visibility.
Describes map-based area assignments and local spreadsheet tracking to record distributions and deconflict partner coverage.
Emphasizes need for photographic and paper documentation to validate activities and enable inter-agency visibility.
CAP liaisons attended DRO meetings and relayed partner offers, forming the basis for tasking and coordination.
Daily liaison updates plus a visible poster schedule supported short-range tasking and deconfliction decisions.
Local partners can provide street-level routes and prefer meeting-based planning to reduce overlap and speed tasking.

Standing daily external relations meetings plus mission tracker entries guided tasking despite limited route detail.
CAP liaisons attended DRO meetings, conveyed partner capabilities, and relayed offers upward for tasking.
Maps guided neighborhood assignments and partners reported serviced areas to prevent redundant supply deliveries.
Shared spreadsheet evolved into active route assignments, enabling liaison-driven daily deconfliction and tasking.
Central POC and direct messages enabled quick tasking for services but not formal route lists.
Requests for same-day assessment reports highlight liaison role in timely updates for tasking.
Liaison provided daily photo recaps and service tracking, informing operations' situational awareness and tasking.
Partners offered street-level route data to speed tasking, useful when shared through liaison updates.
Liaison-facilitated mapping and partner convening enabled targeted assignments and reduced duplication risk.
Daily external relations meetings and mission trackers provided tasking visibility for partners to accept missions.
Liaisons attended main meetings, conveyed partner capabilities upward, enabling DRO-aware tasking decisions.
Maps assigned neighborhood distributions; partners reported serviced areas to operations, preventing redundant supply deliveries.
Named area leads reduced overlap by assigning responsibility for locations and service functions during daily coordination.
Interviewee reported little observed duplication, implying effective coordination though daily assignment mechanisms remain unspecified.
Requesting household notifications and schedules prevents duplicate visits and clarifies daily team assignments and timing.
Advocates formal meetings, maps, and documentation to convert ad-hoc actions into coordinated daily route plans.
Daily external relations meetings presented incoming missions but lacked explicit route-assignment or formal deconfliction procedures.
CAP liaisons attended main meetings, relaying partner capabilities into DRO tasking conversations for daily coordination.
Partners reported serviced areas back to DRO, preventing redundant deliveries and informing daily route choices.
Calls for established trainings, volunteers, and distribution sites to pre-position capabilities and reduce handoff friction.
Recommends pre-disaster familiarization and short, role-focused trainings to establish trust and clarify responsibilities.
Suggests that practicing joint coordination builds operational speed; embedding partners reduces handoff delays during disasters.

Illustrates liaison experience enables early briefings to align partner capabilities and streamline handoffs to DRO.
Pre-event relationship building functions like informal exercises, enabling faster coordination and smoother handoffs.
Calls for pre-positioned training, volunteers, and logistics to standardize handoffs during responses.
Recommends light-touch, regular joint exercises integrated into routine meetings to build handoff familiarity.
Training correlates with faster, safer responses, supporting smoother inter-organizational handoffs.
Year-round engagement fosters preparedness and can substitute for formal joint exercises to improve handoffs.
Training volunteers on reporting apps enables interoperable data sharing and clearer handoff between teams.
Embedding brief exercises into routine meetings rehearses shared tools and improves interoperable reporting.
Consistent mission-tracker use improves situational awareness and enables smoother inter-agency handoffs.
Advocates familiarization, trust-building, and light exercises to ensure quicker, coordinated response handoffs.
Calls for embedded partner liaisons, role trainings, and mission-tracker use to practice handoffs pre-disaster.
Highlights year-round engagement and liaison briefings as preparatory steps for rehearsing joint handoffs.
Indicates pre-event relationship-building should be measured and converted into routine joint drills.
Calls for pre-positioned trainings and volunteers institutionalized into drills to ensure accountable handoffs.
Calls for mandated annual mock exercises to institutionalize AAR lessons and assign accountability.
Pastors and church networks acted as trusted conduits and local communicators for last-mile distributions.
Local churches donated supplies and coordinated distribution, improving outreach and material support to communities.
Named local faith and nonprofit partners delivered food and supplies through neighborhood outreach.
CAP's local partnerships provided cultural and linguistic trust enabling access to vulnerable, reluctant community members.
Pastors served as pickup points and last-mile distributors, improving decentralized food delivery.
Local churches hosted shelters people trusted, enabling sheltering for residents who avoided formal shelters.
Trusted local churches conducted outreach and provided meals, charging and shelter in low-profile settings.

CAP leveraged faith-based resilience hubs and cultural centers to deliver health, hunger, and housing support.
CHWs/promotoras conducted sign-ups and door-to-door outreach, providing trusted health and intake connections.
Promotoras served as community public health liaisons, enabling culturally appropriate outreach and service delivery.
Pastors and churches served as decentralized, trusted distributors, reaching neighborhoods hesitating to engage formal agencies.
Pulpit endorsements by trusted intermediaries legitimized programs and increased early community sign-ups and engagement.
Bilingual CAP staff and partners provided culturally concordant outreach, increasing trust and engagement in Spanish-speaking neighborhoods.
Promotoras/CHWs acted as trusted, local health messengers performing outreach, culturally aligned education, and follow-up services.
CAP leveraged pastor networks to accelerate aid delivery and strengthen intermediary trust and reach.
Local churches donated supplies and distributed resources, boosting partner capacity and speeding local response.
Faith-based partners provided meals, amplifying CAP's material support and enabling faster community-scale responses.
Churches served as distribution hubs, CAP investments increased their logistical capacity and speed.
Bilingual training and promotoras enabled CAP-supported partners to reach non-English communities rapidly.
Equipping pastors with supplies and guidance let CAP accelerate last-mile distribution through trusted networks.
CAP-facilitated mapping guided faith-based partners to prioritize hard-to-reach colonias quickly and effectively.
CAP's equipment investments (forklift, laptops) boosted partner distribution capacity and sped operations.
Trusted local partners, backed by CAP resources, enabled rapid two-day distributions into affected neighborhoods.
Church pastor networks acted as designated local contacts, enabling targeted outreach and coordinated distributions.
Designated contacts and local networks improved targeting, responsiveness, and reduced duplicate one-on-one outreach.
Promotoras acted as designated local contacts, improving reach into underserved communities and reducing duplication.
Designated pastors distributed supplies locally, enabling targeted last-mile delivery and minimizing duplicated efforts.
Mapping colonias against partner presence enabled strategic targeting and reduced redundant coverage across neighborhoods.

Local church contacts provided neighborhood knowledge, enabling precise outreach and avoiding duplication of services.
Churches phoned and mobilized donations, integrating parish networks into local trusted outreach and distribution.
Pastors functioned as decentralized distributors and trusted messengers, legitimizing assistance and expanding local reach.
Pulpit endorsement plus QR codes on distributions legitimized aid and increased early community uptake.
Local churches used familiar pulpit and in-person outreach to legitimize assistance and draw reluctant residents.
Affirms Spanish-language capability was critical and trainings were bilingual to enable community communication.
States Spanish-English bilingual capacity was essential for events, outreach, and community engagement.
Reports bilingual staff and bilingual training enabled Spanish speakers to conduct detailed damage assessments.
Anecdote indicates Spanish-language interactions occurred in field and staff/community were patient and communicative.
Documents CAP deployed Spanish-speaking personnel and liaison to deliver goods through trusted church venues.
Indicates Spanish-speaking CHWs and local organizations delivered outreach and information in Spanish.
Bilingual training enabled Spanish-language outreach and culturally relevant engagement in local communities.
Trusted Latino engagement teams coordinated with local partners to reach culturally cautious populations.
Promotoras and bilingual local staff enabled culturally trusted outreach and improved access to colonias.
Local, community-rooted staff fostered trust through shared identity and longstanding neighborhood involvement.
Latino engagement teams and Spanish-speaking CAP staff conducted outreach and provided culturally familiar foods.
Partners adapted food offerings for cultural and religious practices; Spanish language supported tailored delivery.
Trusted churches and partners enabled access to hesitant, often Spanish-speaking colonia residents.
Local volunteers provided familiar foods and emphasized Spanish bilingual outreach to increase trust and participation.
Promotoras and bilingual staff were used to reach communities, addressing language and cultural barriers.
Local staff's cultural familiarity enabled trusted outreach, though language and food specifics were not detailed.

Partners corrected culturally mismatched donations and advised menus, improving food appropriateness for local populations.
CAP supplied culturally familiar staples (rice, beans) and adjusted meals to local taco preferences via community partners.
Spanish-speaking CAP partners enabled feeding operations and provided culturally familiar foods like rice and beans.
Local partners provided staple culturally preferred foods, while Red Cross meal standards sometimes conflicted with local norms.
Trusted church messengers and bilingual materials shared via WhatsApp/Facebook and translated videos.
Local bilingual individuals and culturally familiar food increased trust and access in outreach activities.
Bilingual local staff and promotoras supported assessments and trust-building in colonias and diverse communities.
Bilingual training happened, but documentation lacks scale and coverage details for systematic language access.
Spanish importance noted, yet no policy or staffing documentation shows systematic bilingual coverage across responses.
Non-Spanish languages exist; documentation/policy lacks clarity on multilingual staffing or interpretation for these groups.
Immigration-related fears reduced volunteer participation; documentation lacks policies protecting undocumented recipients and volunteers.
Spanish-speaking staff enabled church-based distributions, but records lack systematic staffing and coverage documentation.
Latino engagement teams existed, but documentation doesn't quantify language staffing or frequency of Spanish outreach.
Partners supplied culturally preferred staples, yet policy definitions sometimes conflicted with local meal practices.
Trusted local teams used specialized transport to safely reach isolated colonia residents during floods.
Coalition-building extended reach via trusted nonprofits, enabling access to hesitant or hard-to-reach communities.
Colonias' fear of agencies, often linked to immigration concerns, reduced willingness to seek formal assistance.
Partners offered no-paperwork, walk-in assistance to reduce barriers for undocumented or documentation-averse households.
Church resource centers acted as trusted venues, enabling access for colonia residents who distrusted formal shelters.

Door-to-door outreach reached immobile or flood-trapped households, bypassing centralized sites they couldn't access.
Pre-existing trusted organizations functioned as primary access points, diverting community members from formal Red Cross sites.
Trusted church pastors and messengers enabled discreet, culturally aligned outreach into isolated colonia communities.
Forming coalitions with local nonprofits extended trusted intermediary networks to reach hesitant communities.
Community residents as messengers increased trust and enabled home access in immigration-affected neighborhoods.
Low-barrier, no-paperwork intake reduced fear and enabled undocumented and reluctant households to access services.
Trusted partners and LET teams provided community credibility and facilitated outreach into reluctant neighborhoods.
Spanish-speaking CAP staff and partners improved engagement and awareness among Spanish-speaking residents.
Pre-existing trusted local entities diverted residents away from formal shelters toward familiar partners.
Low-profile materials distributed through food bags reached people wary of formal outreach or public announcements.
Fear of agency contact deterred colonia residents, indicating need for confidential, community-based outreach channels.
Fear of sharing personal data prevented sign-ups, highlighting confidentiality concerns when assisting undocumented households.
No-paperwork intake reduced barriers, encouraging undocumented or fearful households to seek assistance without formal identification.
Services were intentionally unpublicized to protect privacy and avoid deterring immigration-sensitive households.

Door-to-door distributions provided discreet, direct aid to households avoiding public sites due to fear or immobility.
Trusted local partners offered low-profile alternatives, drawing immigration-sensitive residents away from formal Red Cross sites.
Specialized transport and trusted teams enabled physical entry into isolated colonias during flooding.
Fear of enforcement makes colonia residents avoid formal agencies, requiring alternative trusted outreach channels.
Outreach at transit points reached migration-affected and transient populations not using formal aid sites.
Fear of data collection and enforcement deterred undocumented households from registering for formal assistance.
Partners accepted walk-ins without paperwork, lowering barriers for undocumented or documentation-averse households.
CAP mapping overlaid with partner locations enabled precise, early, 'surgical' outreach into colonias.
Door-to-door distributions reached immobile, homebound, and flooded households unable to access central sites.
Existing trusted local partners provided accessible alternatives, diverting residents from formal Red Cross shelters.
CAP-supplied outreach materials and app were distributed through partners to reach hesitant or disconnected residents.
Material distributions at transit points enabled partners to engage migration-affected and transient populations directly.
CAP provided flexible funds enabling partners to buy supplies and reach populations Red Cross couldn't serve.
Trusted local partners and preexisting relationships enabled alternate access points and community-led distributions.

