AILYZE PROJECT REPORT

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# Summary

## Analysis across all documents

Introduction  
  
The Community Adaptation Program (CAP) aims to strengthen hyperlocal disaster preparedness, prevention, and steady‑state community engagement by embedding CAP staff with chapters, cultivating trusted local partnerships, supplying targeted micro‑resourcing and training, and enabling partner‑led delivery of priority services (home‑fire mitigation, blood drives, surge/mass‑care). Across process and outcome materials—staff interviews, chapter transcripts, and program reports—the weight of evidence shows CAP created meaningful relational access in underserved neighborhoods, catalyzed partner activity, and produced discrete, locally significant outputs (smoke‑alarm installs, partner‑hosted blood drives, rapid recovery supports). At the same time, inconsistent metrics, limited system integration, frequent leadership turnover, and administrative frictions constrain program‑level attribution, sustainability, and scale. The sections below restate CAP's objectives, synthesize process and outcome findings, assess effectiveness and value, and conclude with evidence‑based recommendations and limitations.  
  
 Program goals and objectives  
  
CAP's stated goals are to increase community access and resilience by building trusted local partnerships, enabling partner‑led prevention and response activities, expanding volunteer engagement via low‑friction pathways, and embedding CAP within chapter/regional leadership to institutionalize referral and surge capacity. Program documents and staff interviews consistently describe those objectives: embedded presence to build trust, training and micro‑resourcing to unlock partner capacity, partner‑hosted prevention campaigns (smoke alarms), partner‑convened blood drives with biomed linkages, and streamlined, event‑focused volunteer pathways. These aims frame the evaluation questions about process fidelity (were partnerships built, resources allocated, and staff embedded?) and outcome achievement (were more households served, more volunteers engaged, and more drives or installs completed?).  
  
 Process finding — partnerships and trust  
  
CAP’s primary process strength is generating hyperlocal trust through sustained partner relationships that function as door‑openers into hard‑to‑reach communities. Staff interviews repeatedly highlight that local partners "transfer" credibility to CAP, enabling access that Red Cross staff alone would struggle to achieve (staff interviews and chapter transcripts). Practitioners emphasized that "presence is a mission"—regular, visible engagement and warm handoffs by partners converted goodwill into referrals: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with" (transcripts). The causal logic in the documents is consistent: deliberate, repeated local engagement builds partner trust; partners refer or host residents; CAP leverages those channels to deliver or coordinate services.  
  
 Process finding — relational presence to routinized referrals  
  
Sustained, visible relational presence and formalized relationship management produced routinized referral pathways and low‑friction warm handoffs. Multiple transcripts show partners conducting everyday fieldwork—wellness checks, casework, volunteer outreach—which surfaced needs and enabled immediate handoffs: "using a CAP partner to open those doors and facilitate that warm handoff... has been incredibly beneficial" (chapters). CAP also invested in simple coordination artifacts (spreadsheets, the CEP tracker, Power App prototypes) to map partner capacities and named contacts, reinforcing repeatable referral mechanisms.  
  
 Process finding — partner resourcing and capacity building  
  
Targeted micro‑grants, equipment, and training were high‑leverage inputs that unlocked partner operational capacity and shifted delivery responsibility to local organizations. Staff cited durable asset purchases (vehicles, ice machines), consumables (smoke alarms, first‑aid kits), and modest micro‑grants that resolved practical constraints ("a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way" — staff interview). Complementary non‑monetary support—train‑the‑trainer, CPR/AED courses, grant‑writing assistance—amplified these investments. Stakeholders noted larger seed investments acted catalytically ("they've developed and have brought over a million in grants to the community") but also warned allocation opacity and absence of sustainability planning can undermine long‑term value.  
  
 Outcome finding — partner‑led service delivery (home fire, blood drives)  
  
CAP materially increased partner‑led prevention and recovery activities in many localities by enabling partners to recruit, host, and sometimes deliver installations and events. Evidence includes partner‑hosted smoke‑alarm campaigns where partners received supplies, installed alarms, and reported counts ("We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers" — chapter transcript), and CAP‑facilitated blood drives at churches, employers, and industrial sites that produced measurable collection gains in some jurisdictions ("literally hundreds and hundreds of more units collected" — chapter interview). These are concrete, local outcomes tied to CAP’s convening and resourcing roles, though reporting on units and longitudinal outcomes was often informal or incomplete.  
  
 Outcome finding — volunteer recruitment and engagement  
  
CAP strategies reliably generated short‑term volunteer leads through event‑ and partner‑based outreach, but converting leads into sustained, rostered volunteers was limited by administrative friction and uneven follow‑up. Multiple accounts reported spikes in sign‑ups at CAP events ("they probably had 45 people sign up") and the creation of lower‑commitment pathways (appointment installs, "Neighbors Helping Neighbors"), yet many interviewees lamented that Volunteer Connection processes, background checks, and lack of timely activation meant recruits were often not called into service ("we have close to 300 volunteers... how many were called on, it was 17"). Documents show CAP expanded the variety and diversity of engagement opportunities, but chapters lacked consistent capacity to convert and retain volunteers.  
  
 Outcome finding — youth preparedness and Level 1/2 non‑fire responses  
  
CAP’s impact on youth preparedness and on Level 1/2 non‑fire incident metrics is limited and uneven: the program enabled pilot activities and improved readiness in places, but did not produce a consistent, measurable uptick across jurisdictions. Multiple respondents reported no observable system‑wide increase in youth preparedness attributable to CAP; where activity occurred it was often pilot projects or campus‑based initiatives rather than sustained K–12 programming. For Level 1/2 non‑fire events (floods, storms), CAP increased liaison and partner mobilization in locales with incidents—deploying resource guides and partner mobile units—but many jurisdictions reported few activations after CAP launch, limiting the evidence base for program‑level changes.  
  
 Implementation challenge — governance, onboarding, and turnover  
  
Weak early integration, ambiguous reporting lines, and high leadership/staff turnover materially reduced CAP’s organizational effectiveness and continuity. Interviewees consistently recommended mandatory, leadership‑inclusive onboarding and regular representation in regional leadership meetings; many described a rushed rollout and confusion about CAP’s role ("they report to NHQ... it's sort of separate from the chapter"). Frequent turnover—multiple EDs and CDPMs in a few years—created recurring handoff needs that were often bridged by interpersonal introductions rather than standardized checklists, producing fragility in partnerships and lost institutional memory.  
  
 Implementation challenge — coordination systems and measurement gaps  
  
Lack of standardized, accessible CRM/referral routing, inconsistent DAT routing logic, and sparse longitudinal outcome tracking limited attribution and the ability to scale CAP practices. Staff built pragmatic local artifacts (spreadsheets, Power App prototypes, CEP tracker), but Volunteer Connection and DAT routing were often cumbersome or too coarse for neighborhood‑level partner routing. Quantitative outcomes (install counts, donor units) were captured unevenly and rarely paired with follow‑up measures (3/6/9‑month retention or impact), so while qualitative process evidence is strong, evidence for program‑wide effectiveness is weakened by data gaps.  
  
 Effectiveness assessment — extent of goal achievement and causality  
  
CAP was effective at achieving its proximate process goals (building relations, enabling partner‑led activities, and establishing local presence); however, evidence for broad causal impact on system‑level outcomes is modest because of data limitations and heterogeneous local contexts. Causally plausible pathways are well documented—trust → partner referrals → partner‑hosted installs/drives—but the magnitude of aggregate outcome changes (region‑ or nation‑wide) cannot be robustly estimated from available materials. Evaluators can credibly attribute local increases in installs, drives, or rapid recovery supports to CAP where (a) CAP financed assets/training, (b) partners reported completed installs or drives, and (c) chapter staff corroborated partner activity. Where these conditions are absent, observed changes are plausible but not firmly attributable.  
  
 Value and cost‑effectiveness assessment  
  
CAP produced high‑value, cost‑efficient results at local scale by leveraging modest micro‑resourcing and partner time to unlock outsized community benefits, but the program’s full cost‑effectiveness is indeterminate due to incomplete cost and outcome accounting. Staff narratives highlight high leverage from small investments ("micro grants...goes a long way") and catalytic impacts from larger gifts (million‑dollar anchor grants), suggesting strong marginal returns on targeted expenditures. However, documents do not present consistent cost per outcome metrics (cost per alarm installed, cost per donor unit generated, or long‑term reduction in fire incidents), so formal cost‑effectiveness calculations are not possible. The program’s non‑monetary value—trust, partnership networks, access to underserved populations, and funding attraction—was repeatedly emphasized and often framed as mission‑critical.  
  
 Sustainability and replication potential  
  
A relationship‑first, partner‑led delivery model is replicable if expansion is executed as staged pilots with embedded CAP mentors, predictable micro‑grant pools, mandatory integration playbooks, and lightweight coordination tools. Practitioners recommended hub‑county pilots, packaged playbooks (onboarding checklists, asset stewardship templates), and two‑tier resourcing (local micro‑grants plus a national reserve for capital projects) to replicate the approach. Key preconditions for sustainable replication include secured recurring funding, clarified reporting lines or dotted‑line embedding into regional leadership, streamlined volunteer onboarding paths, and systemized measurement to track outcomes and maintain partner accountability.  
  
