

00:00:03 Interviewer

Yes.

00:00:04 Interviewer 2

It started.

00:00:05 Interviewer

Great. So can you please provide your name and your role and the the the role you played in Hurricane Debbie?

00:00:14 Respondent

Sure. My name is Alexandra Taylor. I go by Alex. I am the Community Adaptation Program manager or the Disaster Risk Reduction Program Manager for Chatham County, Georgia, which is where Savannah, GA is. For Hurricane Debbie, we were impacted here in Georgia, and I was the manager on the ground for that. At the time I didn't have a team yet. I'd only accepted the job maybe 3 weeks before. The CAP leadership sent down a liaison for me, Alethia Crooks, so that I would have support and she was with me for about a week.

00:00:59 Interviewer

OK, great. Thank you. So the the first couple of questions are around the quality. And so how did the CAP partners contribute to service delivery during the most during the disaster response compared to other partners. So I know that your part, your program was very new at the time, but I know you also had you also had some partners that were contributing to the response. And so how did? How can you just explain how that that worked and and how they contributed to the response?

00:01:31 Respondent

When Debbie hit, I had a couple really baby partners, I like to call them... we hadn't really initiated an MOU yet for any of them, but I was initiating relationships with them. I had been volunteering with them and getting to know them and one program especially really stepped up called GROW Initiative. She provided translation services [that] allowed us to have a Hispanic outreach initiative that wasn't really taking place during Debbie in Chatham County. We like to say in Chatham County that the Hispanic population is our invisible population, they do not get the resources or the investment that other populations do in our county. It was critical for us to see if there was a partnership that I had that could tap into this population. And it worked. She was able to to talk to this population because she works out of a primarily Hispanic undocumented church. She was able to talk to the attendees and explain to them who I was and that we were looking for people who'd been impacted by the storm so that we could get them resources. And she explained to them that this is not going to be a situation where I will take their names and report them in any kind of way that we will do our best for this not to be a danger to them. And she explained it in a way that was accessible and phenomenal to access this community. She was our way in. This relationship that I had. We ended up getting probably

40 something names and addresses that we gave to the DR, and they were able to send out disaster assessments in the next few days to those locations and get those people assistance. By having that relationship with an early on partner, we were able to tap into a community that would not have called the Red Cross if we did not have that relationship.

00:04:01 Interviewer

Great. Thank you.

00:04:02 Respondent

Yeah.

00:04:04 Interviewer

Did the community adaptation program and and and grow the the soon to be CAP partner help deliver services to people who may not have been reached otherwise during the disaster? And I know you sort of touched on this a little bit. If you can speak a little bit from your perspective on how the partner organization extended services to the communities that may not have been reached or may not have been accessed by the DRO. And can you and I, I know you touched on this a little bit too, but the specific outreach strategies and relationships that made it possible and the types of services provided.

00:04:42 Respondent

Absolutely. She not only provided translation services and that human contact service, she also served as a point of distribution for Red Cross DES at her church. She offered this opportunity to us where she would be willing to have us there. Not only so that people could access the DES, but also that they would see us there. Because when you're in a community and you're seen more and more often that trust is built and they're more willing to interact with you and maybe tell you things about their experience during disaster that they wouldn't have told you in the past. GROW Initiative in particular was really willing to bridge that gap for us, for a community that would not have received assistance if it weren't for her.

00:05:40 Interviewer

Right. Thank you. Are there any, is there a specific story or an example of that partnership where that critical gap in service was filled?

00:05:55 Respondent

I have to think of a Cuban family that we had in our shelter. They were displaced because they were staying in a home that they were subleasing. The homeowner did not know they were there. Then when the home flooded, the homeowner found out that they were being subletted to in an illegal way, they did not have a lease, they did not have anything. They were asked to vacate the property during the disaster. So, they came to the shelter that Chatham County had opened that the Red Cross was managing. That's where I met them. They did not speak any English except for a little bit. Monica was the name of the mother. She spoke a little bit of

English. I was able to get GROW Initiative in place to do some translation. She came to the shelter and helped out with some translation services. My liaison and I worked on finding them housing. They didn't end up becoming a partner because they're in an international organization called Inspiritus, but Rosie with GROW Initiative was the one who recommended them. It was her relationship with Inspiritus that recommended us to go towards them. I worked with Inspiritus to... they have partnerships with apartment complexes that are a little less burden heavy when it comes to paperwork and documentation that is needed to rent a home. With the help of Rosie and myself, we were able to get that family an apartment within two days, three days maybe, and they were out of the shelter before the shelter closed.