WhatsApp/Facebook used by trusted messengers to share enrollment links and community updates.
Partners provided in-person, low-cost barrier assistance at distribution sites, facilitating access without documentation requirements.
CAP-funded laptops enabled on-site application assistance, allowing residents to apply immediately at trusted community venues.
Partner-provided box truck supported multiweek DES routes and community center deliveries.
Partner-owned box truck loan reduced transportation costs and supported partner food pickups and distributions.
Box truck provision enabled partner outreach, expanding reach to many families across affected valley areas.
CAP-funded partner vehicle was used operationally to deliver supplies into communities for last-mile distribution.
CAP-funded forklift improved partner distribution capacity, enabling faster loading/unloading of large deliveries.
Partner box truck lent for about 36 days, supporting supply distribution and item pickups across affected areas.
Partner-provided 16-pallet truckloads required strong unloading and local distribution capacity to execute mobile DES routes.
Freight-sized 18-wheeler deliveries created demand for improved unloading and distribution handling capacity.
CAP-funded box truck loans reduced costs and supported frequent partner food collection and distributions.
Forklift provision directly improved partners' ability to load/unload semis and accelerate distribution capacity.
CAP funded semi loads and partner trucks, enhancing bulk supply arrivals and last-mile delivery capabilities.
CAP's forklift investment and pallet awareness improved partner unloading capacity and encouraged pallet-level tracking.
Partner box trucks provided sustained transport support, enabling distribution, pickups, and extended operational reach.
Partners sourced most supplies themselves; Red Cross only occasionally provided water, reducing logistical burden.
Generators and cots preserved critical services and enabled on-site medical and shelter capabilities during response.
Partners supplied water and basic consumables, minimizing Red Cross material provisioning and logistical burden.
Local partners brought water and perishables directly to communities, supplementing centralized logistical supply efforts.

Providing refrigerators and tailored shelter items filled local gaps and enabled on-site food storage and services.
CAP-funded forklift improved partner distribution speed and capacity, supporting handling of pallets and heavy shipments.
Collocated pallet stocks required extra trucking, showing limited visibility and poor pallet distribution coordination.
Operational teams lacked shipment destination visibility, causing duplicate purchases and inefficient pallet allocation.
Suggests simple pallet-tracking practices could prevent duplication and improve allocation visibility across sites.
Partner-loaned box truck substituted Red Cross rentals, directly lowering transportation expenses during operations.
CAP-provided forklift improved handling, enabling frequent semi unloading and faster distributions.
CAP bought a box truck to distribute donated water pallets, enhancing local delivery capacity.
Partner vehicles, including a box truck used about 36 days, supported distributions and pickups, cutting Red Cross costs.
Shows partners rapidly provided volunteer bodies for DDAO operations, enabling immediate field capacity.
Named on-site contacts indicate partner staffing and role ownership for feeding and shelter operations.
Community partners staffed feeding and distribution, reducing Red Cross operational burden locally.
CAP mobilized large numbers of local volunteers, demonstrating significant grassroots staffing augmentation.
Partners provided vehicle assets like box trucks, enabling larger pickups and timely community deliveries.
Partners supplied transport including boats to reach flooded areas, directly augmenting distribution capacity.
CAP combined volunteers, supplies, and purchased vehicles to enable efficient community deliveries.
Local partners provided CHWs, vehicles, and staff to expand sign-ups, distributions, and outreach rapidly.
Faith leaders' door-to-door deliveries increased trust and enabled neighborhood-level outreach and distributions.
Local teams conducted door-to-door outreach to assess needs and directly deliver supplies to households.
Red Cross and partners conducted outreach and food distributions when community volunteers avoided participation.
CAP provided volunteers and supplies, enabling trusted local outreach through partner channels and churches.
CAP staff worked alongside partners performing door-to-door deliveries to reach households directly and build trust.

Practical app training allowed volunteers to rapidly collect assessment data and upload to database.
One-day bilingual classes rapidly qualified Spanish-speaking volunteers to perform DDA assessments.
Community volunteers were quickly recruited and trained to complete door-to-door DDOA outreach tasks.
Designated POCs improved coordination, but staffing composition and specialized team gaps remain unspecified.
Local partner leads mobilized teams together, reducing duplication but formal coordination mechanisms weren't described.
Large volunteer mobilization highlights capacity but raises coordination needs to avoid duplicated visits and role confusion.
Perceived CAP autonomy improved service reach but reduced Red Cross situational awareness and coordination efficiency.
Reports duplicated team visits (2-3 teams) causing inefficiencies and potential wasted staffing resources.
Partner speed and cost-effectiveness filled staffing gaps, yet coordination with formal teams remained unclear.
Local volunteers sustained outreach capacity, reducing need for external deployments and conserving staffing resources.
Volunteer shortages constrained scale, prompting reliance on faith leaders and community networks for staffing.
CAP-funded trainings helped formalize volunteer roles, improving protection and long-term operational integration.
Partners often provided unpaid labor, lowering costs but raising sustainability questions for prolonged operations.
Documents CAP reimbursements and supply support that reduced partner meal costs and net program expenses.
Community partners directly fed shelter residents, reducing Red Cross meal provisioning and associated costs.
Anecdote of locally prepared meals implies substitution for purchased meals, lowering feeding expenses.
States partner feeding directly lowered Red Cross food expenditures during response operations.
Describes partner-run distributions via pastors, leveraging local networks to lower distribution costs and duplication.
Coordination reduced duplication and allowed Red Cross to avoid redundant, costly meal or supply deliveries.

Illustrates partner meals cost roughly \$4 each, reducing expenses compared to commercial catering costs.
Partners' food bank links expanded in-kind supplies and lowered Red Cross procurement and meal costs.
Specifies partner meal pricing around \$4.50, significantly undercutting typical vendor plate costs.
Partner hubs received bulk shipments and deployed neighborhood teams, improving targeted distribution and reducing duplication.
Assigned points of contact and area leads reduced duplication and clarified distribution responsibilities.
Local stakeholder observed little duplication, suggesting coordination and partner coverage reduced overlapping efforts.
Neighborhood assignments and door-to-door deployments focused resources and minimized redundant visits.
Visible schedules and operational tracking enabled liaisons to prevent overlapping partner events.
Pre-planned routes and mapping improved sequencing, reducing duplicate stops and increasing delivery speed.
Mission-tracker use enabled visibility, though gaps existed when partner destinations weren't shared promptly.
Designated partner coverage freed Red Cross resources to redeploy elsewhere, reducing redundant visits.
Reimbursements and in-kind supplies reduced partner expenses, requiring tracking to quantify net Red Cross savings.
Operational tracking and liaison reporting enabled visibility to prevent duplication and support cost-containment measurement.
Pre-planning with maps and paperwork recommended to track distributions and minimize duplication for cost containment.

Reporting meal counts (e.g., 11,000) shows tracking capability, but lacks per-meal cost comparisons.
A cost-containment sheet existed but lacked consolidated savings figures to quantify partner contributions.
Partner-run shelters and community centers functioned as trusted distribution hubs for vulnerable households.
Local outreach teams entered neighborhoods directly, using trusted community ties to reach vulnerable residents.
Volunteer 'boots-on-the-ground' and local centers enabled community-level distribution and direct contact.
Pre-established trusted partners and promotoras served as essential gateways into hesitant, high-vulnerability communities.
Local partners provided culturally appropriate staples and rapid door-to-door distributions to directly reach vulnerable households.
Deliberately unbranded Colonia Center reduced fear, increasing undocumented households' willingness to access services.
Partner registration enabled trusted, local intake pathways for vulnerable or fearful households reluctant to use official channels.
Fear of agencies due to immigration status drove CAP to use church partners for discreet outreach.
Volunteer-led, door-to-door outreach reached households avoiding formal sites due to fear or mobility constraints.
Explicit fear of enrollment shows why unbranded, partner-mediated outreach was necessary to reach undocumented households.
Using known churches as shelter alternatives reduced fear, increasing undocumented households' willingness to accept assistance.
Intentional non-publicization kept resource centers low-profile, protecting uptake among undocumented and fearful households.
Spanish-language staff and listening sessions enabled discreet engagement with fearful, non-English-speaking households.
Local, neighborhood outreach brought services directly into underserved areas, reducing travel and access barriers.
Church partnerships, resource centers, and boat deliveries provided trusted, proximate access to isolated colonia households.
Partner-hosted laptops and on-site support allowed residents without devices or internet to complete applications.
On-site computer access and printing supported communication and applications for underserved residents lacking internet or devices.
Multilingual populations and undocumented status demanded culturally tailored outreach and trust-building communication strategies.

Local partners improved cultural sensitivity in food and DES distributions, increasing acceptance and reducing distribution inefficiencies.
Liaison-driven partner identification targeted high-vulnerability areas to place trusted partners for continuous outreach.
Partner sites offered broad services and infrastructure, enabling sustained, multi-service support for vulnerable clients.
Community reports confirm neighborhood-level, in-person partner outreach increased accessibility for vulnerable residents.
CAP-enabled volunteer mobilization produced large door-to-door teams to find and assist vulnerable households.
Pre-existing trusted partnerships functioned as essential gateways for reaching reluctant or isolated populations.
Expanding faith-based partnerships increased distribution channels and volunteer capacity into vulnerable neighborhoods.
Mapping plus liaison coordination directed partners to colonias for prioritized, early in-community service delivery.
Church partnerships and local resource centers provided discreet, trusted access points for vulnerable households.
Rapid partner responses frequently outpaced formal supply chains, delivering urgent aid much sooner locally.
Large trucks and pop-up routes enabled mobile distribution and expanded supply reach into neighborhoods.
Shower trailers and generators enabled on-site hygiene services at affected locations.
Loaned box trucks reduced costs and enabled transportation for sustained supply distributions.
Provision of trucks and refrigeration removed constraints, enabling larger, more flexible community distributions.
CAP-funded partner vehicle enabled local supply deliveries, expanding mobile distribution and community access.
Box truck and forklift purchases increased distribution throughput and partner capacity for community deliveries.
Partner vehicles and delivery assets were lent, expanding logistics and enabling targeted neighborhood distributions.
Local partner provided meal production and pantry services, expanding food access through existing community programs.
Neighborhood outreach ensured food and supplies reached households unwilling to visit central distribution sites.
Partner delivered diverse in-kind items including hygiene kits and diapers, broadening food-focused assistance into holistic support.
High-volume distributions and pastor-led delivery networks extended culturally trusted food access across communities.
Partner food-bank relationships supplied fresh and culturally specific items like rice and beans to affected communities.

Trusted partners used trucks and pop-ups to reach neighborhoods and operate local distribution centers.
Local partner facilities offered shelters, showers, laundry, and meal coordination, expanding decentralized services.
Trusted local partners conducted neighborhood outreach, bringing services directly to underserved community locations.
Church-based intermediaries delivered hygiene, clothing, and health events, expanding local, trusted service access.
Partners lent vehicles and logistics, enabling decentralized, rapid deliveries of food and supplies into communities.
CHWs conducted door-to-door sign-ups, improving on-site administrative access and trust for services.
Onsite computer lab enabled digital access for applications and recovery services, expanding administrative support.
Partners provided mobile supplies, health screenings and pop-up sites to broaden service types and reach.
Partner facilities and programs added showers, laundry, labs, shelter and feeding to complement recovery services.
Partners conducted neighborhood outreach, delivering meals and supplies directly to communities rather than centralized sites.
Partners organized health fairs and clinic visits at trusted churches, integrating medical services and resources.
CAP-funded partner shelters and procurement enabled new sites and specialized supplies, expanding service offerings.
Partner-led logistics, storage and decentralized pastor networks scaled distributions and diversified services.
Partner transport and QR outreach enabled material deliveries and cash access deep into underserved communities.
CAP-enabled partner supplies, cultural tailoring and asset purchases increased service variety and community-appropriate reach.
CAP invested in partner logistics and training, enabling medical and psychological first aid locally.
Partners provided medical sliding-scale care, cooked meals and transport assets to expand recovery services and reach.
Partners conducted neighborhood outreach, sustaining local services and enhancing community self-reliance during response.
Existing community channels and immediate local response delivered supplies quickly without waiting for centralized shipments.
Partner-supplied volunteers and supplies increased on-the-ground capacity, accelerating delivery to communities faster.
Pre-existing partner presence and volunteer pools enabled immediate mobilization without waiting for centralized volunteers.
Partner-held truck inventories enabled immediate mobile DES distributions before Red Cross shipments arrived.