 Conclusions and recommendations  
  
 Conclusions  
  
- CAP demonstrably achieved core process aims: it established trusted local presence, catalyzed partner activity, and supplied targeted resourcing and training that produced discrete, locally meaningful outcomes (partner‑led smoke‑alarm installs, blood drives, rapid recovery supports). Evidence across staff interviews and chapter transcripts consistently documents these process gains.  
- The program’s capacity to generate system‑level, attributable outcome change is constrained by inconsistent data capture, heterogeneous local contexts, leadership turnover, and unclear governance. Where outcome documentation exists, attribution is plausible and often convincing at local scale; where it is absent, claims must be qualified.  
- CAP’s model delivers strong qualitative value—expanded access to underserved communities, partner capacity building, and donor attraction—which argues for continued investment, but sustainable scale requires structural fixes (onboarding, MOUs with operational annexes, CRM/referral systems, and simplified volunteer pathways).  
  
 Recommendations (prioritized)  
  
1. Continue CAP as a relationship‑centered program while shifting to a pilot‑driven scale model: maintain existing CAP jurisdictions, expand via phased hub‑county pilots, and pair each expansion with defined pilots, mentoring from experienced CAP managers, and budgeted micro‑grants.  
2. Institutionalize mandatory onboarding and leadership integration: require day‑one briefings with executive directors and regional leadership, co‑location or routine representation in regional meetings, and signed MOUs that include reporting diagrams, escalation rules, single‑point intake channels, and measurable commitments.  
3. Standardize handoffs and continuity artifacts: create concise, sign‑offable onboarding playbooks, checklists for transitions, and short shadowing deployments to mitigate turnover risk and preserve partner relationships.  
4. Invest in lightweight coordination and referral infrastructure: adopt simple, usable partner registries (Power App/CEP tracker templates), a single intake form for case managers, and refine DAT/Volunteer Connection routing to allow zip‑code or partner‑aware filters.  
5. Streamline volunteer onboarding and create intermediate roles: develop low‑friction, event‑focused volunteer tracks and standby partner rosters (e.g., "Shelter Heroes") with proportionate background/training requirements to convert event sign‑ups into dependable surge capacity.  
6. Formalize partner resourcing rules and stewardship plans: maintain two‑tier funding (micro‑grants for operational fixes; national reserve for capital assets), require transparent allocation logs, maintenance/ownership plans for assets, and capacity‑building supports (grant writing, training).  
7. Strengthen measurement and reporting: implement minimal, standardized metrics for key outcomes (alarms installed with follow‑up at 3/6 months, donor units per drive, volunteer activation rates) and require partner post‑event reporting templates to permit basic cost/outcome analysis.  
8. Use storytelling and curated vignettes to complement counts: collect trusted‑partner vignettes and short case narratives linked to counts to explain causal pathways and support fundraising and partner engagement.  
9. Address policy and governance barriers to partner roles: review DAT/volunteer policy limits that prevent partner involvement in steady‑state responses and create pathways for trained partners to be rostered when appropriate.  
  
 Limitations of the summative evaluation  
  
- Data limitations: the documents provide rich qualitative process evidence but lack consistent, standardized outcome datasets (units installed, donors, longitudinal client outcomes) and do not present comprehensive cost data, preventing formal cost‑effectiveness or program‑level impact estimation.  
- Attribution uncertainty: where multiple local actors, concurrent initiatives, or external trends exist (e.g., Biomed leadership changes, local funding), isolating CAP’s causal contribution is feasible in specific instances but not across the portfolio without controlled before/after measures or counterfactuals.  
- Selection and reporting bias: interviews reflect staff perspectives that may emphasize successes or challenges in particular jurisdictions; chapters that are more engaged with CAP supply richer testimony, while quieter jurisdictions provide limited visibility.  
- Temporal and heterogeneity constraints: jurisdictions differ in hazard profiles (fire vs. flood), baseline capacity, and partner ecosystems; cross‑site generalization must account for these contextual differences.  
  
These limitations counsel a cautious but affirmative view: CAP is a valuable, mission‑aligned program that produces meaningful local benefits and a plausible path to scaled impact if replication proceeds with stronger governance, measurement, and sustainable resourcing.

## Analysis of individual documents

Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx

The respondent, based in Tulare County for nearly two years, describes the CAP program as having shifted focus from formal volunteer recruitment toward deeper volunteer engagement and community-centered relationships. Recruitment has often been opportunistic, but CAP branding and partner-led events have encouraged returning volunteers and expanded volunteer exposure to previously under‑engaged, diverse communities—shifting local perspectives on vulnerability and displacement. Regionally, initial cross‑office workgroups and NHQ meetings generated interest but lost momentum; the respondent is reestablishing regular check‑ins with volunteer services and regional preparedness staff to rebuild coordination and share emerging practices.  
  
A major theme is experimentation with new ways to involve volunteers and partners while confronting institutional barriers. The team is exploring training or learning opportunities to sustain volunteer interest between events, a volunteer exchange model to support partner events, and a community‑ambassador or subject‑matter‑expert approach that would engage trusted community members without requiring full Red Cross volunteer onboarding. Obstacles include procedural requirements for partner volunteers, cultural resistance within parts of the organization to decentering Red Cross visibility, staffing and budget limits that constrain capacity to replicate Tulare’s hyper‑relational model, and turnover in leadership that complicates integration.  
  
CAP’s intentional, slower launch and focus on deep, relational partnerships is highlighted as a success even when those outcomes are difficult to quantify. The respondent notes specific operational gains in home fire responses where partners alerted Red Cross responders and facilitated timely assistance, and where partners provided services that reinforced trust in the Red Cross presence. Innovations such as appointment‑based preparedness fairs and combined home safety/wildfire mitigation visits have shown promise, though equity and reach—who is missed by appointment models—remain concerns. The respondent also seeks better coordination (for example, fire notifications and resource lists for responders) and hopes to authorize partner providers to help address long waitlists for services like smoke alarm installations.  
  
On youth engagement, the respondent is pursuing a relationship with a rural high school that aligns with Red Cross missions but faces practical barriers such as advisor stipends; a starter grant or scholarship was suggested to lower entry barriers for under‑resourced schools. Recommended CAP practices to continue include the discovery phase and use of partner coding (including cultural tags) to identify gateway partners. The respondent values “old school” outreach—knocking on doors and attending local venues—to access communities with limited formal networks.  
  
Concerns about scaling are prominent: the respondent worries that leadership or peers may expect Tulare’s model to be replicated without accounting for differing budgets, staffing, and contexts, and recommends clearer expectation‑setting from leadership about what scalable practice transfer looks like. Despite these challenges, CAP’s work has had ripple effects beyond the jurisdiction—sharing lessons in webinars, attracting interest from other Red Cross staff and external institutions, and facilitating partner‑to‑partner connections. The respondent encourages including community partners in evaluations and emphasizes that CAP’s relational approach, while resource‑intensive, builds community trust and long‑term capacity. There are no direct quotations included from the source document.

Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx

Ann Srivara, CAP manager for the Texas Gulf Coast region, describes gradual but tangible shifts in how the Red Cross engages volunteers and partners since the Community Adaptation Program (CAP) began. Volunteer recruitment has moved away from an emphasis on individual traditional Red Cross volunteers toward a more flexible, partner-centered model: local organizations are trained as teams to operate shelters or provide specific disaster support, exemplified by a church-affiliated food pantry that prepared 16 people to activate as a unit. Processes have been streamlined through warm handoffs from CAP to volunteer services, and a new reserve cadre model (Shelter Heroes) allows partners to be tapped only during disasters. Communication between DCS, volunteer services, and CAP is critical, and Srivara recommends simplifying onboarding and offering basic, role-specific training to lower barriers to participation and gradually convert partners into full Red Cross volunteers.  
  
In home fire response and recovery, CAP partners have begun filling practical gaps that the Red Cross or DCS cannot always meet directly. Examples include CAP-funded ice machines available for field crews, use of enhanced partner kitchen facilities to supply meals at reduced cost, and exploration of partner facilities and congregations as local response hubs. These contributions have increased local chapter receptivity to CAP involvement: DCS staff are starting to view partners as legitimate options for fulfilling community needs. Challenges remain around information sharing—DCS teams must become habituated to checking CAP inventories and resources before purchasing externally.  
  
CAP has also contributed to prevention work: Srivara reports about 52 smoke alarms installed through CAP-related efforts and plans for a community-centered October initiative that combines fire-prevention education, hands-on alarm-installation training for partner organizations, and partner-led installations. This integrated, transformational approach aims to move beyond transactional installs to build sustained community capability, though initial skepticism from local chapters—rooted in earlier program missteps—required reassurance and careful communication.  
  
Youth preparedness gains in the region have been driven more by volunteer services staffing than CAP alone, but CAP’s relationships with churches and community partners present clear opportunities to reach youth through faith-based youth groups and schools. Practical barriers include role boundaries (schools and certain outreach fall under DCS or emergency management) and capacity—partners need trainers and staff willing to run programs. To address this, Srivara became a trainer herself so CAP can step in when DCS cannot, while emphasizing coordination to avoid duplicative demands on the same partners.  
  
The CAP pilot’s impact was most visible during a March disaster, when community uptake of Red Cross assistance rose from a historic 20–30% to over 50%. Srivara attributes that increase to CAP’s persistent community presence, bilingual and culturally aligned partnerships, and trusted local intermediaries (churches and nonprofits) who encouraged residents to apply for assistance. She notes deep local distrust of outside actors and the federal government—sometimes manifesting in rumors—so locally trusted messengers are essential to overcome barriers.  
  
Srivara identifies a few structural constraints to broader CAP integration: CAP’s current single-county focus limits regional visibility and usability in multi-county responses; relationship ownership can be unclear between CAP and DCS; and resource awareness within DCS must improve. Her recommendations are to continue and expand the partner-centered strategies, make volunteer onboarding easier, institutionalize regular communications and resource inventories (e.g., monthly check-ins), empower DCS to recognize and use CAP resources, and scale CAP relationships to additional counties so the region can better incorporate CAP into planning and response.  
  