00:08:00 Interviewer

And the next question, how did CAP and CAP partners help to identify and prioritize communities and households that were in need of help? Did did, were there particular neighborhoods that were identified and or households that were identified with urgent or critical needs? That, and I know you've touched on this a little bit, but maybe the DRO wasn't aware of and you know, what were, how did you identify those priority communities and how did you and your partners?

00:08:33 Respondent

We had GROW Initiative reach out to the community that she had, which is in Garden City, GA. It's a part of Chatham County that is underserved. We wanted to make sure that the community there received assistance because there were no shelters open there. All the shelters were predominantly open in Chatham County and on the West side. There were no shelters open. There was nowhere for people to walk to or to receive assistance and there were no resiliency hubs there. It was a desert for assistance when it came to disaster response. But GROW Initiative is there. What we did was have her tap into the community and get a list going of people who wanted to ask questions and see what they could get from the Red Cross. Once she got the list going at church, they just signed up and put their number down. She called them one by one and told them that we would be there on that day to answer questions about disaster, about what had happened to them, and maybe give them tarps and cleanup kits, things like that for their property. She took the time to call these families one by one and let them know where we would be and how we would be accessible. That was how we reached that community, by tapping into a partner's ability to reach out to them.

00:10:15 Interviewer

Thanks. Did CAP or CAP partners play a role in providing services for people? As long as they needed them? So did they? Did people feel like they received services for this a sufficient amount of time? Did they provide services after Red Cross services ended?

00:10:34 Respondent

Yes. Especially with GROW Initiative. That's a long-term supportive entity that she is. She has her own nonprofit. She's a 501C3. She was able to support families in nutrition and housing and and

in their health long term. Post disaster she really fills a gap for them.

00:11:05 Interviewer

OK, great. Are there any examples, specific examples or of the assistance that was provided after disasters? I know you just mentioned that there's nutritional assistance and other types. Are there specific you know examples or stories you can tell?

00:11:24 Respondent

One of the examples I have is that we provided a bilingual CPR class through GROW Initiative a few months ago that was CAP supported. We were able to get 17 to 18 individual CPR certified and first aid certified in that undocumented and Hispanic community and get information and knowledge that they wouldn't have had without this relationship.

00:11:56 Interviewer

Great. Thank you. How did the how did the CAP partners or or specifically the GROW initiative, how did they help the community receive services that match their cultural needs during the most during the disaster? Were there specific things that maybe the DRO may not have provided that were very culturally appropriate for the population? Yes.

00:12:19 Respondent

Yes. GROW initiative did a lot of food-based events. And all that was very culturally sensitive. Rosie made sure that the food that she was providing was appropriate and palatable to folks who have that kind of background. Whereas the DR, it may have been Salvation Army was the one who provided the majority of the meals, and it was ham sandwiches and chips and some vegetables. It wasn't comforting to them in a way that their culturally sensitive food was. Rosie and I felt early on that if we offer food that people enjoy, they're more likely to come to events. She took it upon herself to get food from the community. Different people made tamales and enchiladas and made it so that it was food they recognized and wanted to experience. By doing that, she tapped even further into that community.

00:13:39 Interviewer

Great. Thank you. Were there any services provided by by CAP, the CAP partner that would not have been delivered if the partner had not been engaged And were were there any needs that the CAP partner helped to address that may have been difficult for the Red Cross to manage a loan? And you know, conversely, were there any unmet challenges even with a partner participating or engaged?

00:14:07 Respondent

Early on, we wanted to make sure that the people who were affected by the disaster received attention from the DR. GROW initiative got me a list of people who'd experienced some kind of impact from the disaster and I provided that to the DR. And the response I got from the DR was "well, we really want these folks to call 1800 Red Cross individually." That's not sensitive to the

way a lot of people experience disaster, and it's not sensitive to those who are afraid to call an entity as large as the Red Cross. It really set me off a little bit in a way that I felt protective of this community that worked hard to get attention and was brave enough to want to accept our attention. I worked with my CAP liaison and worked hard to make it so that even though they weren't crazy about the list coming to them, they still looked at it and they still sent people out. It was a barrier in place at first. But I had to be an advocate for this population and sometimes be a little aggressive. I'm sure that was annoying to a lot of folks, but I felt it was worth it. I let them know this is what I have. They are not willing to call 1800 Red Cross. They do not know what that means. They do not know if there will be Spanish services. They do not know who this data will go to. But they trust Rosie and they trusted that she would get this information into the right hands so that they would get assistance. If you have an agency that's willing to provide a list of people, maybe look into that and try to get to that instead of shooting it down immediately and saying, "well, they should just call 1 800 Red Cross" because not every population is willing to do that.