Rapid on-site signage and equipment reduced confusion, speeding client flow and access at service sites.
Embedded local partners mobilized immediately, enabling faster neighborhood-level response and access to affected residents.
Assessment-to-delivery lag (~5–6 days) shows need for pre-positioned supplies and expedited distribution.
CAP-funded procurement and partner augmentation increased capacity, enabling faster, broader service delivery.
Vehicle height and suitability mattered; pre-positioning taller transport prevented access delays in flooded areas.
Pre-event mapping and liaison input provided day-one tasking, accelerating initial deployment and response.
Combining volunteer deployment with pre-positioned supplies increased on-the-ground capacity and sped aid distribution.
Some partners mobilized within hours, demonstrating that pre-trained, ready crews shorten emergency response timelines.
App-based assessments and volunteer mobilization provided rapid situational data for immediate, informed day-one targeting.
Pre-recruited volunteer surge allowed immediate, scalable deployment to field sites upon simple scheduling requests.
Pre-existing partner presence and ready volunteers shortened mobilization time and enabled immediate field operations.
Immediate local alerts triggered on-the-spot supply delivery, reducing delays for affected households.
Trusted local relationships and community knowledge sped outreach and improved rapid beneficiary engagement.
Pre-packaging supplies reduced on-site packing time, enabling faster distributions to households.
QR codes on distributed goods provided low-friction registration, increasing early enrollment and faster aid access.
Real-time mission tracking improved situational awareness, enabling faster targeted outreach and tasking.
Some partners could mobilize within hours, enabling near-immediate outreach and rapid aid delivery.
Partner-held inventories allowed immediate DES delivery, bypassing centralized supply delays.
CAP financial support covered anticipated high-volume food costs, avoiding procurement delays and enabling quicker meal provisioning.
Reported five- to six-day lag between assessment and kit delivery, indicating procurement and staging delays.
Direct CAP funding purchased cleanup kits swiftly, removing procurement barriers and accelerating distribution.
Equipment provision (box truck, forklift) reduced handling delays and sped bulk supply distribution to communities.

CAP investments in transport assets enabled faster movement of pallets, reducing delivery time to communities.
Some CAP partners mobilized within hours, dramatically shortening lead times for urgent food and cleanup services.
Designated ADER ownership of mission trackers centralized assignment and operational visibility.
Shared spreadsheets enabled visibility of partner and Red Cross routes to identify potential overlaps quickly.
Geographic quadrant assignments clarified who covered which areas, reducing duplicated partner efforts across neighborhoods.
Digital assessment data fed a common record, improving awareness and avoiding repeat visits to households.
A visible, shared schedule (poster) provided quick situational awareness and helped prevent service overlap.
Rapid, on-the-ground maps enable faster targeting and reduce the chance of multiple teams duplicating work.
Overlaying colonia maps with partner locations clarified coverage gaps and prevented redundant partner activity.
Designated mission trackers centralize assignments and should be shared to prevent duplicated route or supply efforts.
A room map and delivery log at shift turnover would make supply distribution transparent and reduce overlap.
Liaison ran mission-tracker meetings, entering partner requests into WebEOC to centralize DRO tasking.
Role clarity during DROs kept CAP and Red Cross focused, reducing duplication and supporting coordination.
CAP liaison rapidly onboarded local partners with minimal friction, enabling immediate joint response activities.
CAP liaison acted as in-field intermediary, assigning partner routes and coordinating distribution per DRO maps.
Initial role confusion shows need to formalize reporting lines and clarify authorities during responses.
Advocates centralized single point of contact to consolidate communication and accountability across partners.
Maintaining clear functional 'lanes' indicates effective role delineation and reduced duplication, supporting governance clarity.
Training and standardized data capture increase accountability by creating auditable assessment and reporting channels.
Explicit reporting ambiguity illustrates governance gaps that hamper clarity of authority during disaster operations.
Designated ownership of mission tracking supports accountability, but governance should formalize authorities and access protocols.

Linking mobilization to DRO meetings assigns authority but requires formal reporting lines for partner accountability.
Centralized partner roster creates accountability and visibility; formal governance should ensure consistent usage and data ownership.
Pre-existing partner relationships enabled community self-sufficiency and reduced reliance on external response.
Recommends daily inclusive coordination and integrated teams to institutionalize readiness and avoid duplication.
Advocates sustained 'blue skies' engagement to build relationships and preparedness before disasters strike.
Partner trucks and palletized DES stocks enabled mobile routes and expanded last-mile logistics capacity.
Partner generators and shower trailers supported on-site hygiene services and facility operations.
Partners primarily used their own supplies, requesting minimal Red Cross material support like water.
Partners loaned vehicles like box trucks, reducing costs and enabling sustained distributions.
CAP-provided forklift expanded partners' capacity to handle semis and increased storage throughput.
Partner boats and local transport enabled last-mile delivery into flooded and inaccessible neighborhoods.
CAP co-purchased and channeled supplies through local partners, directly bolstering community distributions.
CAP purchased box trucks and forklifts, directly enabling partner-led distribution and faster logistics.
Shows partners supplied culturally appropriate meals and bulk supplies through trusted local networks for distribution.
Local kitchens provided meals and received CAP reimbursements and asset sharing to sustain feeding operations.
Partners mainly used their own supplies, requesting only minimal water support from Red Cross.
Partner loaned logistics assets (box truck), reducing costs and enabling larger-scale food and supply distributions.
Partners provided transport and channels for meal delivery, contributing to targeted outputs like 11,000 meals.
CAP co-purchased supplies and routed them through local partners to augment community provisioning and distribution.
CAP procured logistics assets and channeled donated pallets through food-bank-connected partners for distributions.
Local partners supplied culturally familiar staples quickly and at lower cost, enabling faster community feeding operations.
Local partner facilities offered trusted, on-site services that reached displaced and reluctant residents.

Partners conducted neighborhood outreach, using local networks to directly contact households in need.
Pastors and faith networks received supplies and delivered them to homebound, hard-to-reach households.
Partner mapping and presence data guided targeting and prioritized outreach to vulnerable colonias.
Local church partnerships delivered daily meals and conducted direct outreach into isolated colonias.
Partners performed door-to-door outreach into flooded, inaccessible neighborhoods to reach isolated households.
Indicates CAP reimbursed partners for supplies, enabling sustained local food provision and cost-sharing.
Shows partners used their own supplies, reducing reliance on Red Cross material support.
Shows CAP provided flexible funds to procure partner-sourced supplies and fill operational gaps.
Indicates CAP supplied heavy equipment (forklift), directly improving partner handling and storage capacity.
Shows CAP grants funded equipment purchases that sustained partner service delivery and resilience.
Demonstrates CAP directly procured logistics equipment (box truck) to expand partner distribution capacity.
Indicates partners shared vehicle assets with CAP, reducing costs and improving distribution reach.
Partner-supplied lists offered partial distribution visibility but formal governance remained limited and inconsistent.
Routing supplies through pastors expanded reach but complicated centralized tracking and formal oversight of deliveries.
Partner-derived mapping improved situational awareness but required shared governance for data accuracy and use.
Field staff lacked consistent visibility into partner-distributed supplies, undermining accountability and operational coordination.
CAP-funded equipment (e.g., forklift) placed with partners increased local distribution and logistical throughput.
Partners loaned box trucks and delivery vehicles, enabling pickups and community distributions beyond Red Cross assets.
Partner provided showers, laundry access and pet accommodations complementing Red Cross shelter offerings.
Partners operated community shelters and provided trusted local venues used instead of Red Cross sites.
Partner-created independent shelters/day drop-in centers provided trusted, local alternatives to standard Red Cross shelters.
Partners arranged church-based sheltering and provided housing, trusted options Red Cross did not primarily offer.

Partner churches ran trusted local shelters offering meals, charging, and a welcoming place beyond Red Cross shelters.
Partners established non-Red Cross local spaces that provided accessible, trusted sheltering options for communities.
Partners opened compassion centers offering showers and basic shelter supplies, addressing hygiene and shelter gaps.
Community respondents confirmed partners went into neighborhoods to directly distribute supplies and meals.
Partner churches ran mobile outreach and distributed meals and supplies at transit hubs and public sites.
CAP partners conducted door-to-door distributions in dangerous or isolated zones to reach missed households.
Partners provided box trucks and delivery vehicles to conduct local pickups and distributed supplies directly.
Partner computer labs enabled residents to access online services, print documents, and complete applications.
Bilingual instruction enabled Spanish-speaking partners to perform outreach and assessments in communities.
Partners offered low-barrier, in-person assistance to help people complete applications and get services.
Spanish-speaking partners conducted trusted, church-based outreach and on-site facilitation within communities.
Partners brought laptops and connectivity so clients without devices could apply for assistance onsite.
Generator funding preserved cold-chain, enabling ongoing vaccine and medication services in flooded areas.
Reimbursements offset partner expenses, sustaining food and supply distributions beyond initial donations.
CAP budget paid for procurements, unlocking discounted supplies and enabling quicker local distributions.
CAP provided flexible cash where Red Cross could not, enabling service model and infrastructure shifts.
Equipment investments like forklifts increased partner distribution capacity and logistical sustainability.
Loaned vehicles expanded transport capacity, enabling sustained supply pickup and community distributions.
Partner generators preserved vaccines and refrigerated medications, ensuring continuity of essential medical supplies.
Partners supplied generators and shower trailers, enabling hygiene services when infrastructure failed.

Partners sourced discounted cleanup kits, enabling faster, cost effective household recovery after floods.
Partners coordinated direct home repairs, addressing recovery needs beyond typical emergency relief scope.
Recommend partners pre-stage supplies and leverage local pallets/vehicles to shorten response timelines.
Facility upgrades funded during blue skies improved routine services and increased disaster surge capacity locally.
Targeted CAP funding for partner resources (cleanup kits) accelerated local readiness and response capability.
Providing tools to partners sustains services in peacetime and improves surge capabilities during crises.
Maintaining liaison roles and mapped partner inventories enables rapid, geographically targeted responses.
Maintaining documented partner inventories (Tab 9) makes partner capacities discoverable before disasters.
Recommend pre-positioning partner assets and sustaining relationships to enable rapid, localized response in blue skies.
Recommends pre-staging supplies with partners during blue skies to speed response and decentralize logistics.
Credits CAP's pre-disaster relationship building and maintenance for rapid operational start during emergencies.
Shows CAP provides technical trainings (app use, assessments) during blue skies to prepare partners for response.
Advocates bilingual, practical pre-disaster trainings and relationship building to clarify roles and expectations.
Calls for explicit pre-disaster training to define CAP roles during blue skies and disaster response.
Recommends mandated annual mock exercises and summits to institutionalize CAP roles and preparedness.
Emergency app and notifications support pre-event outreach and keep communities informed and engaged year-round.
Partnered local groups enabled community self-care through outreach and sustained engagement before disasters.
Integrate CAP into routine meetings and light exercises to normalize roles and community-facing outreach practices.
CAP advocated culturally appropriate food choices to increase community acceptance and service uptake.
Year-round engagement and event support build trust and increase community outreach effectiveness during preparedness.
Pre-staging supplies with partners improves local readiness and reduces centralized response time.

Building rotating volunteer pools during blue skies ensures deployable capacity and smoother surge operations.
Sustained partner maintenance enabled rapid activation because partners remained familiar and prepared for response.
Community events provide volunteer recruitment opportunities and sustained engagement for preparedness activities.
Regular pre-disaster training and relationship-building clarify roles and strengthen sustained operational readiness.
Volunteer shortages constrain partners' ability to adopt and sustain CAP activities during blue skies.
Pre-disaster role-focused training clarifies expectations and supports sustained readiness across partners and staff.
Year-round engagement embeds CAP components within partner routines, building sustained readiness and surge capacity.
Mandated annual exercises institutionalize readiness and ensure volunteers and partners retain deployable response skills.
Pre-staging and targeted placement enable quick localized supply deployment through flexible partners.
Signage and flyers standardized visibility, helping communities identify and access distributed supplies and services.
Local partner presence enabled faster, community-trusted delivery of supplies and services during the disaster.
App training and volunteer mobilization equipped partners to deliver and document household-level assistance effectively.
Direct CAP funding removed barriers, enabling procurement and material distribution through partner channels during response.
CAP grants funded vital procurement, supporting sustained deployment of access tools and distribution tactics.
Large-scale procurement combined with volunteer deployments and adaptive delivery reached isolated households.
Advocates pre-staging partner-held supplies in strategic locations to enable rapid local deployment.
CAP reimbursed partner expenses, reducing financial barriers to procure and distribute locally during disasters.
Direct CAP budget support financed materials, enabling partners to implement and scale program components quickly.
Providing tools and transport to partners enabled local collection, distribution, and pre-positioning of relief inventories.
CAP grants purchased enabling tools and sustained local interventions, supporting partner capacity for distributions.
CAP purchased bulk supplies and provided flexible funding to enable partner-led, localized pre-staging and distribution.
Investing in logistics equipment (forklift, box truck) expanded partners' capacity to receive and pre-position supplies.

Pre-staging supplies and targeting high-vulnerability partners ensures rapid, localized access during disasters.
Pre-disaster footwork and maintained relationships enabled rapid, community-trusted activation of program components.
Local partner presence and maintained relationships enabled faster activation and spread of program components.
Mandated training, volunteers, and pre-designated shelters institutionalize program components for rapid disaster deployment.
Providing tools and transport to partners enables local collection, distribution, and visible program deployment.
Engaging community members expands delivery capacity and visibility of program components during disasters.
Supporting partner-led door-to-door outreach ensures program components reach isolated, inaccessible households during disasters.
Maintained partner rosters/tools like 'Tab 9' increase visibility and make partner capabilities actionable during response.