Overall, Srivara reports steady progress—partners and local chapters are warming to CAP, community trust is growing, and CAP’s pragmatic investments and relationship-building have demonstrable benefits for preparedness, response, and recovery.

Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx

Kristi Collins, Community Disaster Risk Reduction Manager for Atlantic County, New Jersey, describes how the Community Adaptation Program (CAP) has focused on building local resilience by expanding volunteer recruitment, strengthening partner relationships, and filling service gaps that existed prior to CAP’s launch. Her work has emphasized immediate integration with volunteer services, outreach to colleges and local institutions (including casinos), and regular regional engagement through meetings and a newsletter that promotes volunteer opportunities and CAP activities. Despite these efforts, Atlantic County remains under-resourced in volunteers, and CAP has largely been compensating for that shortfall by providing steady-state outreach and programming.  
  
A major CAP achievement has been improving support for home fire clients through relationship-building and operational changes. Collins and the Mass Care manager developed a simple case-notification form for case managers to request assistance, addressing a prior gap in awareness and timely notification. Practical outcomes included rapid partner mobilization to provide clothing, groceries, baby supplies, furniture, and gift cards for displaced families—demonstrating how local partner networks can deliver immediate, tailored aid. Challenges include sustainability of ad hoc responses, limited volunteer capacity for installations and deliveries, and uneven case manager engagement with the new referral process.  
  
Collins’s background in blood services helped CAP identify and activate new blood-drive venues and partners, connect Biomed account managers to local organizations, and publicize drives via the CAP newsletter and social media. While some partner sites lacked space or experience to host drives independently, CAP facilitated collaborations with existing hosts to avoid setting new partners up for failure. Overall obstacles have been few; success depends on relationships, local space availability, and ongoing promotion rather than technical barriers.  
  
Youth preparedness and home fire campaign activity remain limited in Atlantic County. CAP participated in a single home fire campaign in Atlantic City and is planning to engage partners (e.g., youth organizations) for smoke-alarm distribution and education, but many partner organizations lack staff or capacity to conduct installations themselves. Prepare with Pedro materials and youth programming are sparse locally, though CAP has distributed some resources (e.g., emergency-preparedness coloring books) at community events. Collins plans to expand partner-driven preparedness outreach but notes that volunteer shortages and resource constraints are major impediments.  
  
Regionally, other counties have expressed interest in CAP approaches—particularly the focus on assisting fire clients and connecting local partners—but broader adoption is still at the advisory and planning stage. Collins reports that the CAP team has been primarily focused on Atlantic County during the first two years, and regional scaling requires deliberate community mobilization, staffing or volunteer capacity, and sustained in-person engagement with chapter and county leaders. CAP has begun deploying support in regional incidents (e.g., flood response, CEP support, sheltering assistance), indicating growing operational integration.  
  
Collins recommends continuing and expanding CAP strategies that build trust and “connect the dots” among nonprofits, biomed/blood services, mass-care and housing partners, and local case managers. Key actions to scale CAP’s impact include establishing CAP teams or equivalent capacity in more counties, formalizing referral/notification processes with case managers, increasing in-person engagement with executive directors and municipal leaders, and recruiting volunteers to carry out installations and preparedness outreach. The underlying lesson is that relational, partner-centered work—backed by simple operational tools—can rapidly meet emergent needs, but scaling requires more people and purposeful community mobilization.

Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx

The interviewee reports that the Community Adaptation Program (CAP) has increased local awareness of the American Red Cross and encouraged volunteerism by maintaining a regular, visible presence in communities. That visibility helps people see Red Cross work across functional departments and motivates informal, grassroots volunteering—even when many prefer to show up in person rather than complete formal online sign‑ups. The respondent emphasizes that recruitment strategies must account for this behavior and value motivation and lived experience as much as formal credentials.  
  
To strengthen community ties, the respondent recommends consistent local engagement: attending events, setting up booths, listening to residents, and building trusted relationships. Small gestures—shared food at events, music, personal conversations, and responding to immediate needs such as offering prayer or a hug—are portrayed as powerful ways to create rapport and long‑term recognition. Youth engagement is highlighted as especially important; introducing resilience concepts and volunteer opportunities early (for example, youth tabletop exercises) helps seed sustained household‑level change and future volunteer pipelines.  
  
CAP strategies and resources are credited with catalyzing transformational change beyond immediate disaster preparedness. The program has encouraged partners to think creatively—expanding from food distribution to transitional housing, developing marketing approaches (websites, QR codes, door hangers), and forming multi‑sector coalitions around health, housing, and hunger. These non‑quantitative, transformative outcomes—greater local initiative, diversified services, and emerging resilience hubs—are framed as signature CAP impacts.  
  
Key barriers to expanding CAP activities include limited funding, transportation constraints (need for CAP‑owned vehicles and easier mobility across large rural areas), and slow, layered regional approval processes that hinder rapid partner onboarding and local momentum. The respondent argues CAP functions best as a nationally supported initiative rather than being managed solely at the regional level, because national locus allowed faster, more flexible innovation and implementation. The respondent also clarifies CAP’s role as preventive and resilience‑focused—distinct from disaster response teams—and cautions against expanding CAP into direct disaster or home fire response. Finally, the respondent sees potential CAP involvement in blood drives if biomedical teams actively include CAP in planning and outreach, and recommends scaling holistic, community‑centered webinars and seminars (insurance, health, legal aid) to replicate successes elsewhere.

Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx

The respondent, manager of the CAP team based in Montgomery County and now covering the Alabama–Mississippi region since January 2025, describes CAP as a community‑mobilization approach that shifts focus from recruiting isolated individual volunteers to building relationships with local organizations that can sustain preparedness and response activities. CAP team members routinely staff health fairs and community events to meet potential partner organizations and recruit volunteers; this outreach has already increased volunteer signups and yielded a few partner organizations whose members seek formal volunteer roles. Practical challenges include fitting partner volunteers into existing Volunteer Connection categories and coordinating with disaster staff on how partners can act as Red Cross DAT responders within limited geographic parameters.  
  
Across the region, CAP has catalyzed community mobilization teams (one per chapter) and used exercises like the community mobilization game to help chapters choose target communities wisely, emphasizing areas with existing organizational infrastructure rather than only the most at‑risk locales. The CAP manager stresses the importance of supporting partner organizations during blue skies—funding modest enhancements, attending partner events, and volunteering with partners—to build reciprocal relationships that make partners more likely to assist during disasters. Small budgetary investments (e.g., festival fees or chamber dues) are used intentionally to open access and strengthen partner capacity.  
  
For volunteer recruitment, CAP has demonstrated the value of presence at large community events; an example is a festival that generated dozens of promising volunteer leads, including youth and community leaders. The CAP team supplements chapter efforts by embedding CAP members on many community mobilization teams to coach chapters toward organizational partnerships, though uptake is gradual as chapters adapt from a volunteer‑centric mindset to an organization‑centric approach.  
  
On home fire response and the Home Fire Campaign, CAP has made modest but tangible gains. The team secured large smoke alarm installations in multiunit elderly housing by leveraging partner contacts and by integrating smoke alarm screening into partner case management and outreach (for example, Meals on Wheels surveys). The key limiting factor is capacity to perform installations: partners can identify households in need, but installation requires trained personnel and timely follow‑up, and delays risk eroding partner trust. To extend home fire response, the CAP team is piloting training partner staff as DAT responders in their own service areas, with CDPMs willing to run specialized boot camps on partner sites to overcome scheduling barriers. The main institutional obstacle is convincing disaster staff that smaller, on‑site trainings for partner groups are a more effective model than larger central boot camps.  
  
Regarding blood drives, CAP has begun inviting partners to support drives and to use partner presentations to encourage donations, but local dynamics complicate operations: Montgomery is losing a Red Cross blood donation center amid organizational reshuffling and stiff competition from LifeSouth, which maintains a strong local presence. Last‑minute drive cancellations and staffing constraints have hurt partner confidence, but CAP intends to continue partner inclusion in drives.  
  
Youth preparedness efforts have struggled to gain traction locally. A proposed community‑wide Red Cross club initially launched but was paused by national youth services, and there are few active high‑school Red Cross clubs in the region. The respondent sees potential in school‑based clubs if reliable on‑site sponsors can be found.  
  
Overall, the respondent endorses CAP strategies—partnering with existing local organizations, training partners on site, and deliberately creating reciprocal, visible partnership experiences—and recommends scaling these practices. She identifies volunteer capacity as the critical barrier: CAP can generate leads and lists of households in need, but progress depends on recruiting more hands through partner organizations, networks, and coalitions. She has no particular CAP activities she would abandon yet, remains optimistic about future outcomes, and suggests further conversations with regional leaders and staff with cross‑functional roles to refine volunteer integration and steady‑state coordination.

Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx

The interviewee, a CAP Manager who began in Terrebonne Parish and has worked regionally since January, described how the Community Adaptation Program (CAP) has shifted steady-state practice toward relationship-driven community engagement. Over three years as a CAP manager and eight months in the regional transition, she emphasized CAP’s core method of listening, building trust, and tailoring actions to local needs rather than pursuing one-size-fits-all numeric targets.  
  