00:16:42 Interviewer

Thank you. The next series of questions is related to cost. Did to what extent did CAP partners offset cost or resource burden on the Red Cross during the disaster response?

00:16:57 Respondent

Debbie was prior to any kind of cost containment efforts that we had in place, but I can tell you that it offset having to have volunteers come out and distribute the DES because we had several people from GROW Initiative willing to do that. They provided food several different days to 300 people a day and that was for 6 or 7 days, so that's food, that's volunteer efforts, that's facility efforts because she provided the facility that we distributed from. We also early on tried to partner with a food bank called Neighbors Feed Neighbors that didn't end up working out as a CAP partner for different reasons. But early on she also provided food to the South side of the community of Chatham County. She did a three-day effort, and she fed 500 people a day every day for three days. The food is a big part of our community. We do have food deserts here, so access to it is a really big deal. And both CAP efforts and relationships that we had early on, they were cognizant of that and made a real effort to get food out to the community. We had volunteers, we had facilities that were covered, and we had food efforts that took place during Debbie that offset the cost of the Red Cross. They just didn't have to do it.

00:18:55 Interviewer

Yeah. Do you have an sort of an estimated number of say volunteers that were utilized by Grow during that?

00:19:04 Respondent

She had six team members at the time. It's more now, but it was 6 volunteers in the beginning.

00:19:15 Interviewer

And they were operating for several days, I would imagine.

00:19:18 Respondent

Yeah, several days and several hours. So full time. It cost \$2,100 to deploy a Red Crosser and volunteer. And we didn't have to do that in this this area because we had volunteers that were willing to step up.

00:19:38 Interviewer

Thank you. Upon reflection, is there anything that you would have done differently to engage CAP partners to, to, to reduce DRO costs? So for example, where there are points during the response where earlier or different engagement of cap partners may have led to additional cost savings. Or, and I know we weren't calculating this at the time, but, but you know, when we were thinking back on the, on the operation, were there times where you may have been able to engage the partner in a different way or in an earlier way to promote further cost savings?

00:20:19 Respondent

Yes. I know this now as something that we do on the regular, but at the time I didn't know it was a thing. Which is to use CAP partners as volunteers for disaster assessment. I did not know that was a thing. I did not know that it was even something... The DR certainly didn't know that that was a a thing we could do. It came later on that is a pretty common occurrence now. But back then we had no idea that was possible. If I'd known back then, I would have definitely tapped into the community and had them help with DA operations in our area and that would have offset several volunteers.

00:21:06 Interviewer

And you Sir, you touched that in this in your last comment, but are were there changes in planning or coordination? So you had mentioned that even the DR didn't realize that this was an option. So, but were there changes in planning or coordination that would improve cost efficiency in future responses?

00:21:23 Respondent

Could you repeat that?

00:21:25 Interviewer

Are there are there changes to planning or coordination that would improve this sort of cost efficiency outcome for future responses? So you know, if we were to notify the DR, for example, if this is an option or or have a listing or you know of different types of activities partners could engage in early, what would help to, what would help to, what changes would help to improve sort of this cost offset goal?

00:21:57 Respondent

Yeah, I know we have a couple different tabs that tell what partners are capable of, but the DR

never looks at them. They don't. They're too busy. They're too deep in the machine to take time to look into what CAP capabilities are at the time. If there was a standardized debriefing at the beginning of every CAP liaison coming onto a DR where they say, "here's a list of their capabilities" and that could be the initial Intelligence Report and that's all it needs to be. But so that the job director and the deputy director have access to this so that they themselves also have some planning in place that maybe they're the ones who say, "I see that you have a feeding opportunity here. Can we tap into this and have them feed this day in this area" so that they have buy-in for the CAP program because they're seeing what the capabilities are, and it was their idea that they came up with. That would be more palatable to the DR, if they're just more aware of what is possible with a CAP field team and CAP partners. I've been on a couple DRs now and it almost seems like every time you have to sell this program. Which is fine. Not everybody is used to it. Not everyone understands what we're able to do. But more knowledge around what the liaison role is with volunteers, especially because my deputy director, who I reported to at this last DR, didn't know anything about CAP except what the job director told them. He was a volunteer [for] many years. As far as planning goes, if we could get more education into DRs, into the NIC team, some of them are great, but some of them just aren't fans of this. If they're able to see what we're capable of, it would turn things around. I hope that answered your question.