[illegible]

[illegible]

Coordination and information-sharing	Preâ€‘disaster joint training and exercises to streamline response handoffs
Coordination and information-sharing	Preâ€‘disaster joint training and exercises to streamline response handoffs
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Coordination and information-sharing	Preâ€‘disaster joint training and exercises to streamline response handoffs
Coordination and information-sharing	Preâ€‘disaster joint training and exercises to streamline response handoffs
Community trust and cultural fit	Local trusted intermediaries (churches, promotoras, faithâ€‘based networks)
Community trust and cultural fit	Local trusted intermediaries (churches, promotoras, faithâ€‘based networks)
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Community trust and cultural fit	Local trusted intermediaries (churches, promotoras, faith-based networks)
Community trust and cultural fit	Local trusted intermediaries (churches, promotoras, faith-based networks)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
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Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Language and culturally appropriate services (Spanish-speaking staff, local food preferences)
Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)

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Community trust and cultural fit	Access to vulnerable populations (colonias, undocumented households, those reluctant to seek formal assistance)
Material, workforce and operational impact	Material & logistical contributions (box trucks, forklifts, pallets of DES and water)
Material, workforce and operational impact	Material & logistical contributions (box trucks, forklifts, pallets of DES and water)
Material, workforce and operational impact	Material & logistical contributions (box trucks, forklifts, pallets of DES and water)

[illegible]

Material, workforce and operational impact	Volunteer and staffing augmentation (local volunteers, partner staffing for feeding, DDA teams)
Material, workforce and operational impact	Volunteer and staffing augmentation (local volunteers, partner staffing for feeding, DDA teams)
Material, workforce and operational impact	Volunteer and staffing augmentation (local volunteers, partner staffing for feeding, DDA teams)
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Material, workforce and operational impact	Volunteer and staffing augmentation (local volunteers, partner staffing for feeding, DDA teams)
Material, workforce and operational impact	Volunteer and staffing augmentation (local volunteers, partner staffing for feeding, DDA teams)
Material, workforce and operational impact	Cost containment and reduced duplication (lower meal costs, partner-run distributions, targeted routes for efficiency)
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Material, workforce and operational impact	Cost containment and reduced duplication (lower meal costs, partnerâ€™run distributions, targeted routes for efficiency)
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Material, workforce and operational impact	Cost containment and reduced duplication (lower meal costs, partnerâ€™run distributions, targeted routes for efficiency)
Quality	Reaching vulnerable populations

[illegible]

Speed	Disaster Coordination
Speed	Disaster Coordination
Speed	Disaster Coordination
Speed	Disaster Coordination
Speed	Disaster Coordination
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	Use of local partner resources
Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross
Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross
Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross

Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross
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Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross
Cost Containment	partners provide services that are needed but not necessarily typically offered by the Red Cross
Scalability	Spreading important components of the program in blue skies
Scalability	Spreading important components of the program in blue skies
Scalability	Spreading important components of the program in blue skies

[illegible]

Scalability	Spreading important components of the program during disasters
Scalability	Spreading important components of the program during disasters

Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
Partner single point(s) of contact and embedded reps to close visibility gaps
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
CAP liaison presence to integrate partner inputs and local intelligence
Shared spreadsheets and local tabs as practical route-assignment tools
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness

Map overlays and visible trackers for geographic situational awareness
Map overlays and visible trackers for geographic situational awareness
Ad-hoc channels, assessment apps, and integration-caused visibility gaps
Daily operations briefings with inclusive partner attendance and agenda
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
Deconfliction and assignment tools: mission tracker, WebEOC, spreadsheet, and maps
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
CAP liaison role as conduit for partner offers and daily updates
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication
Informal local communications, ad-hoc tasking, and visibility gaps risking duplication

Embedded liaison presence and roleâ€clarifying preâ€event trainings
Embedded liaison presence and roleâ€clarifying preâ€event trainings
Embedded liaison presence and roleâ€clarifying preâ€event trainings
Embedded liaison presence and roleâ€clarifying preâ€event trainings
Mandated annual multiâ€level mock disasters and summit exercises
Mandated annual multiâ€level mock disasters and summit exercises
Mandated annual multiâ€level mock disasters and summit exercises
Mandated annual multiâ€level mock disasters and summit exercises
Mandated annual multiâ€level mock disasters and summit exercises
Sharedâ€tool rehearsals: missionâ€tracker and interoperable reporting exercises
Sharedâ€tool rehearsals: missionâ€tracker and interoperable reporting exercises
Sharedâ€tool rehearsals: missionâ€tracker and interoperable reporting exercises
Preâ€disaster capacity building: certifications, logistics, and volunteer mobilization
Preâ€disaster capacity building: certifications, logistics, and volunteer mobilization
Preâ€disaster capacity building: certifications, logistics, and volunteer mobilization
Afterâ€action institutionalization: metrics, AARâ€toâ€drill conversion, and accountability
Afterâ€action institutionalization: metrics, AARâ€toâ€drill conversion, and accountability
Faithâ€based hubs and pastor networks as trusted lastâ€mile distribution sites
Faithâ€based hubs and pastor networks as trusted lastâ€mile distribution sites
Faithâ€based hubs and pastor networks as trusted lastâ€mile distribution sites
Faithâ€based hubs and pastor networks as trusted lastâ€mile distribution sites
Faithâ€based hubs and pastor networks as trusted lastâ€mile distribution sites

Faith-based hubs and pastor networks as trusted last-mile distribution sites
Faith-based hubs and pastor networks as trusted last-mile distribution sites
Faith-based hubs and pastor networks as trusted last-mile distribution sites
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
Promotoras and CHWs as culturally concordant outreach and health connectors
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
CAP financial and material investments strengthened partner capacity and response speed
Designated local contacts, mapping, and coalitions improved targeting and reduced duplication
Trusted communication channels (pulpit, WhatsApp, Facebook) legitimized and mobilized communities
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices
Spanish-speaking staff deployment and bilingual training practices

Spanish-speaking staff deployment and bilingual training practices
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Trusted local partners, promotoras, and Latino engagement teams
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally appropriate food provisioning and standards tension
Culturally familiar venues and multilingual outreach channels (WhatsApp, videos)
Culturally familiar venues and multilingual outreach channels (WhatsApp, videos)
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Documentation, policy, and multilingual gaps limiting systematic coverage
Trusted local partners and community venues as primary access channels

Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Trusted local partners and community venues as primary access channels
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Culturally and linguistically aligned staff and trusted intermediaries
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations

Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Discreet, deâ€‘branded outreach and confidentiality practices for immigrationâ€‘sensitive populations
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
Targeted mapping, specialized logistics and doorâ€‘toâ€‘door surgical outreach in colonias
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
CAP funding, lowâ€‘barrier policies, and material supports enabling partner access
Embedded digital outreach and onâ€‘site enrollment assistance (QR codes, CHWs, WhatsApp)
Embedded digital outreach and onâ€‘site enrollment assistance (QR codes, CHWs, WhatsApp)
Box trucks and partner vehicle loans that enabled sustained lastâ€‘mile deliveries
Box trucks and partner vehicle loans that enabled sustained lastâ€‘mile deliveries
Box trucks and partner vehicle loans that enabled sustained lastâ€‘mile deliveries

Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Box trucks and partner vehicle loans that enabled sustained last-mile deliveries
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Forklifts and material-handling investments that increased semi unloading and distribution capacity
Palletized DES and water shipments powering mobile routes but creating staging burdens
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Site assets and consumables (generators, refrigerators, shower trailers) enabling on-site services
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Visibility, tracking, and coordination gaps undermining efficient pallet allocation and reuse
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner procurement and cheaper supplemental truckloads that reduced Red Cross costs
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries

Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Partner-provided volunteers, supplies, and vehicles enabling rapid deliveries
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Local and faith-based volunteers performing door-to-door trusted outreach
Bilingual training and rapid DDA/DDAO volunteer onboarding for assessments
Bilingual training and rapid DDA/DDAO volunteer onboarding for assessments
Bilingual training and rapid DDA/DDAO volunteer onboarding for assessments
Coordination, overlap, and missing specialized teams undermining efficiency
Coordination, overlap, and missing specialized teams undermining efficiency
Coordination, overlap, and missing specialized teams undermining efficiency
Coordination, overlap, and missing specialized teams undermining efficiency
Barriers, protections, and sustainability of volunteer engagement (immigration, unpaid labor)
Barriers, protections, and sustainability of volunteer engagement (immigration, unpaid labor)
Barriers, protections, and sustainability of volunteer engagement (immigration, unpaid labor)
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Lower per-meal costs via partner-run feeding and reimbursement support
Lower per-meal costs via partner-run feeding and reimbursement support

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Lower per-meal costs via partner-run feeding and reimbursement support
Bulk partner procurement and CAP-enabled logistics assets reduced supply costs
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Shared visibility and mission-tracker coordination prevented duplication and enabled reallocation
Measurement, reimbursement, and tracking systems needed to quantify cost containment
Measurement, reimbursement, and tracking systems needed to quantify cost containment
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Trusted local intermediaries and faith-based distribution channels

Trusted local intermediaries and faith-based distribution channels
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Trusted local intermediaries and faith-based distribution channels
Discreet, unbranded outreach to undocumented and fearful households
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Discreet, unbranded outreach to undocumented and fearful households
Discreet, unbranded outreach to undocumented and fearful households
Targeted in-community logistics and tech-enabled access solutions
Targeted in-community logistics and tech-enabled access solutions
Language access and culturally tailored supplies and communication
Language access and culturally tailored supplies and communication
Language access and culturally tailored supplies and communication
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Partner capacity, sustained presence, and volunteer mobilization
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Material and logistical assets enabling expanded, mobile delivery
Food access and culturally appropriate feeding modalities

Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities
Food access and culturally appropriate feeding modalities
Financial, digital and administrative on-site assistance to improve access
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
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Health, psychosocial and recovery services delivered by partner networks
Health, psychosocial and recovery services delivered by partner networks
Embedded local partners, trust and cultural/language access
Embedded local partners, trust and cultural/language access
Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
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Pre-positioned logistics, equipment and vehicle suitability
Pre-positioned logistics, equipment and vehicle suitability
Rapid volunteer surge, training and mission-tracker coordination

Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Real-time outreach and low-friction beneficiary engagement
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Flexible funding, rapid procurement and supply-delay mitigation
Mission tracker/WebEOC as the authoritative operational intake system
Shared mapping and visible route/supply logs to prevent duplication
Shared mapping and visible route/supply logs to prevent duplication
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Shared mapping and visible route/supply logs to prevent duplication
Embedded CAP liaison participation in daily DRO planning and escalation
Embedded CAP liaison participation in daily DRO planning and escalation
Embedded CAP liaison participation in daily DRO planning and escalation
Formalize governance: clear reporting lines, authorities, and accountability
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Preâ€disaster relationships, training, and joint exercises for readiness
Preâ€disaster relationships, training, and joint exercises for readiness
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Material and logistics assets provided or enabled by partners
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Food, consumables and culturally appropriate commodity provisioning
Trusted faithâ€based and community outreach channels for hardâ€toâ€reach households
Trusted faithâ€based and community outreach channels for hardâ€toâ€reach households
Flexible funding, equipment procurement, and partner capacity building by CAP
Visibility, tracking, and governance of partner-distributed resources and outcomes
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Procurement, bulk purchasing and loaned transport/logistics assets
Trusted community shelters and compassion centers with hygiene and pet support
Trusted community shelters and compassion centers with hygiene and pet support

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Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
Mobile, pastor-mediated and door-to-door distribution networks reaching isolated households
On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
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On-site bilingual outreach, digital access and application facilitation
On-site bilingual outreach, digital access and application facilitation
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Targeted financial grants, reimbursements and infrastructure investments enabling sustained services
Health, cold-chain continuity and recovery services including home-repair mobilization
Health, cold-chain continuity and recovery services including home-repair mobilization
Health, cold-chain continuity and recovery services including home-repair mobilization
Partner infrastructure and pre-staged shared resources
Partner infrastructure and pre-staged shared resources
Partner infrastructure and pre-staged shared resources

Embedded partnerships, coalitions, and trusted local intermediaries
Formal blueâ€˜skies training, mandated exercises, and role documentation
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Formal blueâ€˜skies training, mandated exercises, and role documentation
Community outreach, culturally appropriate materials, and eventâ€˜based engagement
Community outreach, culturally appropriate materials, and eventâ€˜based engagement
Volunteer recruitment, rotational deployment, and sustained readiness capacity
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Procurement, logistics assets, and adaptive delivery methods
Procurement, logistics assets, and adaptive delivery methods
Procurement, logistics assets, and adaptive delivery methods
Funding, reimbursements, and strategic preâ€˜positioning of partner inventories
Funding, reimbursements, and strategic preâ€˜positioning of partner inventories
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Funding, reimbursements, and strategic preâ€‘positioning of partner inventories

Operational integration, liaison coordination, visibility, and governance

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Quote
the beginning, when CEP and LET arrived, they were a little confused about like, like cap.
And so I, I think there were a
it helps to have like a point of contact.
I think we kind of kept in our lanes
we were like they said, boots on the ground, meeting people.
did a great job. She would post every day some photos and a recap
connecting them again with the, the cap team in what we call blue skies when the disaster isn't happening.
known exactly where Hearts for Kids was going every day or
for the DRO. We have our manager, or we had our CAP liaison who would sit in at those meetings
We found ourselves having to offer partners as requests came in
a spreadsheet going as to like where cap partners were going and and where like the DES where Red Cross was going.
much tracking the services that CAP was doing because we had good, a good CAP liaison telling us what CAP was doing.
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area
the mission tracker and they said yes, they take that mission, then yes, we knew where they went.
We have our manager, or we had our CAP liaison who would sit in at those meetings and hear about what are the needs and stuff.
days later or weeks later that we got those maps from the DRO
I was the CAP liaison for the Cameron County team.
we are in conversation with our cup coordinator, which is Mr. Ibarra.
did a great job. She would post every day some photos and a recap of what they had done
We were well integrated and so we worked side by side together throughout the entire DR during the duration I was there.
basically cap is CEP, let's be real, basically, you know, they're kind of right there with it and they're LET.
we had our CAP liaison who would sit in at those meetings and hear about what are the needs and stuff.