On volunteer recruitment and engagement, CAP has prompted cross-line outreach: volunteer services and community disaster staff have reached out to CAP teams to share opportunities, and the Shelter Heroes initiative has included CAP. However, the manager reported little measurable increase in volunteers joining Red Cross roles. A main barrier is the inability to track volunteer hours when activities occur through partner organizations rather than direct Red Cross events. She recommended leveraging CAP’s community-listening approach to create more sustained, context-appropriate volunteer roles and exploring data or systems solutions to credit partner-tracked hours back to Red Cross participation.  
  
CAP’s presence has also affected home fire responses. Building local partner awareness has led community members and partners to notify CAP when fires occur, and CAP now refers families to Red Cross intake while coordinating follow-up with Disaster Program Specialists (DPS). A notable success is relationship building in Lafourche Parish, where CAP connected the NAACP, volunteer firefighters, and DPS to enable smoke alarm installations and community outreach. The manager contrasted CAP’s relationship-focused approach with prior number-driven efforts for smoke alarm installs, arguing that slower, trust-based engagement increases local buy-in and improves DPS reporting and community cooperation.  
  
Regarding the home fire campaign more broadly, the region has recognized declining response trends and is beginning to incorporate CAP-style community engagement into chapter planning. CAP has offered educational presentations on community discovery and engagement, and chapters are experimenting with targeted zip-code strategies to rebuild relationships with local fire departments and communities. The manager recommended combining data analysis to identify high-need areas with on-the-ground listening to design locally appropriate interventions, and she urged teams to develop partnerships rather than working in silos.  
  
On youth preparedness, no measurable changes in reach were reported in the CAP jurisdiction, but the manager believes CAP practices—especially listening and adapting activities to youth preferences—could strengthen youth engagement. She recounted an instance where youth-driven ideas did not align with prescribed Red Cross activities, illustrating a missed opportunity to adapt programming to local interest.  
  
The manager listed practices to continue and expand: using data to identify priority areas, then conducting community discovery to learn what data omit; designing locally tailored strategies; involving DPS and other Red Cross colleagues early; and avoiding siloed efforts. Practices to avoid include bypassing local leaders and imposing externally designed events. Key barriers to scaling CAP are funding constraints and, more importantly, mindset and incentives that emphasize numeric outputs over relationship-building. She advised simple, humble outreach—asking local residents where community life happens and listening for assets and priorities—and recommended interviewing Disaster Program Specialists, community disaster program managers, and volunteers for broader perspectives.  
  
Overall, the CAP manager conveyed strong support for the program, citing positive feedback from regional staff after CAP-led trainings and noting nascent shifts in how teams plan for home fire work. She urged continued emphasis on humility, active listening, and internal culture change so that incentives and practices align with community-centered engagement, and she expressed hope that CAP or a similar model will be sustained and evaluated longitudinally to understand longer-term impacts.

Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx

The interview provides a reflective account of the Community Adaptation Program (CAP) activities in Sarasota County, situating successes and challenges within recent organizational changes and regional realignment. The respondent explains that Sarasota moved from a Central Florida region into a newly formed South region, which has complicated relationships and made it harder to assess regional trends. Despite that, the CAP team in Sarasota—small but tightly coordinated—has driven meaningful local impact by prioritizing deep, trust-based partnerships with hyperlocal organizations rather than transactional, surface-level engagement.  
  
Volunteer recruitment and engagement improved through deliberate partner coordination: CAP created a shared calendar of partner events, encouraged partner-to-partner volunteer lending, and opened partner volunteer opportunities to Red Cross volunteers. These tactics multiplied capacity during campaigns (for example, Habitat for Humanity contributed dozens of volunteers for a smoke alarm campaign) and allowed CAP staff themselves to step in when necessary. The respondent credits two enabling factors: tangible funding to enhance partner capacity and the intangible investment of staff time to build high-quality relationships. She warns that replicating Sarasota’s model at scale will require the full package—people, money, and a commitment to sustained relationship-building—because superficial attendance at many events cannot substitute for the deep engagement that creates trust.  
  
CAP’s approach materially improved home-fire responses by mobilizing wraparound community services that prevented displacement and reduced financial shocks for affected families. One detailed example described coordinating transitional housing, food, clothing, diapers, and temporary lodging so a family could remain housed, send kids to school, and address insurance issues—stretching emergency dollars and preventing deeper poverty. CAP also supported responses to localized flooding by organizing sandbagging, replacing ruined furniture, installing tarps, and coordinating food deliveries through partner networks.  
  
Barriers to expansion include chronic turnover in Red Cross leadership and staff, limited human and financial resources, and the time-intensive nature of CAP’s relationship-focused work. The respondent recommends piloting a multi-county CAP manager model to test scalability, prioritizing events and geographies to preserve depth over breadth, and ensuring aligned goals across teams. She emphasizes trust, shared goals, and follow-through as essential prerequisites for replication. Operationally, CAP uses a simple guiding framework—one strategy, two outcomes, three areas of focus (health, housing, hunger)—and is experimenting with geographic resilience-hub units to sustain steady-state collaboration, joint grant applications, and coordinated preparedness.

Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx

This interview reviews the integration and early outcomes of the CAP program in a Tennessee chapter, focusing on volunteer recruitment and engagement, home fire activities, blood drives, youth preparedness, and broader regional integration. The respondent describes tangible progress—most notably the recent hiring of a part‑time volunteer specialist dedicated to the chapter—and several concrete tactics intended to convert CAP partner staff and volunteers into active Red Cross volunteers through event‑based opportunities and a pilot partner‑led home fire campaign scheduled for October. That pilot, led by a trusted local church working with nearby schools and the fire department, is intended as a proof of concept for partners to canvass their own neighborhoods and perform smoke alarm installs with chapter support.  
  
On home fire response and disaster assistance, the chapter has not yet routinely deployed CAP partners to scene-level home fire responses, but they are exploring DAP involvement after positive informal connections made during storm work. The respondent highlighted practical barriers to recruiting on‑call responders—irregular hours, overnight activations, and the need for retirees or otherwise available individuals—and suggested gradual, trust‑building tactics (soft introductions, event volunteering) to expand partner willingness to perform response roles.  
  
Coordination across Red Cross lines of service is improving but uneven. The team benefits from biweekly staff meetings and regional leadership invitations that facilitate information sharing, yet misunderstandings persist about CAP’s purpose and budget. A notable example: a promising HBCU blood drive opportunity was initiated without chapter notification, revealing gaps in cross‑service communication and contact protocols. Similarly, partner volunteer hours for events have sometimes not been captured in regional metrics, prompting concern about how CAP contributions are counted and displayed in systems like Power BI.  
  
Youth preparedness outreach has seen some activity—school and summer camp engagements via the Pedro campaign—but has been inconsistent year to year, affected by shifting regional priorities and staff turnover. Turnover among key CAP/Red Cross roles (e.g., CVPM resignation after months on the job) has slowed relationship‑building and delayed planned meetings. Geographic and logistical constraints also limit expansion: long travel times across a large, partly mountainous territory reduce the frequency of in‑person engagement and make scaling more difficult.  
  
The respondent recommends continuing and expanding the discovery period to learn about hyper‑local organizations, proactively educating regional leaders and chapters about CAP’s aims and limits, and creating pre‑integration relationships between CAP teams and regional staff. Practical suggestions include offering regular chapter training that partners can adopt (CPR, first aid, readiness activities), better mechanisms to record CAP partner volunteer hours, and opportunities for regional staff to observe CAP contributions firsthand—for example by involving them in DROs where CAP is active. Despite the challenges—communication gaps, data tracking, turnover, distance—the respondent is optimistic that CAP will increase community resilience as partners assume more responsibility for local steady‑state activities and the chapter continues to provide training and wraparound support.

Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx

Katrina Long, who has served as the CAP representative in Jackson County, Oregon for nearly two years, describes a region marked by high staff turnover, mixed leadership messages, and both frustrating barriers and tangible progress in community engagement. Turnover at multiple levels including senior DPM, RDO, blood services, and volunteer coordinators has repeatedly disrupted momentum, forcing CAP staff to rebuild relationships and restart initiatives each time roles change. This instability is compounded by inconsistent regional guidance: some leaders have discouraged partner or CAP volunteer involvement in local events, while others support it, leaving local teams uncertain about authority, priorities, and metrics.  
  
Operationally, the region struggles to translate CAP objectives into integrated, repeatable practices. Katrina reports that volunteer reciprocity between Red Cross and CAP partners has been blocked by procedural or credit concerns, and that DAT volunteer deployment has been labeled as saturated despite clear needs in remote communities. Communication gaps and a lack of written workflows mean that promising local opportunities — like community organizations with large volunteer bases, food distributions, and rural partner networks — are not being systematically mobilized or converted into Red Cross capacity. Monthly reporting formats also fail to capture the steady-state, relational work CAP teams perform, so many contributions go unrecognized in official metrics.  
  
Leadership dynamics are a major driver of the region’s challenges. Katrina points to an executive-level culture that can be difficult to work with and that has driven departures, created mixed directives, and inhibited collaboration. Perceptions that CAP is a temporary pilot further undermine long-term planning and buy-in. At the same time, Katrina has worked to repair Red Cross relationships with local stakeholders traumatized by past disaster responses, notably after the 2020 Alameda fire. Through persistent outreach, coalition-building, and attendance at local events, CAP staff have reestablished visibility and trust, making Red Cross a more present and recognized actor in communities across Jackson County.  
  