00:24:28 Interviewer

No, that's, that's perfect. Thank you so much. So the next question in, in what ways, if any, did CAP and CAP partners help to minimize duplication of services during their response? And, and you know, as you may know that many times people, different organizations aren't aware of what's going on with another organization. And we and sometimes there's duplication of services in areas where where the partners or the was cap or or cap partners, were they able to coordinate to help to reduce duplication of services or did were there, you know, different mechanisms in place to to do that?

00:25:09 Respondent

Yeah, with GROW Initiative, she was the only one doing what she was doing with this population. During Debbie, to my knowledge, [we] didn't have a Hispanic outreach coordinator in place for Debbie until maybe it was much later, if at all. As far as duplication of efforts, that was not going to happen if we didn't have a CAP partner who was taking care of that population because it wasn't going to happen. We didn't run into any effort like feeding efforts where an ERV showed up at the same time we were trying to feed or anything like that. Because we had really good communication with the DR, we let them know every single thing, every move we were making, whether or not they had ideas for us or what they wanted us to be focused on. At one point their focus was to help SRT at the shelters because we have resources that SRT didn't. Especially when it came to the in-house population, they really wanted us to tap into what we knew about the community and how we would be able to help. I don't think that was a duplication of effort because we were such a big help to SRT. I could see in some areas where there would be duplication of efforts. But for me there just wasn't. We were so desperate for

services that we would have taken anything that was given out.

00:26:55 Interviewer

The next series of questions around the speed of operations. Did the camp partner help to deliver services more quickly during the disaster response and services provided by the Red Cross or through the DRO?

00:27:11 Respondent

The DRO, when things happen, it tends to take a couple days for them to get in place and get a lay of the land and understand what beast they're looking at. That was why it felt critical to get food and resources out into the community the next day after landfall. The NIC team and the DRO weren't really in place to do that next day of, but we were. We started feeding early on and getting people access to food very quickly because no one had power. People needed to replace what they were losing in their refrigeration and freezer units; me included, I lost all my food. I certainly was able to experience what they were going through.

00:28:22 Interviewer

Were there any, you know, specific activities that helped to activate this early response? You know, for example, because you had mentioned power was lost, were there networks that people could feed into to say, oh, you know, that's where the power is, that's where power is working or, or what helped to facilitate that early response that as compared to the on social media?

00:28:49 Respondent

Social media. Yes. We had partners using social media pretty effectively to let folks know on their cell phones and through WhatsApp. Because WhatsApp, we use that quite a bit during disaster. For some reason it seems to work pretty well when text messages won't go through, and we can still get WhatsApp to go through. I was talking to Rosie at GROW Initiative often and she was posting on social media about where food would be and all that. We use social media pretty heavily.

00:29:32 Interviewer

And the next question is around, you know, can you describe any factors that affected how quickly CAP partners were mobilized during the disaster? So this is sort of a related question. What helped to speed up or cause delays in the activation? So you'd mentioned WhatsApp, were there any, was there anything, any other facilitators of the speed of activation and were there also things that prevented, were there delays in activation?

00:30:04 Respondent

There were definitely delays. They didn't have a generator, [and] it was middle of summer, so it was hot and miserable, and no one wanted to be indoors because it was just awful. We definitely saw an opportunity there to enhance their programming because if they were going to

do this again this year, we wanted them to have something in place that helps them offer goods and charging stations and food and all the things to the community. Because we're definitely seeing people's limitations in moments like this. What's amazing about CAP is we're able to enhance programming and capabilities that other agencies aren't able to. I saw opportunity there. We also ran into some barriers with regards to power, but we did what we could.

00:31:08 Interviewer

That actually brings us to, it's related to the next series of questions around scalability. So you know, looking at the, the PAT, the hurricane, Debbie, that disaster response, which partner activities were consistently linked to improved service quality, reduced DRO cost and faster response. So those three, you know, elements what were, what were some of the really important aspects of of, you know, making sure that there was, there was good quality of services, reduced costs and faster response.