I think we kind of kept in our lanes and the cat worked with their programs and the Latino engagement program worked with their stuff and yeah, I think it worked out all right that way.

our CAP liaison did a great job. She would post every day some photos and a recap of what

My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias

We should have either had, you know, known exactly where Hearts for Kids was going every day

It wasn't until days later or weeks later that we got those maps from the DRO

we had something called a mission tracker meeting where we went through web EOC there.

We had a point of contact for food distribution.

we never set it down and made a little meeting about it and have paperwork, a map, a discussion, make a plan

And so I would get a mission in and we we'd have a daily meeting

We have our manager, or we had our CAP liaison who would sit in at those meetings

The Red Cross gave me maps of sections that they were aware that needed services that they weren't able to reach.

a spreadsheet going as to like where cap partners were

I almost like in quadrants, right. I think it helped to know that that like you know, Hansel was at one different location.

of poster paper that would show on X day, X next three days. Here's where their events are.

if it ain't a picture, nothing happened.

the colonias in the area and then to overlay that with what partners were there. We used

we'd have a daily meeting and we would say, hey, here's this mission.
if we were to have a map of the affected area in the in the room
if it ain't a picture, nothing happened. And if it's not on paper, it definitely did not.
were identified at the main meetings for the DRO. We have our manager, or we had our CAP liaison who would sit in at those meetings and hear about what are the needs
our CAP liaison did a great job. She would post every day some photos and a recap
we can provide for them, routes, houses a lot more efficiently so we can move faster.
One thing that I've always done is we have an external relations meeting every day.
Weâ€™re mobilized based on the needs that were identified at the main meetings for the DRO.
They gave me a map, and they wanted me to distribute in Aferia. They wanted me to distribute in Santa Rosa.
we had a spreadsheet going as to like where cap partners were going
for example, either e-mail or call me and say, OK, we need an X number of meals.
if you want to go assess tomorrow at 8:00, by 12:00, send us all of the information that people have been affected.
we had good, a good CAP liaison telling us what CAP was doing
connect with the CAP liaison there to ask for a mapping of the colonias in the area
we had our CAP liaison who would sit in at those meetings and hear about what are the needs
there were people facilitating in different parts of the city
No, I really didn't. I was surprised we didn't hear a lot of that.
Tell those families that by Saturday at 10 AM, there's going to be another team
we never set it down and made a little meeting about it and have paperwork, a map
let the Red Cross know that those areas were already serviced

Have this training in place, have this volunteers in place, have this distribution shelters in place so when these things happen, we're ready to go.
building that trust ahead of time is key to scalability.
Had they been closer, that would have been quicker. They are now or they when we left, because they had to practice that muscle.
Yes, our liaison had experience before a little bit with the DRO
the footwork that the cat group had done, you know, ahead of time, I
in place, have this distribution shelters in place so when these things happen, we're ready to go.
their monthly meeting has cap come and do a presentation, has a exercise with cap and CEP
their volunteers move fast. And
they've been working with the CAP team throughout the year.
trained us how to use the app to go and assess
their monthly meeting has cap come and do a presentation, has a exercise with cap and CEP.
tracker and they said yes, they take that mission, then yes, we knew where they went.
everything else has been dressed rehearsal. This is a real show. This is what we all trained for to do,
known exactly where Hearts for Kids was going every day or even had a Hearts for Kids Rep sitting with us at
when the CAP Liaison can can be there and the CAP manager kind of gives them that debrief of this is all of our partners,
the footwork that the cat group had done,
mandated for CAPs and chapters to do some sort of mock on a yearly
Hearts for Kids have a network of church pastors that they work with.
had churches come and call us and say, you know, do you all need water?
Samaritan Settlement House, Harlington Food Pantry, and there were
the partnerships that have been developed by the South Texas Tech CAP team were trusted partners to the people we needed to serve.
We have pastors throughout the valley that we give food to and they go and distribute.

felt comfortable in, which was at a local church that they knew
they trusted this church in their community
We've been focusing really on our resilience hubs, you know, our cultural centers, our faith-based organizations and based on like health, hunger and housing.
had community health workers. And so they were able to help with that with the sign up.
Some specifics were that in order to reach into them, there's there's leaders called Promotoras and they are public health nurses.
Being able to talk from the pulpit and saying that you have this trusted member.
the neighborhoods that we went to, were Spanish speaking and so I speak Spanish. The CAP manager spoke
a community health worker, a promotor de salud, which is someone from the community that's trusted by the community
provided meals for our shelter.
our church was a distribution Center for the whole entire neighborhood.
we had to teach these classes bilingually
connect with the CAP liaison there to ask for a mapping of the colonias
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution.
Our partners were able to respond within two days
to their community. They were in the Green Valley Colonia area, so they knew a lot of these families and did a lot of outreach themselves
come and call us and say, you know, do you all need
So the Spanish, like Spanish was a bit it was critical, like the language important.
Spanish is so important, especially in this area.
And actually the local DPM knows that community very well too. He's bilingual.
For me, just being able to not use my Spanish, which is really bad
because they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.

you doing? Oh, como estas, you're here with usâ€¢
a bilingual training. So it was in English and
the Latino engagement program worked with their stuff
Yes, I think that was not an issue. I mean, cultural wise, we know majority of the people here and now you know that we we're we're more involved in the community with help RGV.
We were yeah, the, yeah, there was a Latino engagement team that was there and some of our cap team was there.
they were able to provide items that were like just more culturally appropriate.
another community partner, they were able to get the 'cause that's a usually under served group of people
leaders called Promotoras and they are public health nurses.
cultural wise, we know majority of the people here
you're sending us the wrong food, which we knew, but they helped us with the grocery list
South Texas, right? They want tacos, they want things that they're going to eat.
They had cultural food, like rice and beans, stuff like that.
Rice and beans is a staple to the community here in South Texas.
your neighborhood bringing you things. And and
the local DPM knows that community very well too. He's bilingual.
it was a bilingual training. So it was in English and Spanish.
we have an undocumented community and we have folks that don't speak Spanish, they speak Quechua
were scared to show up at food pantries and deliver food for fear of what would happen with their immigration status
they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.
only a very trusted groups were going back into those areas to access those community members.

American Red Cross was able to create essentially their own coalition with other nonprofits.

they don't interact and they're scared to interact with the agencies

You don't need nothing. Just come in person and we'll help you.

literally going door to door handing the

But because your local friendly entity that people trust already was open and operating

we worked through trusted messengers like a lot of the different church pastors in the area.

I think the effective way it's done by by people that lives in the community, yeah.

Just show up. You don't need nothing. Just come in person and we'll help you.

have happened without trusted partners and again without our LET team as well, LET

the neighborhoods that we went to, were Spanish speaking and so I speak Spanish.

But because your local friendly entity that people trust already was open and operating, I feel that's the reason that some of those individualsâ€¦

were disseminating them, putting them in our food bags. So while it's

they're scared to interact with the agencies

They were scared to death to sign up and give us information for us to provide immediate assistance.

it out in like on social media. We didn't tell the emergency manager about it.

we're literally going door to door handing the supply.

local friendly entity that people trust already was open and operating

We, it took like boats and rafts and all kinds of things to get back there

We go to the bus station to give tacos.

Just show up. You don't need nothing.

literally going door to door handing the supply

We go to the bus station to give tacos. Give shoes with clothes to all these people.

I think CAP was able to come in and give money where money was needed, where the Red Cross, we can't do that, right.

But because your local friendly entity that people trust already was open and operating, I feel that's the reason that some of those individuals that they [Red Cross] did not see that huge number of influx because the community might have run to where they know already, where they feel comfortable.

we went to Facebook and WhatsApp 'cause that's where the colonials were communicating.

One of our partners even provided their laptops that CAP had purchased to be able to be there.

they essentially provided the the box truck for about two to three weeks at least.

they loaned the operation the box truck for the duration of the operation, saving us that cost

But the Red Cross was a big help just by providing that box truck during that time.

one of the partners had a truck that Cap had purchased for them that they gave us the truck to deliver supplies.
The partners made their box truck and their delivery vehicle available to the Red Cross.
we had a cat partner that had access to like a huge truck with 16 pallets of DES supplies.
we have a a 18 Wheelers that arrive in this area.
had bought them a box truck and they used that box truck
community adaptation program provided A forklift. So that
they paid for, I know at least one semi they may have paid for 2 semi loads of supplies because they were getting some really good deals on pallets.
other than just maybe water and that
that generator, they, they didn't lose all of their vaccines. They didn't, they were
other than just maybe water and that kind of stuff
we take our, our waters, apples, bananas and and we're there.
the refrigerator that nobody else could solve so we were
were just like in one area, you know, and then it was like hard to get it to.
But we didn't know where those supplies were going.
I'm just thinking like you have a little flag that says 20 pallets of water went here, 10 pallets of water went here.
the Red Cross with the community adaptation program provided A forklift.
had bought a box truck and that was one of the main things that we used in the DR.
11 volunteers to help with that.
Loans and Fishes provided meals for our shelter.
1214 volunteers.
Hansel was able to get that for us. And so
transported within these communities via

but they also brought in supplies.

up leaning [on] our local partner Hearts for Kids using the box truck

your church pastor going into your neighborhood bringing you things.

I was more on the deployment of the team going knocking on doors.

go out there with the Red Cross and other partners and go to these and hand out food

they didn't just bring volunteers. They brought in the volunteers, but they also brought in supplies.

they were the team along with the partners were put on their boots and we're literally going door to door handing the supply.

trained us how to use the app to go and assess those

classes bilingually because they some were just Spanish speaking and they

I also know that we got volunteers to complete the DDOA.

Hensel had his partners and Maria had their partners all all together.

was doing their own thing. So

there's two or three teams that went to that same area

the CAP partners were quicker to respond than your local Salvation Army and your World Central Kitchen

But both of them were volunteers that helped us expand our reach without having to deploy folks.