Despite frustrations, Katrina highlights practical, scalable strategies that have shown promise. Training local partner volunteers in focused skills — disaster assessments and triage (DAT), psychological first aid, basic first aid and CPR, shelter operations, and wildfire mitigation — would build community resilience and create a pool of locally trusted responders who can act quickly in remote areas. Offering CAP staff as trainers to partner organizations and creating mutually recognized volunteer roles would help draw established volunteer networks into sustained collaboration. Using partner-hosted events, markets, and coalitions like COAD to recruit and sign up volunteers has already produced results and could be expanded.  
  
Katrina recommends clearer, written workflows and signed agreements that define how CAP and Red Cross volunteers and partners coordinate, so transitions do not derail work when staff change. She urges regional leadership to explicitly treat CAP as an integrated, long-term component of Red Cross operations rather than an experimental pilot, and to develop region-level communication and learning tools so managers can share successful DAT and community mobilization practices. A learning community or peer exchange focused on DAT and rural engagement, plus standardized materials CAP can present to regional decision-makers, would reduce the risk aversion Katrina encounters when proposing partner-centered responses.  
  
Finally, Katrina emphasizes that much of CAP’s value is relational and place-based: steady presence at town events, rebuilding trust with civic leaders and service organizations, enabling faster community-level response during localized incidents, and strengthening networks that persist longer than individual Red Cross employees. These contributions are harder to quantify but essential for reaching vulnerable and remote populations. To sustain and scale CAP’s gains, Katrina calls for integration into regional goals, better metrics that reflect partnership and presence, and institutional support for training local partners as first-line responders.

Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx

The interviewee, a CAP program respondent with just over two years in the role, portrays CAP as a relationship-driven effort that has exposed operational barriers and demonstrated practical successes while highlighting tensions between deep community engagement and regional scaling. A central theme is volunteer recruitment: partners report that Red Cross volunteer onboarding is often cumbersome and deters short-term or event-based volunteers. The respondent has advocated for differentiated volunteer pathways—lighter, rapid-entry options for community members who want to help in the moment and fuller processes for roles requiring background checks. While some local discretion was granted during event-based responses, broader process simplification at the regional or divisional level has not yet been realized.  
  
CAP’s primary value lies in building trusted partnerships that open doors in marginalized communities. The respondent describes repeated success with “mini” home-fire or Homes Made Safer events hosted alongside CAP partners (for example, during food distributions), where partners schedule appointments, vouch for the teams, and facilitate warm handoffs. This model greatly increases uptake—volunteers install dozens of smoke alarms in a single morning when residents are pre-notified—and mitigates the ineffectiveness of cold-calling in neighborhoods with language, cultural, or immigration-related trust barriers. Integrating DCS teams into partner-led events yielded large, positive outcomes (one event served roughly 100 people) and underscored that trusted local intermediaries are essential for reaching high-need populations.  
  
Operational and systems challenges remain. The team has not yet established reliable information-sharing mechanisms to alert CAP partners when Red Cross DAT/DCS respond to fires in a partner’s neighborhood, limiting coordinated follow-up. Internally, there is also resistance to adapting long-standing Red Cross methods; some DCS staff prefer standardized approaches that do not fit every community. The respondent argues that breaking the “one-size-fits-all” mindset and flipping the posture—acting as an extension of local partners rather than expecting partners to conform to Red Cross systems—has been critical to the CAP model’s efficacy.  
  
Youth preparedness efforts (Pedro replacing Pillowcase) and other steady-state activities are ramping up but are vulnerable to changes in regional metrics. The respondent fears that removing certain program metrics may reduce organizational attention and resourcing for youth outreach and preparedness materials, yet notes CAP teams are committed to continuing these activities as relationship-building tools even if metrics no longer drive them. Resource decisions (e.g., whether to buy workbooks or home-safety supplies) now require CAP teams to prioritize and sometimes subsidize materials to sustain partner engagement.  
  
The respondent emphasizes that CAP’s success depended on early seed investment, continuous in-person relationship-building during “blue sky,” and a stable team that could learn together. These inputs—time, dedicated staffing, funding, and patience—are non-negotiable if the model is to be expanded. The key risks of rapid expansion are diluting the deep, trust-based work that made the initial jurisdiction successful and overstretching limited staff capacity. Thus, the respondent advocates for cautious, resourced scaling: preserve the relationship core, replicate the CAP approach only where equivalent investment and staffing exist, and avoid franchising the model without those supports.  
  
Recommendations include institutionalizing differentiated, event-based volunteer pathways; improving data-sharing workflows so CAP partners receive timely alerts about local incidents; prioritizing sustained, in-person community engagement over transactional, metric-driven outreach; capturing and sharing impact stories to sustain organizational buy-in and donor support; and ensuring any expansion is accompanied by comparable seed resources and staffing. The respondent also stresses the importance of internal champions who facilitate integration and trust-building between CAP and broader Red Cross operations.  
  
There are no relevant quotes from the document.

Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx

The interview with the South Florida Regional Executive, who has served nearly eleven years with the Red Cross and two years in the current regional role, centers on how the Community Adaptation Program (CAP) has affected steady-state operations—volunteer recruitment and retention, home fire response and preparedness, youth outreach, and integration with Disaster Cycle Services (DCS). The respondent frames their observations through recent organizational changes (a Florida consolidation and a vacant executive director role), the operational reality of small CAP partner organizations, and the competing priorities of DCS.  
  
On volunteer recruitment and engagement, the executive reports limited evidence that CAP has yet increased steady-state volunteer capacity, noting many CAP partners are small two-person organizations without bench strength to supply shelter volunteers. They see opportunity, however, for targeted CAP partners to aid recruitment by leveraging their community reach if provided with appropriate tools and clear expectations. Obstacles include partners’ own mission priorities and limited staff time; overcoming these requires focused selection of partners and better communication so CAP activities align with partner capacities and DCS needs.  
  
Regarding home fire response and the Home Fire Campaign, the respondent recounts a surprising gap in Lee County—despite intensive CAP engagement, Red Cross responses to fires were lower than expected until regional teams reestablished regular contact with local fire departments, which quickly increased call-outs. Overall the region exceeded its home fire targets after proactive outreach to fire departments. CAP’s role is viewed as potentially supportive but secondary to direct relationships with fire departments; success depends on chapter-level communication and explicit, action-oriented coordination between CAP teams and DCS.  
  
Preparedness activities show mixed but promising results: CAP partners have co-led community fire-safety events and smoke alarm installations in vulnerable communities, but DCS priorities are shifting toward building local responder readiness and reducing optional preparedness metrics. Funding and staff time for CAP-related preparedness enhancements are constrained; the respondent recommends clearer planning and explicit agreements about when DCS will support CAP-led activities versus when CAP must sustain efforts independently.  
  
Youth preparedness remains a strong area for the region regardless of CAP. Level one and two non-fire responses have been infrequent in this jurisdiction. During recent disasters (Hurricanes Helene and Milton) CAP contributions were evident in spots—hosted damage assessment staging and some joint activity—but feedback on CAP’s disaster role was mixed, reflecting the program’s relative newness and the need for clearer expectations and more demonstrable outcomes in larger events.  
  
Major recommendations include: integrate CAP directors and teams into regional planning and meetings as standard practice; restructure recurring meetings (e.g., the Friday huddle) to prioritize forward-looking, action-oriented agendas rather than informational briefings; develop a clear roadmap for each CAP partnership that outlines investments, strategic activities, measurable objectives, and regional roles; pilot CAP-like enhancements in other priority communities with executive director coaching; provide messaging and training resources for regional executives and EDs so CAP is presented as a tool that supports existing chapter priorities rather than an added burden; and standardize language to emphasize unified Red Cross partnerships to avoid perceived internal divisions. The respondent emphasizes patience and time to allow CAP initiatives to demonstrate impact, coupled with improved communication and tighter alignment between CAP and DCS to translate program activities into measurable steady-state benefits.

Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx

There are no relevant quoted passages in the document.  
  
The interview provides a reflective assessment of the Community Adaptation Program (CAP) implementation in a Northern California Red Cross chapter, focusing on steady-state activities: volunteer recruitment and engagement, home fire responses and campaigns, youth preparedness, non-fire level 1/2 responses, and broader integration with regional structures. A central theme is the tension between CAP as an intentional “change agent” introduced from outside and the existing regional lines of service, which created early misunderstandings and guarded relationships. The respondent emphasizes that CAP teams accomplished strong community-facing coalition building but were less intentional about building internal regional relationships at the outset.  
  
Volunteer recruitment and engagement have been uneven. CAP initially benefited from university-sourced Climate Corps/AmeriCorps volunteers, but recent budget cuts ended that flow and left gaps. The team has shifted to a targeted recruitment strategy—especially toward university students—and set a personal goal to recruit 50+ volunteers regionally. Barriers include lost temporary volunteer pipelines, limited early coordination with regional volunteer services, and local perceptions that CAP receives external funding or preferential treatment. Recommendations include more deliberate internal outreach (regular lunches with lines of service), better orientation for CAP as cultural change agents, clearer role/hiring boundaries (national selection for change-agent hires), and earlier integration at the chapter level rather than a single-county focus.  
  
On integration and structure, the respondent argues CAP should be embedded at the chapter scale so teams can build both local and chapter-wide relationships and allocate budgets with some flexibility (e.g., 80/20 county/chapter funding split). Integration should occur at the start of a fiscal year, not mid-year, and should include preparatory work by the host region—akin to Peace Corps readiness—so local staff understand, accept, and are prepared for CAP’s presence. Training in change management, cultural humility, and facilitated self-discovery (book clubs and vulnerability-building exercises) are suggested to reduce insecurity-driven resistance from existing staff.  
  