00:31:44 Respondent

I'm not really sure how to answer those questions. Yeah, yeah. Just in regard to like, yeah, I'm not sure. I'm not sure.

00:31:58 Interviewer

What aspects of CAT do you think are replicable in the for future disaster responses in areas that CAT may not there where there may not be a CAT program?

00:32:09 Respondent

I do think relationship building is pretty critical, with tapping into agencies that are already there and strengths that are already there. If you're going into an area that has no CAP team, nothing's stopping you from reaching out to agencies that exist there. You can find them on social media. They're posting there. Because they're saying what they're doing, they want to respond. Nothing's stopping you from reaching out to an agency and saying, "would you be open to feeding today? We have volunteers that can come help you with this. It's a community that may not receive us well. We'd like you to be there as a jumping off point." There's nothing stopping a DR from doing that. As far as scalability, this is a very viable program, because all it takes is trust building and relationships. And it sounds complicated, but it's not. It's putting the time in and if you're going to promise something, you need to deliver on it. And the DR can sometimes not do that. I've been on DRs before where they say they're going to feed in an area, and they don't show up. That critical trust building is so important because you don't know how long a DR is going to last. FLOCOM lasted for months. If you are there, you might as well be building relationships in that community while you're there. That's a weak spot when it comes to DRs. They rely on partners [like] the Salvation Army or Team Rubicon or relationships that are already cemented. Instead of maybe looking at the grassroots little guys that are already cemented in the community and seeing what they're capable of and asking what they're capable of [because] I don't think the DR wants to ask. They'd rather take a route that's known and instead of trying to build a relationship with the community that they're in.

00:34:21 Interviewer

So that's great. Thank you. With the goal of engaging CAP partners into service delivery during responses, how effective was the collaboration between the CAP liaison and the DRO and the impacted team, the regional Red Cross leadership? So how during the response, how effective was the integration of all these different players in the response?

00:34:52 Respondent

During Debbie, Alethia was my liaison, and she was on the ground with me. [Because] I didn't have a team, she was at once being a team member and also being my liaison. It meant that because she was in the field with me, she couldn't attend critical meetings or bend the ear of her counterparts, any of her ADs, anything like that. She didn't get to be in headquarters. She didn't know how things operated the way they did. All she did was she would have conversations once a day with the deputy director and let him know what it looked like on the ground, what we could offer. We had ideas and he would say yes or no. Her experience is very different than my experience as being a liaison on a DR because every time I've done it, I've been in headquarters with the team.

00:36:01 Interviewer

Which do you think works better?

00:36:02 Respondent

Being in headquarters with the field team on the ground. Because you let the field team do what they need to do. They know their community, they know who's capable of things. And it's critical for the liaison to be in the meetings and have a presence where they're able to say we have this idea, or we have this community that's been affected that you guys had no idea about because the field team did a reconnaissance mission and found this little town of 200 people that were completely impacted. It definitely works better when the liaison is in headquarters rather than on the ground with the field team. It just doesn't work.

00:36:58 Interviewer

Were there, were there barriers and and what what would make the successful integration of CAP partners and their integration into DRO? So what? What kind of factors would make a more successful integration of CAP partners into the DRO?

00:37:17 Respondent

I almost feel like feeding, the big effort that is feeding that happens in a DR, you need to work really hard as a liaison to let them know where the efforts are going to be taking place and so that there's no duplication of efforts. As a liaison [you] need to be so knowledgeable about what's happening on the ground with that field team so that you're able to tell the DR everything that's going on. Any question they have, you should be able to answer it about that

community. You need to come in as an expert. And that's hard. The fact that that expectation exists is a little crazy to me because it's... I went to Missouri, Arkansas, and I was expected to know every single little town in Mississippi County within the first day and how they were impacted and how many homes were impacted there and all this stuff. I think there's, I don't know, it's nice that they want us to be so knowledgeable and so aware of that community because it's our area, but it also feels like it's a barrier when we...and you're like letting the DR down when you don't know everything about that little county. I definitely think expectations need to be managed when it comes to DRs in relationship to what CAP partner capabilities are and what the CAP liaison knows about that community.

00:39:08 Interviewer

What do you think the answer is in terms of the balance? Like how? How do you strike that best balance?