Unfortunately, there's not many volunteers out here.

cap was able to pay for a little bit of a few of the folks to get like the full certified training

some of them were willing to do the cooking for us for free.

they had some funding to help reimburse us for, for supplies or for food.

we cook breakfast for you, tacos and water.

reduced our expense in
pastors throughout the valley that we give food to and they go and
we weren't duplicating effortsâ€¦ we were very targeted in what we were doing
have still have to pay like \$4.00 a meal, but
Engaging partners just opens the door for a lot of them that are already connected to the food bank.
I believe they charged us \$4.50, which is way less than I think the
food distribution to the all across the valley and church was the one who actually will receive 3 or 4 troops a week. And so we have people all over all over the
we weren't all doing the same thing, repeating the same thing. We had a point of contact for food distribution.
There was a big piece of poster paper that would show on X day, X next three days. Here's where their events are.
they were done through the mission tracker basically.
were servicing, then that allows for the CAP for the other Red Cross resources to focus on another area.
we were very much tracking the services that CAP was doing
If you look at our meals, we got out 11,000 meals and that was very targeted.
We do have a cost containment sheet, and I was tracking there every time we were going out into the community
We are a shelter, we're a soup kitchen. We also have a food pantry and a GED resume writing computer lab.

they went out in the neighborhood.
But we were like they said, boots on the ground, meeting people.
Hearts for Kids, they ended up right away ordering a freight of rice and beans. Rice and beans is a staple to the community here in South Texas.
when we first started the Colonia Center, we actually said we're not going to bring any. We won't wear our Red Cross branded.
We were able to register them and, and make them part of our own clientele.
arrange for sheltering that they felt comfortable in, which was at a local church that they knew
it out in like on social media. We didn't tell the emergency manager about it. We didn't tell the public.
No, I think they went out in the neighborhoods. What I heard anyway, they went out in the neighborhood.
actually partnered with a local church and we set up a, when they say it was called a Resource Center or something like that. They did have costs where people
a computer lab. So we were able to use people needed to, you know, check their services or their benefits
an undocumented community and we have folks that don't speak Spanish,
us particularly around our distribution of DES and food because we're less targeted, less sensitive to cultural needs and we just
I think the cap team did a great job of like finding like areas of high vulnerability and then finding partners in those areas.
through CAP, we were able to mobilize volunteers.
We've had a lot of different new churches that have been reaching out to us.
program actually partnered with a local church and we set up a, when they say it was called a Resource Center or something like that.
Our partners were able to respond within two days, within 2-3 days.
we have a shower trailer here. So we were able to use our shower trailer for one of the locations here in our area.
Well, they loaned the operation the box truck for the duration of the operation, saving us that cost
we didn't have a box truck to go get out the supplies and stuff.
We have different programs. We are a shelter, we're a soup kitchen.

No, I think they went out in the neighborhoods.
But we assist with donations, clothes, shoes, baby diapers, all of the hygiene kit supplies.
It's a huge impact, a huge impact. Yesterday we provided up to 380 people, families.
We also have a food pantry and a GED resume writing computer lab.
But when we have all these doctors and coming to our church to do vaccination,
one of the partners stood up an independent shelter and it was to help those that were evacuated
What we do is we provide different services. You know, we get food from the food bank and we distribute to the community.
them transported within these communities via boat and others. I can go on.
They brought in the volunteers, but they also brought in supplies.
the CAP team had investment, invested a forklift and had invested a few items for them
We also have partners doing medical services. We have partners that do sliding scale.
families were being affected by the flood, we right away we we assisted
partners are already on the ground. So I
we had not received our stuff from the Red Cross yet. And so we were able to do that very quickly.
the signage was very quick to be placed and so we were able to direct traffic.
I think they really get out there quicker because they were in the community, especially those affected communities.
I think 5-6 day after.
They they really augmented what we could do, who we could serve and speed to to service.
something tall because we were going to places that were flooded and our vehicles were too low.
it gave us a starting point on day one when we got there.
They needed minimum notice within six hours of us letting them know that we needed food, they were able to work on it.
I have the volunteers. What time do you want them there? OK, how many do you need?

When we heard about a lot of that families were being affected by the flood, we right away we we assisted
They know the local community is that very well and that allows us to be able to have speed to service
those hundreds of bags with supplies inside of them to make the process faster, you know, to give
One of them was to take the QR code and put it on the food boxes
was through the mission tracker. So that's how we knew. So
minimum notice within six hours of us letting them know that we needed food, they were able to work on it.
they said no, we could assist.
the assessment, the hiring kids budgets arrive and just to be honest with you, you arrive a little late.
CAP funded it. The CAP came out of the CAP budget, so that was a huge asset.
And then the Red Cross with the community adaptation program provided A forklift.
I was the ADER on the job. So I was the one that had all the mission trackers.
we had a spreadsheet going as to like where cap partners were going and and where like the DES where Red Cross was going.
they trained us how to use the app to go and assess
There was a big piece of poster paper that would show on X day, X next three days.
was knowing where to go quick, quicker and, and get
My first course of action was to connect with the CAP liaison there to ask for a mapping of the colonias in the area and then to overlay that with what partners were there.
we had something called a mission tracker meeting where we went through web EOC there. So we were able to add those requests into web EOC
thank you for the cap staff that they found us, what we were
I was part of the response team. I was out there with the partners, talking to the organizations and distributing supplies.
very beginning, like, well, at some point when, at the beginning, when CEP and LET arrived, they were a little confused about like, like cap.
I think this would help help having just one point of contact.

think we kind of kept in
about reporting who did CAP report to. And
The tab 9 has been very helpful.
We didn't have to go to a lot of those lot of the little communities because they were already taking care of themselves.
The lesson learned is you want to integrate CEP and CAP like they're one team.
They provided us a generator to that generator. We used it for the shower.
I know they didn't request much from us.
them transported within these communities via boat and others. I can go
So the team had bought a box truck and that was one of the main things that we used in the DR.
I feel like especially for like the food access partners, they were able to provide items that were like just more culturally appropriate.
help reimburse us for, for supplies or for food. So they,
bring volunteers. They brought in the volunteers, but they also brought in supplies. And
I mean, our laundromat services was, was a plus because we have laundry services here.
community adaptation program actually partnered with a local church and we set up
a grant, through CAP, we were able to
they would give us a list because the cap partners already had
We have pastors throughout the valley that we give food to and they go and distribute
the colonias in the area and then to overlay that with what partners were there.
But we didn't know where those supplies were going. Maybe the cap team did, but on the job we didn't have that information.
the CAP team had investment, invested a forklift
we were able to use our shower trailer for one of the locations here in our area.
they opened shelters and they were able to to host families for a long period of time.

one of the partners stood up an independent shelter
arrange for sheltering that they felt comfortable in, which was at a local church
that allowed them hot meals every day, that allowed them to plug their cell phones in and charge it, that allowed a place to stay.
When they set up, it wasn't a Red Cross shelter.
They [partners] also provided some sheltering on their end.
bus station to give tacos. Give shoes with clothes to all these people.
literally going door to door handing the supply.
We have a computer lab. So we were able to use people needed to, you know, check their services or their benefits or they needed to print things or they needed resources.
we had to teach these classes bilingually because they some were just Spanish speaking
Just come in person and we'll help you.
CAP was able to come in and really because they were Spanish speakers, they were able to tell, you know, provide the stuff in the church.
One of our partners even provided their laptops that CAP had purchased to be able to be there. And just like, you know, we say like, hey, apply to this and stuff, but if people don't have the computers, if people don't have the Internet, they're not going to be able to apply to it.
a generator to. And because they had that generator, they, they didn't lose all of their vaccines.
the CAP team had investment, invested a forklift and had invested a few items for them to do distribute distribution
generator, they, they didn't lose all of their vaccines.
One of the partners had a lead on getting a lot of cleanup kits at a very reduced rate.
our partner Hearts for Kids is reaching out to them and they're currently in works with them to get that house fixed.
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff. I, we got really lucky that hearts for kids had access to these pallets
make improvements to our location, we're now better, we're now able to better serve our community.
it's provided the tools that we need to continue to help the community

I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff. I, we got really lucky that hearts for kids
definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.
those relationships and they maintained those
they trained us how to use the app to go and assess those houses
be training on what what happens in a disaster,
a training of what is CAP supposed to look like during blue sky and what does CAP look like during ADR?
some sort of training, some sort of mock disaster.
Even the app I, I was able to download the app emergency app through, through cap American Red Cross app.
we've been working with them throughout the year, not just during this disaster, but during the blue skies.
I definitely see a need for some of the partners to maybe like have like be pre staged with some of this stuff.
they were able to deploy and, and get a volunteer base and do it in rotations
they got started very quickly 'cause you know, Hensel and Ruby and Maria are working with them all the time to be prepared.
they bring information and also they have the table for sign up, volunteers sign up.
getting to know each other, it'd be talking, it'd be training on what what happens in a disaster
they're not able to as the volunteers because they don't have the volunteers that it takes.
it should be something that's mandated for CAPs and chapters to do some sort of mock on a yearly basis
There was this time around signage. We we like the fact that the American Red Cross had signage there.
Through a grant, through CAP, we were able to buy that, have
So they had an opportunity that they purchased a semi load of trucks supplies as well.
I definitely see a need for some of the partners to maybe like have like
They gave us the tools that we needed to continue to help the the community.
a grant, through CAP, we were able to buy that, have it there and make that able

the CAP team had investment, invested a forklift and

members who could became more engaged in helping the partners deliver to their community.

Quote Elaboration
Designated liaison embedded in DRO meetings enabled route assignment, mapping, and bilingual volunteer integration.
Single CAP point-of-contact centralized communications, reducing miscommunication and enabling coordinated city and shelter interactions.
Practical role delineation helped maintain operational clarity between CAP, CEP, LET, and local programs.
Hands-on training and embedded assessments created field credibility, enabling CAP to act as operational bridge.
Liaison-provided daily recaps and tracking delivered operational visibility, supporting coordinated DRO oversight and tasking.
Regular 'blue skies' engagement preserves relationships and clarifies liaison roles before crises occur, improving integration.
Embedding partner reps or liaison presence would close visibility gaps and improve daily operational coordination.
Embedded liaison attendance at DRO meetings captured needs and elevated partner capabilities for operational alignment.
Reactive tasking reduced integration; proactive map-sharing and preassigned partners would improve role clarity.
Shows mission-tracker meetings and spreadsheets centralized partner locations, supporting clear operational assignment and deconfliction.
Demonstrates daily liaison-driven tracking and simple visual tools supported centralized schedule visibility and operational coordination.
Shows leadership used liaison-provided maps to overlay partner presence, enhancing operational situational awareness and assignments.
Frames ADER-managed mission trackers as central to centralized visibility and preventing duplicate partner activity.
Indicates embedded liaisons attending DRO meetings provided direct needs visibility and fed partner coordination.
Highlights timeliness gaps in DRO map-sharing undermining proactive partner assignments and centralized mission tracking.
Identifies embedded liaison and mission-tracker practice used to coordinate CAP, CEP, LET roles operationally.
Evidence of named liaisons and CAP-led training embedding partners into assessment workflows.
Highlights liaison's daily reporting role and recommends integrating CAP with CEP for unified operational teams.
Reports CAP integrated into field and leadership, liaison provided mapping to guide partner assignments.
Advocates merging CAP, CEP, LET functions and embedding partner reps to improve coordination and visibility.
Shows liaison attendance at DRO meetings but acknowledges CAP staff need training for clearer role integration.

Practices showed functional separation, enabling partners to operate without overlap and clarifying responsibilities operationally.
CAP liaison provided daily recaps and photos, centralizing situational awareness for DRO operational tracking.
DRO relied on CAP liaison for local mapping intelligence, informing targeted assessments and partner overlays.
Embedding partner representatives onsite would have closed visibility gaps and improved daily operational coordination.
Delayed DRO information and mapping hindered proactive partner tasking, causing reactive assignments and slower responses.
Describes survey to missionâ€‘tracker to WebEOC flow and spreadsheet coordination to avoid duplication.
Shows designated CAP POCs supported coordinated tasking, aiding situational awareness without specifying tracker integration.
Advocates formal meetings, maps and paperwork to document partner actions, improving shared situational awareness and accountability.
Shows missions funneled into daily tracker meetings where partners accept or decline tasks for accountability.
States liaison attendance in meetings to capture needs and connect partner capacities to Red Cross planning.
Maps from liaison supported area tasking and deconfliction, though sharing timeliness sometimes delayed awareness.
Shared spreadsheet functioned as practical route-assignment tool preventing overlapping CAP partner routes.
Describes area-based POCs and quadrant assignments enhancing geographic visibility and local responsibility.
Describes lowâ€‘tech, visible scheduling aids and liaison recaps providing immediate operational situational visibility.
Advocates mapping, photos and paperwork to make activities visible and verifiable across partners and locations.
Describes CAP-provided maps overlaid with partner locations to shape immediate geographic situational awareness and targeting.

Shows mission-trackers and daily meetings enabled logging, assigning, and confirming partner responses and locations.
Notes CAP liaison meeting attendance and recommends a room-visible map tracker for resource distribution visibility.
Emphasizes need for photographic and paper documentation to validate activities and enable inter-agency visibility.
CAP liaisons attended DRO meetings and relayed partner offers, forming the basis for tasking and coordination.
Daily liaison updates plus a visible poster schedule supported short-range tasking and deconfliction decisions.
Local partners can provide street-level routes and prefer meeting-based planning to reduce overlap and speed tasking.
Standing daily external relations meetings plus mission tracker entries guided tasking despite limited route detail.
CAP liaisons attended DRO meetings, conveyed partner capabilities, and relayed offers upward for tasking.
Maps guided neighborhood assignments and partners reported serviced areas to prevent redundant supply deliveries.
Shared spreadsheet evolved into active route assignments, enabling liaison-driven daily deconfliction and tasking.
Central POC and direct messages enabled quick tasking for services but not formal route lists.
Requests for same-day assessment reports highlight liaison role in timely updates for tasking.
Liaison provided daily photo recaps and service tracking, informing operations' situational awareness and tasking.
Liaison-facilitated mapping and partner convening enabled targeted assignments and reduced duplication risk.
Liaisons attended main meetings, conveyed partner capabilities upward, enabling DRO-aware tasking decisions.
Named area leads reduced overlap by assigning responsibility for locations and service functions during daily coordination.
Interviewee reported little observed duplication, implying effective coordination though daily assignment mechanisms remain unspecified.
Requesting household notifications and schedules prevents duplicate visits and clarifies daily team assignments and timing.
Advocates formal meetings, maps, and documentation to convert ad-hoc actions into coordinated daily route plans.
Partners reported serviced areas back to DRO, preventing redundant deliveries and informing daily route choices.