Home fire response and campaigns saw some gains in partner engagement that helped a CDPM meet installation metrics, but the respondent flags persistent gaps in rapid DAT/home-fire response. Key barriers are volunteer availability for after-hours calls, compensation expectations, and trust when responders are not from the affected community. CAP strategies that could help include training partners in cultural awareness, building local organizational on-call rosters (CAC-style cards), and using partner organizations to provide wraparound post-fire services. For smoke-alarm campaigns, the respondent favors chapter- or region-level targets that prioritize high-need neighborhoods (weighted or targeted approaches) rather than siloed per-CDPM quotas, and proposes valuing relationships built through campaigns as an outcome as much as device counts. Leveraging other programs (e.g., community action agencies’ home retrofit work) and micro-grants to partners for small but catalytic needs (e.g., AC repair, refrigeration) are highlighted as high-impact uses of modest funds.  
  
Information and coordination tools are a recurring need. The team is piloting a CEP tracker (a Power App/Teams vault) to catalogue partners, capacities, and relationship managers so DATs and caseworkers can make direct, person-to-person connections rather than cold-call organizations. The respondent also advocates for a shared CRM and more publicly accessible story maps to improve partner data-sharing and reduce duplication.  
  
Youth preparedness activities were patchy: Lake County and some partners have advanced work (Pedro trainings), while Butte County lagged—partly because university volunteer pipelines ended. The respondent sees youth preparedness as a strategic entry point to reduce climate anxiety and build long-term engagement, but notes the region has not consistently prioritized integrating CAP into youth efforts or regional youth events.  
  
For non-fire level 1/2 events, the chapter’s practical contributions included staging sandbags at partner sites and ad hoc food deliveries during snow/flooding. These examples illustrate the value of preexisting partner relationships and small, nimble logistics support.  
  
Recommended practices to continue and scale include coalition/coalition-building facilitation, micro-granting to partners to build capacity, grant-writing and training opportunities, and intentional partner engagement that pays attention to cultural fit and mission alignment (illustrated by the success with an African American Family Cultural Center). Practices to avoid or revise include excessive, burdensome quarterly reporting; mid-year integrations; and under-resourced “build-the-plane-while-flying” implementations. Additional operational suggestions include creating a national pool for larger capital investments, offering shadow deployments for staff to learn emergency response firsthand, investing in shared CRM capabilities, and addressing pay and role-design inequities that fuel resentment—especially ensuring CDPMs are compensated in ways that reflect the community-focused expectations placed on them.  
  
Barriers to scale are primarily financial but also cultural: many local DPMs believe they already perform community mobilization, senior staff insecurities can block collaboration, and perceptions that CAP hires are externally funded can generate friction. The interviewee recommends concrete actions to overcome these barriers—better preparatory and cultural-change training, early and ongoing relationship-building with lines of service, paying CDPMs appropriately (or redesigning role structures), and deploying small, strategic funds to demonstrate quick wins.  
  
Overall, the CAP initiative is credited with practical community-engagement successes and useful innovations (micro-funding, partner training, CEP tracker), but the greatest missed opportunities stem from insufficient early investment in internal regional relationship-building, mismatched timing for integration, and loss of volunteer capacity after external program cuts. The respondent urges future CAP rollouts to combine external change-agent independence with intentional, early, and well-resourced integration into chapter and regional structures, and to prioritize small flexible funding, partner capacity-building, and shared data tools as scalable, high-impact elements.

Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx

Matt Henry, CAP manager for Mississippi County, Arkansas, reflects on three years implementing Community Adaptation Program (CAP) principles across a largely rural Missouri–Arkansas region. He emphasizes that volunteer recruitment is intrinsically difficult for the Red Cross because many roles require uncomfortable, proactive engagement—entering homes after disasters or responding at night—and because local partner organizations often have small volunteer pools. Early CAP implementation intentionally avoided aggressive volunteer asks to prevent perceptions of quid pro quo; instead the team prioritized relationship-building, gradually involving partners in tasks like blood drives, damage assessment, and supply distribution during spring storms.  
  
Henry advocates a relationship-first recruitment strategy rooted in listening and identifying community leaders through trusted intermediaries (e.g., mayors) rather than relying on tabling or general outreach. He recommends targeted recruitment for high-priority roles—especially mass care and damage assessment—in population centers where failures would most harm the organization’s reputation, while cultivating local leads to act as force multipliers. He also urges expanding recruitment beyond direct CAP partners by leveraging partner networks (for example, engaging large employers like steel mills for blood drives and outreach).  
  
Rural contexts pose particular constraints: building full, multi-role volunteer teams in sparsely populated counties is often unrealistic. Instead, Henry calls for stronger ties with emergency managers, county judges, and local officials so the Red Cross is known and contacted after incidents, and for proactive post-event outreach to avoid missing affected rural communities. He argues CAP staff, experienced with rural engagement, can be an important voice and resource for tailoring strategies to these areas.  
  
On home fire response, Henry reports improvement through deliberate engagement with fire departments but notes persistent gaps: not every fire results in a Red Cross call, and recruiting DAP/DAT volunteers is emotionally demanding and hard to sustain. A promising tactic has been training and authorizing interested off‑duty firefighters to serve as DAT responders in their communities, particularly in smaller towns. He cautions that CAP partners alone do not guarantee better home fire notification because many victims are not directly connected to partner organizations; stronger relationships with fire services and DCS are essential.  
  
For blood drives, CAP involvement has helped establish regular drives—including at major employers—yet oversaturation in small counties requires strategic consolidation. Henry recommends preserving high-performing sites, canceling consistently underperforming drives, and leveraging Biomed relationships through chapter action teams to align blood collection with broader engagement opportunities (e.g., Ready or community education).  
  
Looking forward, Henry urges continuing CAP practices that emphasize hyperlocal partnership development and applying CAP skills—community assessment, equitable engagement, relationship building—across chapters. He identifies two main barriers to scaling CAP lessons: cultural tendencies toward doing everything and a martyr mentality, and organizational structural ambiguity about priorities and roles. To overcome these, he recommends adopting essentialism—explicitly evaluating whether activities are the highest and best use of time—clarifying priorities and responsibilities across national, divisional, regional, and chapter levels, and fostering a culture of serving without suffering so staff avoid burnout and better sustain community mobilization efforts.

Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx

The regional executive, who has served in the region for just over two years, reported that the Community Adaptation Program (CAP) has produced meaningful, if localized, benefits since its launch shortly after their arrival. Early implementation was uneven, but staffing changes about a year ago strengthened the CAP team’s cohesion, communication, and engagement with local partners. As a result, CAP staff now regularly participate in community activities and mobilize volunteers for disaster responses such as multi-family fires.  
  
CAP’s most notable contribution has been in deepening community relationships within its focused service areas. Through community, relationship, and asset mapping, CAP expanded the Red Cross’s local contact lists and secured in-kind support—such as donated food and shelter resources—that reduced response costs and increased local buy-in. CAP’s investments (for example, a kitchen and a mobile health unit) helped overcome community skepticism toward outside assistance and positioned the Red Cross as a trusted local partner. These effects were largely confined to CAP’s targeted jurisdictions; the executive observed no comparable changes outside those areas.  
  
On specific steady-state activities, the executive saw limited CAP impact to date. Home fire campaign successes in one chapter were attributed to a new community DPM who mobilized volunteer fire departments to lead smoke alarm installs, not to CAP directly; nevertheless, CAP’s community connections (churches, hospitals, civic leaders) were seen as underused assets that could be leveraged to expand smoke alarm outreach. CAP had not influenced blood drives or youth preparedness directly, though the executive noted opportunities—such as linking CAP health activities (e.g., A1C testing) to donor engagement and training local CAP partners to deliver youth preparedness content—if CAP’s role were intentionally structured.  
  
The executive identified CAP’s community asset-mapping skills and grant-support activities (including teaching grant writing) as practices worth expanding regionally. Primary barriers to scaling CAP include limited funding, the time and effort required to build local relationships, and the risk that communities could become dependent on CAP services when CAP transitions out of focus areas. To mitigate these risks, the executive recommended closer, hand-in-hand collaboration with chapter leadership—ideally embedding CAP work within chapter decision-making—to ensure coordinated efforts, successful transitions, and sustainable local capacity. Overall, the executive praised CAP’s staff and work and suggested continued integration and targeted investment to broaden CAP’s positive effects across steady-state functions.

Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx

The interviewee describes the CAP program’s evolution in the Indiana region and outlines both progress and persistent gaps across volunteer engagement, home fire campaigns, blood drives, youth preparedness, and level 1/2 disaster responses. Entering its third year, CAP has moved from discovery and partner selection into active implementation, but regional capacity has been constrained by organizational disruption: the chapter was dismantled and reconstituted, leadership (executive director and community DPM) lack familiarity with many focal communities, and Red Cross presence in several high-need towns has been minimal. CAP staff have therefore taken on relationship-building responsibilities—making introductions to mayors, council members, and trusted community organizations—and are beginning to plan visible activities such as smoke alarm installs, fire safety campaigns, and blood drives to demonstrate impact.  
  
Volunteer recruitment and retention emerged as a major concern. The region lacks a coherent outreach strategy and depends heavily on virtual volunteers, with few boots-on-the-ground personnel in vulnerable communities. CAP intends to meet with chapter and regional volunteer services to advocate for recruiting Red Cross volunteers who can also serve partner organizations (dual service), and to propose volunteer roles focused on community relationship-building. The interviewee emphasized the need for multi-channel and repeated outreach to convert recruits, better tracking and reporting (e.g., clarifying the regional claim of 1,900 recruits and how duplicates or retention are counted), explicit valuation of volunteer contributions, and more consistent recognition to improve retention.  
  