00:39:13 Respondent

I don't know. I don't know. It's so because I've tried it a couple different ways. I've tried... what was nice is that this last DR they wanted us to be a lot more in the field. Brad made an expectation that he said command needs to be a lot in the field a lot more. I was given a car. I made that hour drive in the morning and I just drove out to Mississippi County, and I was able to be on the ground for an hour or two making sure things kicked off. A mixture of being in the community and being in headquarters is good to find a balance there because you don't want to miss out on being in headquarters with the information that you're able to give them and the information that you're hearing, because you never know what meeting you're going to be in that someone says, "oh, you know, we really need help in this area" and you can go "I have a CAP partner in that area. They'd be happy to fulfill that need." But if you weren't in that meeting, you'd never know. It's almost as if there needs to be a field team liaison on the ground as well as a field team liaison in headquarters or something, because someone who's not so entrenched in the community as the field team is, because sometimes they're impacted. FLOCOM worked nicely because we had Stephanie and we had Gabby on the ground, but it was a bigger operation. They were able to have a broader view of what the disaster was than Glatina and Cindy were able to because they were deep in it. Cindy had houses that were impacted. She had a different experience than Gabby did who was able to come in and focus on the partners. [For] bigger operations there needs to be a liaison at headquarters and a field team liaison, someone on the ground who can assist with operations and make sure things kick off smoothly because that field team acts up sometimes.

00:41:40 Interviewer

Yeah, that's great. Thank you. The next question, what actions and foundational work took place pre disaster that impacted collaboration between the DRO, the impacted CAP team and Red Cross regional leadership during the the response and you may not during this particular response, you may not have a lot of history, but just you know, now that you have a little more history, what are the important aspects of collaboration pre disaster between the

impacted CAP team, the regional leadership team and the DRO? What are the kind of things that really facilitate the response?

00:42:20 Respondent

It's relationship building. It has to be. You have to build your relationship with your region. You have to build a relationship with your CAP partners as well as your teammates. Now I feel comfortable knowing that my region supports me. And if something were to happen to us, I would feel comfortable going to anyone in my region for support and knowledge and anything that they have to offer. Same thing with my field team. They're all immensely aware of what it's like to be in a DR because I've told them. Setting expectations is kind because I don't want them to go in and say, "I didn't know we'd be working from 7:00 to 7:00". And it's like, "yeah, I told you", I made this very clear what a DR looks like as a field team. Managing expectations around that and being honest [about] what it looks like when a DR comes to your town, that's critical. Same thing with working with your region, letting them know what you're capable of. I update my region once a week with my RE and my RDO. When they have placement in a DR, they know and support me. They're able to advocate for me. It's just how the relationship works.

00:43:59 Interviewer

Right. And this is the last question. What recommendations for improving CAP effectiveness do you have for future responses and you know what aspects of Caps current approach worked well and should be continued or expanded? What are the challenges or gaps that should be addressed?

00:44:21 Respondent

That's hard because I've had a couple different experiences in DRs where maybe the field team wasn't really responsive to having a DR in their area. Because Missouri, Arkansas, it was night and day from the Florida experience that I had, Florida Glatton and Cindy, they had their teams on it. They were responsive with partners. They were responsive with questions and any requests I had, they were they were quick to fill it. But Missouri, Arkansas, that was night and day because they were merged with the region. I don't recommend merging with the region. It changes the dynamics so brutally that... at one point I was kind of like, I want to use the word accosted by the regional executive of Missouri, Arkansas because I had requested the CAP team be pulled into the DR and he sent me a message and said we need to meet in 5 minutes on teams. And we did. And he let me have it for 20 minutes. Because I overstepped and that was his team, and they belonged to him. And it just blew me away that that was the response I got from trying to get that CAP team involved in a DR in an area that had been impacted. It complicates things when you have all these people who feel like they own that CAP team. That's my recommendation. I'm sure many people feel differently than me because they love integration but my experience with Missouri, Arkansas, that was not good. That was definitely not good. That was a very bad experience for me.

00:46:26 Interviewer

Yeah, that sounds like it was a really difficult time. Yeah. Are there ways that CAP could improve coordination and communication with partners and and the Red Cross? Are there, you know, things that we should be doing to make sure the partners in the Red Cross are communicating better? And what do you have any ideas on strategies that could help CAP respond more quickly or deliver services or sustain those services longer?