Calls for established trainings, volunteers, and distribution sites to pre-position capabilities and reduce handoff friction.
Recommends pre-disaster familiarization and short, role-focused trainings to establish trust and clarify responsibilities.
Suggests that practicing joint coordination builds operational speed; embedding partners reduces handoff delays during disasters.
Illustrates liaison experience enables early briefings to align partner capabilities and streamline handoffs to DRO.
Pre-event relationship building functions like informal exercises, enabling faster coordination and smoother handoffs.
Calls for pre-positioned training, volunteers, and logistics to standardize handoffs during responses.
Recommends light-touch, regular joint exercises integrated into routine meetings to build handoff familiarity.
Training correlates with faster, safer responses, supporting smoother inter-organizational handoffs.
Year-round engagement fosters preparedness and can substitute for formal joint exercises to improve handoffs.
Training volunteers on reporting apps enables interoperable data sharing and clearer handoff between teams.
Embedding brief exercises into routine meetings rehearses shared tools and improves interoperable reporting.
Consistent mission-tracker use improves situational awareness and enables smoother inter-agency handoffs.
Advocates familiarization, trust-building, and light exercises to ensure quicker, coordinated response handoffs.
Calls for embedded partner liaisons, role trainings, and mission-tracker use to practice handoffs pre-disaster.
Highlights year-round engagement and liaison briefings as preparatory steps for rehearsing joint handoffs.
Indicates pre-event relationship-building should be measured and converted into routine joint drills.
Calls for mandated annual mock exercises to institutionalize AAR lessons and assign accountability.
Pastors and church networks acted as trusted conduits and local communicators for last-mile distributions.
Local churches donated supplies and coordinated distribution, improving outreach and material support to communities.
Named local faith and nonprofit partners delivered food and supplies through neighborhood outreach.
CAP's local partnerships provided cultural and linguistic trust enabling access to vulnerable, reluctant community members.
Pastors served as pickup points and last-mile distributors, improving decentralized food delivery.

Local churches hosted shelters people trusted, enabling sheltering for residents who avoided formal shelters.
Trusted local churches conducted outreach and provided meals, charging and shelter in low-profile settings.
CAP leveraged faith-based resilience hubs and cultural centers to deliver health, hunger, and housing support.
CHWs/promotoras conducted sign-ups and door-to-door outreach, providing trusted health and intake connections.
Promotoras served as community public-health liaisons, enabling culturally appropriate outreach and service delivery.
Pulpit endorsements by trusted intermediaries legitimized programs and increased early community sign-ups and engagement.
Bilingual CAP staff and partners provided culturally concordant outreach, increasing trust and engagement in Spanish-speaking neighborhoods.
Promotoras/CHWs acted as trusted, local health messengers performing outreach, culturally aligned education, and follow-up services.
Faith-based partners provided meals, amplifying CAP's material support and enabling faster community-scale responses.
Churches served as distribution hubs, CAP investments increased their logistical capacity and speed.
Bilingual training and promotoras enabled CAP-supported partners to reach non-English communities rapidly.
CAP-facilitated mapping guided faith-based partners to prioritize hard-to-reach colonias quickly and effectively.
CAP's equipment investments (forklift, laptops) boosted partner distribution capacity and sped operations.
Trusted local partners, backed by CAP resources, enabled rapid two-day distributions into affected neighborhoods.
Local church contacts provided neighborhood knowledge, enabling precise outreach and avoiding duplication of services.
Churches phoned and mobilized donations, integrating parish networks into local trusted outreach and distribution.
Affirms Spanish-language capability was critical and trainings were bilingual to enable community communication.
States Spanish-English bilingual capacity was essential for events, outreach, and community engagement.
Reports bilingual staff and bilingual training enabled Spanish speakers to conduct detailed damage assessments.
Anecdote indicates Spanish-language interactions occurred in field and staff/community were patient and communicative.
Documents CAP deployed Spanish-speaking personnel and liaison to deliver goods through trusted church venues.

Indicates Spanish-speaking CHWs and local organizations delivered outreach and information in Spanish.
Bilingual training enabled Spanish-language outreach and culturally relevant engagement in local communities.
Trusted Latino engagement teams coordinated with local partners to reach culturally cautious populations.
Local, community-rooted staff fostered trust through shared identity and longstanding neighborhood involvement.
Latino engagement teams and Spanish-speaking CAP staff conducted outreach and provided culturally familiar foods.
Partners adapted food offerings for cultural and religious practices; Spanish language supported tailored delivery.
Trusted churches and partners enabled access to hesitant, often Spanish-speaking colonia residents.
Promotoras and bilingual staff were used to reach communities, addressing language and cultural barriers.
Local staff's cultural familiarity enabled trusted outreach, though language and food specifics were not detailed.
Partners corrected culturally mismatched donations and advised menus, improving food appropriateness for local populations.
CAP supplied culturally familiar staples (rice, beans) and adjusted meals to local taco preferences via community partners.
Spanish-speaking CAP partners enabled feeding operations and provided culturally familiar foods like rice and beans.
Local partners provided staple culturally preferred foods, while Red Cross meal standards sometimes conflicted with local norms.
Trusted church messengers and bilingual materials shared via WhatsApp/Facebook and translated videos.
Bilingual local staff and promotoras supported assessments and trust-building in colonias and diverse communities.
Bilingual training happened, but documentation lacks scale and coverage details for systematic language access.
Non-Spanish languages exist; documentation/policy lacks clarity on multilingual staffing or interpretation for these groups.
Immigration-related fears reduced volunteer participation; documentation lacks policies protecting undocumented recipients and volunteers.
Spanish-speaking staff enabled church-based distributions, but records lack systematic staffing and coverage documentation.
Trusted local teams used specialized transport to safely reach isolated colonia residents during floods.

Coalition-building extended reach via trusted nonprofits, enabling access to hesitant or hard-to-reach communities.
Colonias' fear of agencies, often linked to immigration concerns, reduced willingness to seek formal assistance.
Partners offered noâ€‘paperwork, walkâ€‘in assistance to reduce barriers for undocumented or documentationâ€‘averse households.
Doorâ€‘toâ€‘door outreach reached immobile or floodâ€‘trapped households, bypassing centralized sites they couldn't access.
Preâ€‘existing trusted organizations functioned as primary access points, diverting community members from formal Red Cross sites.
Trusted church pastors and messengers enabled discreet, culturally aligned outreach into isolated colonia communities.
Community residents as messengers increased trust and enabled home access in immigrationâ€‘affected neighborhoods.
Lowâ€‘barrier, noâ€‘paperwork intake reduced fear and enabled undocumented and reluctant households to access services.
Trusted partners and LET teams provided community credibility and facilitated outreach into reluctant neighborhoods.
Spanishâ€‘speaking CAP staff and partners improved engagement and awareness among Spanish-speaking residents.
Preâ€‘existing trusted local entities diverted residents away from formal shelters toward familiar partners.
Lowâ€‘profile materials distributed through food bags reached people wary of formal outreach or public announcements.
Fear of agency contact deterred colonia residents, indicating need for confidential, communityâ€‘based outreach channels.
Fear of sharing personal data prevented signâ€‘ups, highlighting confidentiality concerns when assisting undocumented households.

Services were intentionally unpublicized to protect privacy and avoid deterring immigration-sensitive households.
Door-to-door distributions provided discreet, direct aid to households avoiding public sites due to fear or immobility.
Trusted local partners offered low-profile alternatives, drawing immigration-sensitive residents away from formal Red Cross sites.
Specialized transport and trusted teams enabled physical entry into isolated colonias during flooding.
Outreach at transit points reached migration-affected and transient populations not using formal aid sites.
Partners accepted walk-ins without paperwork, lowering barriers for undocumented or documentation-averse households.
Door-to-door distributions reached immobile, homebound, and flooded households unable to access central sites.
Material distributions at transit points enabled partners to engage migration-affected and transient populations directly.
CAP provided flexible funds enabling partners to buy supplies and reach populations Red Cross couldn't serve.
Trusted local partners and preexisting relationships enabled alternate access points and community-led distributions.
WhatsApp/Facebook used by trusted messengers to share enrollment links and community updates.
CAP-funded laptops enabled on-site application assistance, allowing residents to apply immediately at trusted community venues.
Partner-provided box truck supported multiweek DES routes and community center deliveries.
Partner-owned box truck loan reduced transportation costs and supported partner food pickups and distributions.
Box truck provision enabled partner outreach, expanding reach to many families across affected valley areas.

CAP-funded partner vehicle was used operationally to deliver supplies into communities for last-mile distribution.
Partner box truck lent for about 36 days, supporting supply distribution and item pickups across affected areas.
Partner-provided 16-pallet truckloads required strong unloading and local distribution capacity to execute mobile DES routes.
Freight-sized 18-wheeler deliveries created demand for improved unloading and distribution handling capacity.
CAP-funded box truck loans reduced costs and supported frequent partner food collection and distributions.
Forklift provision directly improved partners' ability to load/unload semis and accelerate distribution capacity.
CAP funded semi loads and partner trucks, enhancing bulk supply arrivals and last-mile delivery capabilities.
Partners sourced most supplies themselves; Red Cross only occasionally provided water, reducing logistical burden.
Generators and cots preserved critical services and enabled on-site medical and shelter capabilities during response.
Partners supplied water and basic consumables, minimizing Red Cross material provisioning and logistical burden.
Local partners brought water and perishables directly to communities, supplementing centralized logistical supply efforts.
Providing refrigerators and tailored shelter items filled local gaps and enabled on-site food storage and services.
Collocated pallet stocks required extra trucking, showing limited visibility and poor pallet distribution coordination.
Operational teams lacked shipment destination visibility, causing duplicate purchases and inefficient pallet allocation.
Suggests simple pallet-tracking practices could prevent duplication and improve allocation visibility across sites.
CAP-provided forklift improved handling, enabling frequent semi unloading and faster distributions.
CAP bought a box truck to distribute donated water pallets, enhancing local delivery capacity.
Shows partners rapidly provided volunteer bodies for DDAO operations, enabling immediate field capacity.
Community partners staffed feeding and distribution, reducing Red Cross operational burden locally.
CAP mobilized large numbers of local volunteers, demonstrating significant grassroots staffing augmentation.
Partners provided vehicle assets like box trucks, enabling larger pickups and timely community deliveries.
Partners supplied transport including boats to reach flooded areas, directly augmenting distribution capacity.

CAP combined volunteers, supplies, and purchased vehicles to enable efficient community deliveries.
Local partners provided CHWs, vehicles, and staff to expand sign-ups, distributions, and outreach rapidly.
Faith leaders' door-to-door deliveries increased trust and enabled neighborhood-level outreach and distributions.
Local teams conducted door-to-door outreach to assess needs and directly deliver supplies to households.
Red Cross and partners conducted outreach and food distributions when community volunteers avoided participation.
CAP provided volunteers and supplies, enabling trusted local outreach through partner channels and churches.
CAP staff worked alongside partners performing door-to-door deliveries to reach households directly and build trust.
Practical app training allowed volunteers to rapidly collect assessment data and upload to database.
One-day bilingual classes rapidly qualified Spanish-speaking volunteers to perform DDA assessments.
Community volunteers were quickly recruited and trained to complete door-to-door DDOA outreach tasks.
Local partner leads mobilized teams together, reducing duplication but formal coordination mechanisms weren't described.
Perceived CAP autonomy improved service reach but reduced Red Cross situational awareness and coordination efficiency.
Reports duplicated team visits (2-3 teams) causing inefficiencies and potential wasted staffing resources.
Partner speed and cost-effectiveness filled staffing gaps, yet coordination with formal teams remained unclear.
Local volunteers sustained outreach capacity, reducing need for external deployments and conserving staffing resources.
Volunteer shortages constrained scale, prompting reliance on faith leaders and community networks for staffing.
CAP-funded trainings helped formalize volunteer roles, improving protection and long-term operational integration.
Partners often provided unpaid labor, lowering costs but raising sustainability questions for prolonged operations.
Documents CAP reimbursements and supply support that reduced partner meal costs and net program expenses.
Anecdote of locally prepared meals implies substitution for purchased meals, lowering feeding expenses.