Home fire prevention work has not historically reached CAP focal communities; the chapter’s campaign sites have tended to be in more familiar or connected municipalities. CAP plans to leverage trusted local partners as the community-facing lead—having pastors and neighborhood organizations promote and host smoke alarm installs—so Red Cross teams can enter alongside organizations residents already trust. This partner-led approach is also the model used successfully in a level 2 DRO response (FY24 storms) where CAP partners delivered food and relief during prolonged power outages; the interviewee reports partners reliably stepped up during that event and would likely do so in future localized disasters.  
  
For blood drives, CAP has begun coordinating with regional blood services to host drives at partner sites and to tie drives to relevant national observances (for example, National Sickle Cell Month) to both increase donations and target blood types needed by Black and brown patients. Partners are enthusiastic about hosting drives at community events, which helps attract appropriate donors, though the region still needs to assess whether collected units match clinical needs and target populations.  
  
Youth preparedness activity has been limited and inconsistently implemented; CAP has had some events but lacks systematic youth engagement strategies and does not routinely partner with schools. Language and cultural competency issues surfaced in one example where a session was held in a largely Spanish-speaking congregation with an English-only presenter.  
  
The interviewee identifies internal resistance to change and discomfort with working outside established service areas as the principal barriers to scaling CAP strategies region-wide. Recommended remedies include emphasizing partnership-based entry into communities (going in together with trusted organizations), recruiting volunteers specifically for community outreach and relationship-building, and better communicating CAP’s local impact to regional leadership so the approach can be adopted elsewhere. The interviewee is optimistic that planned home fire campaigns, blood drives, and forthcoming volunteer strategy meetings will create visible successes that encourage broader regional uptake, but asks for follow-up evaluation (suggesting a six-month reassessment) and recommends interviewing community DPMs to understand replication across counties. Overall, the CAP approach is seen as promising and practical—centering local partners, addressing service gaps in underserved communities, and building sustainable volunteer engagement—but its regional expansion will require persistence, better volunteer systems, and leadership willingness to operate beyond familiar areas.

Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx

Gabriela Pérez Alvarracine, CAP manager in Monterey County for just over a year, reports that the CAP program has largely enhanced existing steady-state Red Cross activities rather than transforming them. CAP has increased the diversity of volunteer roles and broadened partner engagement—examples include a volunteer communications role and participation in canvassing and home fire signature events—while serving as an additional resource for blood drives and community outreach. CAP’s most useful contribution has been as an amplifier or “megaphone” for regional efforts: promoting partners’ work, supporting grant and event efforts, and offering flexible, nontraditional forms of presence that build goodwill and create new opportunities.  
  
Key strategies that have worked locally include meeting partners “where they are,” leveraging board members and partner networks, and offering fast-track Neighbor-to-Neighbor training to introduce organizations to sheltering and feeding roles without onerous volunteer-account requirements. CAP has also experimented with creating clearer volunteer profiles/job descriptions to professionalize volunteer management and to attract people with specific skills. Early integration with chapter leadership (EDs, CDPMs, RDOs) and aligning around shared community-mobilization goals—such as preparedness, smoke-alarm campaigns, or volunteer recruitment—are identified as essential tactics to build trust and coordinate effort.  
  
Persistent barriers are primarily relational and organizational: trust deficits both internally within Red Cross and externally with partners can make new initiatives feel threatening or territorial. Gabriela emphasizes humility, listening, and acknowledgement of prior local achievements as remedies. She cautions against framing CAP staff as outsiders who will “export” their local methods or as self-declared “experts,” which can generate resentment; instead, she recommends a mixed hiring approach (local and external hires) and cultural humility to adapt practices to local context. Operational misalignment is another risk—promoting programs without confirming local capacity (for example, smoke-alarm installation availability or biomed staffing for blood drives) can create awkward or counterproductive community expectations.  
  
On program expansion and replication, Gabriela suggests CAP be used intentionally as a regional enhancer: supporting metrics, amplifying successful local practices, assisting with outreach and grant efforts, and coordinating with development teams to avoid donor overlap or confusion. She also recommends internal feedback mechanisms—brief interviews with local staff after a year—to assess CAP’s perceived value and to surface needed adjustments. For youth preparedness, interest is growing but implementation is cautious and context-specific given local youth vulnerabilities; pilot, community-driven approaches are preferred.  
  
Overall, Gabriela’s recommendations emphasize early, sustained communication with local leadership, transparent alignment on goals and capacities, respectful recognition of existing work, coordinated fundraising conversations, and flexible, present-minded engagement rather than rigid, top-down implementation. No relevant quotes from the document were used in this summary.

Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx

This interview with Rosie Taravella, Regional Executive for New Jersey with 13 years at the American Red Cross, reviews the Community Adaptation Program (CAP) pilot in southern New Jersey and its effects on steady-state and response activities. Taravella reports that while CAP has not dramatically changed volunteer recruitment within the CAP jurisdiction itself, broader regional volunteer engagement has improved due to a refreshed volunteer services team that emphasizes regular business-partner meetings, community tabling, and face-to-face outreach. She believes CAP strategies and resources—led locally by CAP manager Christy Collins—can further support volunteer recruitment by helping executive directors and account managers make partner introductions, do discovery, and encourage partners to serve as volunteers, hosts, or MOU signatories.  
  
On home fire responses, Taravella notes steady trends in incident occurrence but clearer and faster referral paths in the CAP area because CAP-built partnerships have increased local capacity and resource awareness. CAP partners in Atlantic County have developed roughly 23 partnerships and helped channel more than a million dollars in grants into the community; partners such as Jewish Family Services are now assisting fire-affected clients with food, clothing, toys, and furniture. CAP partners also participate in health fairs, food distributions, and community drives and are seen as logical collaborators for smoke alarm installations and home fire campaign outreach because they often know neighborhood residents and can help get doors opened.  
  
Taravella highlights additional steady-state and response opportunities: CAP partners could be engaged to host blood drives where space and constituency fit; CAP can support youth preparedness if efforts are more strategically targeted rather than metric-driven; and CAP teams can be trained similarly to CERT for Level 1/2 non-fire responses (flooding is frequent in New Jersey). She says CAP jurisdictions generally move to recovery faster because of preexisting partner networks, though statewide adoption and consistent county-level engagement remain variable and sometimes constrained by local capacity or perceptions of role boundaries.  
  
Her recommendations emphasize scaling CAP’s best practices: continue monthly grants workshops for grassroots partners, replicate community-mobilization methods (targeted county-level partnerships in health, hunger, and housing), pursue shelter MOUs, and formally integrate CAP staff into chapter operations so they are treated as teammates rather than outsiders. Concrete successes include a drives program that redistributed donated items to community partners, casino and corporate partnerships in Atlantic City, and a $1 million grant from Merck supporting CAP work—examples Taravella cites as evidence that concentrated investment in one geography yields replicable lessons and stronger community resilience. There are no relevant quotations in the document.

Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx

The interview with the executive director of the Southeast Georgia chapter (based in Savannah, in her role since January 2020) conveys a strongly positive assessment of the CAP program’s local impact. CAP has partnered with hyperlocal, often underserved organizations—particularly those serving Latino and African American communities—to build trust, expand volunteer engagement, and enhance biomed and blood-donor outreach that supported the chapter’s national sickle cell goals. CAP staff and partners have been visible and active in community events, contributed to Smoke Alarm Sound the Alarm activities, and supplied practical resources (grant funds, donated vehicles, pop-up kitchens, generators) that increase local organizational capacity. CAP personnel have also deployed outside the region for disaster response and helped organize partners and volunteers in anticipation of weather events.  
  
The chapter attributes CAP’s successful integration to strong regional leadership support, routine inclusion of CAP leaders in meetings, and an intentional approach of listening, showing up, and participating in partner missions rather than dictating terms. This humility and sustained visibility are credited with repairing and strengthening previously strained relationships and enabling access to neighborhoods that have been hard to reach for home fire prevention and other services. Anecdotal examples indicate improved community data-sharing (e.g., partner-provided lists of affected households) that facilitated relief work.  
  
Challenges include initial territoriality from some disaster-team members and local stakeholders, confusion over reporting lines (CAP reports to national headquarters), and the need to clearly communicate roles and who will engage particular external contacts. Funding remains the main barrier to scaling the model; however, the program’s demonstrated success also attracts additional resources. The executive director recommends continuing and expanding CAP’s hyperlocal, trust-building approach, prioritizing direct financial support and equipment grants to local partners, and maintaining clear coordination protocols to avoid overlap or friction.  
  
There are no relevant quotes to excerpt from the document.

Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx

The interview with the executive director of the South Texas chapter describes the chapter’s ongoing efforts to integrate the CAP program into chapter operations after a year and a half in the director role. Initially, CAP operated somewhat independently, creating confusion about overlapping responsibilities and limiting chapter staff involvement in partner selection and enhancement. This lack of early communication contributed to community distrust of the Red Cross that was revealed during recent flooding, prompting leadership to prioritize a unified, transparent chapter identity and coordinated outreach.  
  
To address these problems, the chapter established a weekly chapter success plan meeting attended by the executive director, the disaster program manager, and the CAT manager. This structured forum, in place for three to four months, has clarified roles, set expectations, created actionable milestones, and given all staff a voice, transforming scattered efforts into coordinated activities. As a result, collaborative efforts now include joint smoke alarm campaigns, partner-led smoke alarm installation events, training opportunities, and expanded youth preparedness outreach through Prepare presentations. Some CAP-enhanced partners have already conducted independent outreach events, and churches are being explored as potential Red Cross shelter sites with appropriate training.  
  