00:46:58 Respondent

Yes. Every DR I've been on, it's like we're reinventing the wheel when it comes to communication. One team decided to do a mass e-mail then that e-mail chain got out of control with people responding and saying they could do this. Then another person said no, I could do it. And so that was not effective. Then in Missouri, Arkansas, I had the field team send out a text message group, like group all the partners in a text message and send out a message saying "we have an impacted town, who is able to offer assistance to this town? Here are some things we need." That seemed to work a lot better than just the passiveness of an e-mail chain. Some standardized ways of communicating with partners effectively and quickly are needed. We shouldn't be figuring out how we contact partners day of, and that's what we've been doing because every CAP team is different and communicates differently. Someone I know said I've only communicated with them through e-mail. They didn't even have their... they had to go in Zengine and get their phone number. Having a standardized expectation of communication and having the partners know what to expect and how it'll come to them is going to be important. Otherwise, if your partner has never gotten a text from you and it's coming from an unknown number, they're not going to respond, especially not in Georgia, they're not going to respond. That expectation of communication needs to be thought out and you need to tell your partners, this is how you expect it from me. This is what it'll look like. You will be in a group chat with other people if that's what you guys decide on, but it needs to be standardized across the board and across DRs, because if a liaison coming in has to come up with how that field team is reaching out to partners, it's going to be a mess. It's going to be messy.

00:49:19 Interviewer

Yeah, that's great. That's great advice. I'm going to let Sana ask the last question. So Sana, can you just ask the last question please?

00:49:29 Interviewer # 2

Yes, for sure. Are there any success stories or lessons learned from recent CAP supported responses that highlight CAPS values? Any any ideas that?

00:49:29 Respondent

Once we got Missouri, Arkansas off the ground and moving, we were able to have a really successful DA response. Two partners were willing to provide volunteers for DA in this town that had been impacted. We knocked out DA in two days for this entire town because we had partner availability...they offered their services and their time. It was because of the relationships that the field team had with them that they were willing to go through the painful

process of becoming an **AVV**. It's not super user friendly. There is no standardized way of having an agency right now, like a CAP agency, volunteer for DA or volunteer for any event-based activities. I've talked to my regional volunteer executive [to] see if there's anything she could come up with and she's been looking into it. But right now, it's a QR code that they scan, and they have to go through background check and all that stuff. But they were willing to do that. So that was successful... I know that part of the country after the flooding and after the Tornadoes was able to receive IA because of the disaster assessment that those CAP partners did.

00:51:22 Interviewer

Great, thank you. Well, I know we only have 3 minutes left, but I just wanted to thank you so much Alex for your time and your, the information you provided. And it's really going to help us to, you know, try to shape the program moving forward and it to and you know, to take all your great experience not only as the manager for this CAP team, but also getting thrown into a disaster response early in your, your time as a manager and then working as a CAP liaison in other jurisdictions. So thank you so much for your help and it's really going to help us to take all the information and shape the what cap looks like moving forward. And as our first interviewee, So what we we didn't notice the one question which is not even answerable. So we are going to take that question out or going to change that question. Were there any other questions that you felt were that were there the things you just didn't understand what we were trying to get at? Did we miss anything? Other questions we should have asked you that weren't asked?

00:52:21 Respondent

I don't think so. I think just the one question that I wasn't really able to ask I I, I had a hard time kind of knowing what to say. But other than that, all the other questions I felt were really approachable and understandable and friendly. So there's I didn't feel intimidated that I was, you know, not going to, that you weren't going to like my, if you weren't going to like my answer that I would be punished or anything. So yeah, I feel, I feel OK about it.

00:52:52 Interviewer

And if you think about things that we should have asked like after this interview and and you, you think, oh, you know what, that really should be included in the evaluation, Please just throw up us a note. And, and we're we're updating the instrument. So I think we're going to have something like 150 interviews because we're going to be, it's going to be yeah, we're going to be it's going to be a rolling interview schedules as disasters occur during this hurricane season. We're going to continue interviews about the partners, about the CAP program, about the integration is the DR And so, so you know, we're going to continue to refine the questions as well. So if you have any thoughts on what needs to be included, that would be much appreciated too. And we just so, so greatly appreciate everything that you do for the program and, and, and your participation as the first interviewee.

00:53:47 Respondent

Of course, of course, this program really matters to me. I want to see it successful, so I'm happy

to take part in this.

00:53:54 Interviewer

Great. Thank you so much. Well, thank you too, Sana.

00:53:57 Respondent

Yeah, thank you. It was nice to meet you, Sana. Yeah, you too, Alex. Thank you. Bye. Bye.