States partner feeding directly lowered Red Cross food expenditures during response operations.
Describes partner-run distributions via pastors, leveraging local networks to lower distribution costs and duplication.
Coordination reduced duplication and allowed Red Cross to avoid redundant, costly meal or supply deliveries.
Illustrates partner meals cost roughly \$4 each, reducing expenses compared to commercial catering costs.
Partners' food bank links expanded in-kind supplies and lowered Red Cross procurement and meal costs.
Specifies partner meal pricing around \$4.50, significantly undercutting typical vendor plate costs.
Partner hubs received bulk shipments and deployed neighborhood teams, improving targeted distribution and reducing duplication.
Assigned points of contact and area leads reduced duplication and clarified distribution responsibilities.
Visible schedules and operational tracking enabled liaisons to prevent overlapping partner events.
Mission-tracker use enabled visibility, though gaps existed when partner destinations weren't shared promptly.
Designated partner coverage freed Red Cross resources to redeploy elsewhere, reducing redundant visits.
Operational tracking and liaison reporting enabled visibility to prevent duplication and support cost-containment measurement.
Reporting meal counts (e.g., 11,000) shows tracking capability, but lacks per meal cost comparisons.
A cost-containment sheet existed but lacked consolidated savings figures to quantify partner contributions.
Partner-run shelters and community centers functioned as trusted distribution hubs for vulnerable households.

Local outreach teams entered neighborhoods directly, using trusted community ties to reach vulnerable residents.
Volunteer 'boots-on-the-ground' and local centers enabled community-level distribution and direct contact.
Local partners provided culturally appropriate staples and rapid door-to-door distributions to directly reach vulnerable households.
Deliberately unbranded Colonia Center reduced fear, increasing undocumented households' willingness to access services.
Partner registration enabled trusted, local intake pathways for vulnerable or fearful households reluctant to use official channels.
Using known churches as shelter alternatives reduced fear, increasing undocumented households' willingness to accept assistance.
Intentional non-publicization kept resource centers low-profile, protecting uptake among undocumented and fearful households.
Local, neighborhood outreach brought services directly into underserved areas, reducing travel and access barriers.
Church partnerships, resource centers, and boat deliveries provided trusted, proximate access to isolated colonia households.
On-site computer access and printing supported communication and applications for underserved residents lacking internet or devices.
Multilingual populations and undocumented status demanded culturally tailored outreach and trust-building communication strategies.
Local partners improved cultural sensitivity in food and DES distributions, increasing acceptance and reducing distribution inefficiencies.
Liaison-driven partner identification targeted high-vulnerability areas to place trusted partners for continuous outreach.
CAP-enabled volunteer mobilization produced large door-to-door teams to find and assist vulnerable households.
Expanding faith-based partnerships increased distribution channels and volunteer capacity into vulnerable neighborhoods.
Church partnerships and local resource centers provided discreet, trusted access points for vulnerable households.
Rapid partner responses frequently outpaced formal supply chains, delivering urgent aid much sooner locally.
Shower trailers and generators enabled on-site hygiene services at affected locations.
Loaned box trucks reduced costs and enabled transportation for sustained supply distributions.
Provision of trucks and refrigeration removed constraints, enabling larger, more flexible community distributions.
Local partner provided meal production and pantry services, expanding food access through existing community programs.

Neighborhood outreach ensured food and supplies reached households unwilling to visit central distribution sites.
Partner delivered diverse in-kind items including hygiene kits and diapers, broadening food-focused assistance into holistic support.
High-volume distributions and pastor-led delivery networks extended culturally trusted food access across communities.
Onsite computer lab enabled digital access for applications and recovery services, expanding administrative support.
Partners organized health fairs and clinic visits at trusted churches, integrating medical services and resources.
CAP-funded partner shelters and procurement enabled new sites and specialized supplies, expanding service offerings.
Partner-led logistics, storage and decentralized pastor networks scaled distributions and diversified services.
Partner transport and QR outreach enabled material deliveries and cash access deep into underserved communities.
CAP-enabled partner supplies, cultural tailoring and asset purchases increased service variety and community-appropriate reach.
CAP invested in partner logistics and training, enabling medical and psychological first aid locally.
Partners provided medical sliding-scale care, cooked meals and transport assets to expand recovery services and reach.
Existing community channels and immediate local response delivered supplies quickly without waiting for centralized shipments.
Pre-existing partner presence and volunteer pools enabled immediate mobilization without waiting for centralized volunteers.
Partner-held truck inventories enabled immediate mobile DES distributions before Red Cross shipments arrived.
Rapid on-site signage and equipment reduced confusion, speeding client flow and access at service sites.
Embedded local partners mobilized immediately, enabling faster neighborhood-level response and access to affected residents.
Assessment-to-delivery lag (~5–6 days) shows need for pre-positioned supplies and expedited distribution.
CAP-funded procurement and partner augmentation increased capacity, enabling faster, broader service delivery.
Vehicle height and suitability mattered; pre-positioning taller transport prevented access delays in flooded areas.
Pre-event mapping and liaison input provided day-one tasking, accelerating initial deployment and response.
Some partners mobilized within hours, demonstrating that pre-trained, ready crews shorten emergency response timelines.
Pre-recruited volunteer surge allowed immediate, scalable deployment to field sites upon simple scheduling requests.

Immediate local alerts triggered on-the-spot supply delivery, reducing delays for affected households.
Trusted local relationships and community knowledge sped outreach and improved rapid beneficiary engagement.
Pre-packaging supplies reduced on-site packing time, enabling faster distributions to households.
QR codes on distributed goods provided low-friction registration, increasing early enrollment and faster aid access.
Real-time mission tracking improved situational awareness, enabling faster targeted outreach and tasking.
Some partners could mobilize within hours, enabling near-immediate outreach and rapid aid delivery.
CAP financial support covered anticipated high-volume food costs, avoiding procurement delays and enabling quicker meal provisioning.
Reported five- to six-day lag between assessment and kit delivery, indicating procurement and staging delays.
Direct CAP funding purchased cleanup kits swiftly, removing procurement barriers and accelerating distribution.
Equipment provision (box truck, forklift) reduced handling delays and sped bulk supply distribution to communities.
Designated ADER ownership of mission trackers centralized assignment and operational visibility.
Shared spreadsheets enabled visibility of partner and Red Cross routes to identify potential overlaps quickly.
Digital assessment data fed a common record, improving awareness and avoiding repeat visits to households.
A visible, shared schedule (poster) provided quick situational awareness and helped prevent service overlap.
Rapid, on-the-ground maps enable faster targeting and reduce the chance of multiple teams duplicating work.
Overlaying colonia maps with partner locations clarified coverage gaps and prevented redundant partner activity.
Liaison ran mission-tracker meetings, entering partner requests into WebEOC to centralize DRO tasking.
CAP liaison rapidly onboarded local partners with minimal friction, enabling immediate joint response activities.
CAP liaison acted as in-field intermediary, assigning partner routes and coordinating distribution per DRO maps.
Initial role confusion shows need to formalize reporting lines and clarify authorities during responses.
Advocates centralized single point of contact to consolidate communication and accountability across partners.

Maintaining clear functional 'lanes' indicates effective role delineation and reduced duplication, supporting governance clarity.
Explicit reporting ambiguity illustrates governance gaps that hamper clarity of authority during disaster operations.
Centralized partner roster creates accountability and visibility; formal governance should ensure consistent usage and data ownership.
Pre-existing partner relationships enabled community self-sufficiency and reduced reliance on external response.
Recommends daily inclusive coordination and integrated teams to institutionalize readiness and avoid duplication.
Partner generators and shower trailers supported on-site hygiene services and facility operations.
Partners primarily used their own supplies, requesting minimal Red Cross material support like water.
Partner boats and local transport enabled last-mile delivery into flooded and inaccessible neighborhoods.
CAP purchased box trucks and forklifts, directly enabling partner-led distribution and faster logistics.
Shows partners supplied culturally appropriate meals and bulk supplies through trusted local networks for distribution.
Local kitchens provided meals and received CAP reimbursements and asset sharing to sustain feeding operations.
CAP co-purchased supplies and routed them through local partners to augment community provisioning and distribution.
Local partner facilities offered trusted, on-site services that reached displaced and reluctant residents.
Local church partnerships delivered daily meals and conducted direct outreach into isolated colonias.
Shows CAP grants funded equipment purchases that sustained partner service delivery and resilience.
Partner-supplied lists offered partial distribution visibility but formal governance remained limited and inconsistent.
Routing supplies through pastors expanded reach but complicated centralized tracking and formal oversight of deliveries.
Partner-derived mapping improved situational awareness but required shared governance for data accuracy and use.
Field staff lacked consistent visibility into partner-distributed supplies, undermining accountability and operational coordination.
CAP-funded equipment (e.g., forklift) placed with partners increased local distribution and logistical throughput.
Partner provided showers, laundry access and pet accommodations complementing Red Cross shelter offerings.
Partners operated community shelters and provided trusted local venues used instead of Red Cross sites.

Partner-created independent shelters/day drop/in centers provided trusted, local alternatives to standard Red Cross shelters.
Partners arranged church-based sheltering and provided housing, trusted options Red Cross did not primarily offer.
Partner churches ran trusted local shelters offering meals, charging, and a welcoming place beyond Red Cross shelters.
Partners established non-Red Cross local spaces that provided accessible, trusted sheltering options for communities.
Partners opened compassion centers offering showers and basic shelter supplies, addressing hygiene and shelter gaps.
Partner churches ran mobile outreach and distributed meals and supplies at transit hubs and public sites.
CAP partners conducted door-to-door distributions in dangerous or isolated zones to reach missed households.
Partner computer labs enabled residents to access online services, print documents, and complete applications.
Bilingual instruction enabled Spanish-speaking partners to perform outreach and assessments in communities.
Partners offered low-barrier, in-person assistance to help people complete applications and get services.
Spanish-speaking partners conducted trusted, church-based outreach and on-site facilitation within communities.
Partners brought laptops and connectivity so clients without devices could apply for assistance onsite.
Generator funding preserved cold-chain, enabling ongoing vaccine and medication services in flooded areas.
Equipment investments like forklifts increased partner distribution capacity and logistical sustainability.
Partner generators preserved vaccines and refrigerated medications, ensuring continuity of essential medical supplies.
Partners sourced discounted cleanup kits, enabling faster, cost effective household recovery after floods.
Partners coordinated direct home repairs, addressing recovery needs beyond typical emergency relief scope.
Recommend partners pre-stage supplies and leverage local pallets/vehicles to shorten response timelines.
Facility upgrades funded during blue skies improved routine services and increased disaster surge capacity locally.
Providing tools to partners sustains services in peacetime and improves surge capabilities during crises.

Recommend pre-disaster positioning partner assets and sustaining relationships to enable rapid, localized response in blue skies.
Recommends pre-disaster staging supplies with partners during blue skies to speed response and decentralize logistics.
Credits CAP's pre-disaster relationship-building and maintenance for rapid operational start during emergencies.
Shows CAP provides technical trainings (app use, assessments) during blue skies to prepare partners for response.
Advocates bilingual, practical pre-disaster trainings and relationship building to clarify roles and expectations.
Calls for explicit pre-disaster training to define CAP roles during blue skies and disaster response.
Recommends mandated annual mock exercises and summits to institutionalize CAP roles and preparedness.
Emergency app and notifications support pre-event outreach and keep communities informed and engaged year-round.
Year-round engagement and event support build trust and increase community outreach effectiveness during preparedness.
Pre-disaster staging supplies with partners improves local readiness and reduces centralized response time.
Building rotating volunteer pools during blue skies ensures deployable capacity and smoother surge operations.
Sustained partner maintenance enabled rapid activation because partners remained familiar and prepared for response.
Community events provide volunteer recruitment opportunities and sustained engagement for preparedness activities.
Regular pre-disaster training and relationship-building clarify roles and strengthen sustained operational readiness.
Volunteer shortages constrain partners' ability to adopt and sustain CAP activities during blue skies.
Mandated annual exercises institutionalize readiness and ensure volunteers and partners retain deployable response skills.
Signage and flyers standardized visibility, helping communities identify and access distributed supplies and services.
CAP grants funded vital procurement, supporting sustained deployment of access tools and distribution tactics.
Large-scale procurement combined with volunteer deployments and adaptive delivery reached isolated households.
Advocates pre-disaster staging partner-held supplies in strategic locations to enable rapid local deployment.
Providing tools and transport to partners enabled local collection, distribution, and pre-disaster positioning of relief inventories.
CAP grants purchased enabling tools and sustained local interventions, supporting partner capacity for distributions.

Investing in logistics equipment (forklift, box truck) expanded partners' capacity to receive and pre��position supplies.
Engaging community members expands delivery capacity and visibility of program components during disasters.