Remaining obstacles are primarily rooted in the initial rollout: insufficient early communication, unclear role delineation between CAP and chapter staff, and partner mission mismatches that limit some organizations’ willingness to engage in activities like home fire responses or sheltering. The director recommends an orientation at the outset of CAP implementation that sets expectations, involves local chapter staff in partner enhancement decisions, and establishes open lines of communication to prevent silos. With those adjustments implemented, the director is optimistic about leveraging CAP resources to support volunteer recruitment and retention, expanding CAP into additional counties, and strengthening steady-state community preparedness and response.

Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx

The regional CEO, in post for 20 months, described a complex but evolving integration of Community Adaptation Program (CAP) teams into regional operations. CAP presence covered two distinct locations with differing approaches: one team worked collaboratively with community disaster preparedness managers (CDPMs), while the other initially operated more independently. Early CAP activity was characterized by siloing and unclear expectations, limited formal reporting links to regional leadership, and missed opportunities for purposeful CAP-focused volunteer recruitment. Over time, increased introductions and integration have begun to improve coordination and create new recruitment potential.  
  
Key organizational lessons focus on clearer lines of communication and accountability. The CEO recommended a stronger, more formalized role for local executive directors (EDs) as dotted-line conduits between CAP teams and regional leadership, routine briefings to the regional leadership team (RLT), and aligning CAP integration with the fiscal year rather than mid-year to avoid rushed goal-setting. Regular, structured touchpoints and inclusion of CAP managers in RLT or ED-level meetings would have smoothed early relationship-building and information flow.  
  
Financially, CAP discretionary and travel budgets proved valuable. Grants and microgrants facilitated community listening sessions, built partner capacity for sheltering and other supports, and produced quick-win investments (e.g., equipment) that generated goodwill and deeper partnerships. Initial tensions arose from misunderstandings about grant use and decision authority, but a collaborative microgrant process—guided by regional staff—has helped leverage funds to mobilize multiple partners and magnify impact. The CEO viewed a $50,000-per-CAP-region discretionary allocation (doubled in their region because of two teams) as reasonable for startup needs, with the caveat that first-year ramp-up often leaves funds underspent.  
  
Operationally, CAP teams have added value in wraparound support for level 1/2 responses (floods, ancillary services) and contributed to targeted home-fire smoke alarm installations; two new lives saved may be associated with CAP-area work. Challenges remain: overall DAT/home-fire calls are down across the region for complex reasons (data gaps, awareness among fire departments, local construction patterns), and CAP impact on volunteer recruitment and youth preparedness has been uneven—limited by staffing shifts, lost preparedness roles, and fragmented school or youth-club engagement. Blood-drive expansion northward faces logistical barriers but offers promise through CAP partner introductions.  
  
Data and relationship management improvements are underway via a PowerApp/Power BI CAP tracker to centralize partner information and ownership. Moving forward, the CEO urged scaling CAP practices that prioritize community mobilization and listening, extending discretionary funding for regions without CAP, and investing in soft-skill training for staff. Overall, CAP is credited with shifting regional culture toward relationship-based, capacity-building readiness; the CEO recommended follow-up conversations with the regional disaster officer for metric-focused perspectives. No direct quotations are included.

Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx

The respondent, CEO of the American Red Cross Missouri and Arkansas region, reflected on nearly three years of observations about the Community Adaptation Program (CAP), which in this region was concentrated in Mississippi County, Arkansas. He emphasized that CAP’s focused investments produced tangible local gains but were limited by scale and organizational placement. Prior to January’s integration, CAP teams reported to national headquarters and operated like a separate program concentrated on a single small county; since integration into the regional structure their influence and ability to contribute to broader chapter goals has grown substantially.  
  
On volunteer recruitment and engagement, the respondent saw no clear increase in Mississippi County directly attributable to CAP. He described broader changes in volunteerism trends—especially generational preferences for project-based, shorter-term opportunities—and noted that the Red Cross has launched initiatives to streamline onboarding and background checks. However, he stressed deeper structural challenges: creating more varied, shorter volunteer roles; expanding volunteer leadership and managers; and redesigning supervision and spans of control so preparedness work can be sustained without overburdening staff.  
  
CAP’s strongest contributions, according to the respondent, have been in community mobilization and partnership-building rather than in directly producing more volunteers or driving home fire incident counts. Integration enabled CAP staff to be embedded within chapter action teams and to lead a regional community mobilization training series for employees (and planned follow-ups for volunteers), disseminating concepts such as asset-based community development and transformational partnership-building. These efforts helped shift preparedness practice away from transactional, checkbox activities toward cultivating hyperlocal coalitions that can both strengthen resiliency and be activated during major disasters.  
  
Program outcomes were mixed by service line. CAP materially supported increased blood collection in northeast Arkansas through stronger local partnerships and proximity of chapter headquarters, prompting BioMed interest in expanded mobile collection staging. Home fire responses in the region have declined since FY20, but the respondent attributed that to leadership and staff turnover, high disaster operational tempo, and fractured relationships with local emergency management rather than to CAP activities. CAP did, however, increase home fire campaign activity and smoke alarm installations in Mississippi County by enabling intentional canvassing and event planning. Youth preparedness outreach saw modest lifts where partners engaged, but the respondent noted lower organizational prioritization of prevention programs overall as the Red Cross focuses scarce staff resources on ensuring robust disaster response capacity.  
  
Barriers to scaling CAP practices include geographic scale, funding constraints, and a cultural tendency to treat community mobilization as a discrete program rather than an organizational lens. The respondent recommended embedding CAP-like functions into regional structures, replicating core CAP tenets—hyperlocal partnership development, asset mapping, and sustained relationship-building—across chapters through tools like the community maturity matrix. He emphasized the pivotal role of executive directors as community organizers who can champion these approaches locally, and urged investments in training for both staff and volunteers to normalize community mobilization thinking. Practical suggestions included continuing integrated chapter action team placement, using CAP staff to coach chapters on partnerships, and convening executive directors to deepen shared understanding and leadership of community mobilization.  
  
Overall, the respondent judged CAP’s conceptual approach highly valuable and its impact magnified once teams were integrated into regional structures. He recommended maintaining and spreading the partnership- and asset-focused practices while addressing scale and cultural barriers, and suggested follow-up interviews with the region’s CAP manager and the local executive director for additional perspective.

Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx

There are no relevant quotes from the document.  
  
Priscilla Fuentes, Regional Executive for the Cascades (Oregon and southwest Washington) with three years in the role, described CAP’s mixed but promising early effects on steady-state work. Volunteer recruitment and engagement have shown creative approaches—most notably training community organizations (e.g., a farmworker advocacy group) to run home fire campaign activities and leveraging partner networks to staff heating/cooling shelters—yet execution has been constrained by staff capacity and turnover. CAP activity has been concentrated in Jackson County to date, limiting evident regional impact, though joint goals and expanding CAP presence this fiscal year aim to change that.  
  
Major barriers identified are structural: functionalized management that isolates CAP staff from regions, scheduling conflicts driven by national CAP commitments, lack of shared goals and measurable expectations, and inconsistent performance feedback loops. Fuentes recommends earlier joint goal-setting, inclusion of CAP collaboration in regional performance metrics, clearer transparency about partner agreements and resource allocations, and deliberate calendar and workload adjustments so CAP staff can integrate with regional leadership. She also urges mechanisms for candid, consequence-free communication about barriers.  
  
On programmatic outcomes, Fuentes noted modest increases in home fire responses and blood-drive referrals but cautioned against attributing causality without deeper analysis. CAP has not consistently engaged fire departments for emergency response referrals; prospective strategies include leveraging faith-based organizations and schools for timely referrals. The Home Fire Campaign’s shift from alarm counts to “homes made safer” is seen as positive, though rural outreach and apartment/rental contexts require different tactics and can depress aggregate installation numbers when prioritizing high-need small communities.  
  
Sustainable partnerships are CAP’s strongest potential contribution: deep, multi‑touch relationships (co-applying for grants, MOUs rather than generic letters of support) can build both resilience and operational capacity. Resource scarcity and competing demands on local organizations remain challenges; Fuentes suggests a mix of targeted funding opportunities, co‑funding models, and clearer, actionable agreements to align expectations. Overall she is optimistic about CAP’s necessity and potential impact if integration, transparency, and joint accountability are improved.

Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx

Sean Scholze, a regional executive with 19 months in his current role and prior CAP experience in Louisiana, describes the CAP pilot as promising but poorly integrated into existing Red Cross structures. From the start the program was introduced and managed as a separate initiative rather than as part of regional and chapter humanitarian services, producing confusion among staff, boards and community partners. CAP staff received limited orientation about Red Cross programs and disaster operations, which left them focused narrowly on completing enhancements and grant activities rather than on broader steady‑state objectives such as volunteer recruitment, home fire response, youth preparedness and community mobilization.  
  
Scholze reports that CAP has not yet meaningfully increased volunteer recruitment or materially changed home fire response outcomes across his jurisdictions. Where CAP has contributed—most notably by supplying smoke alarms to partners who installed them—the impact was small and took substantial time to achieve because procedures and training were not provided up front. Youth preparedness has likewise not been a CAP priority, though there are opportunities to leverage CAP partners’ community access to promote programs and collect contacts for referrals. CAP involvement in non‑fire responses has been limited in these areas, with most significant events in South Texas being larger responses managed separately.  
  
To improve effectiveness, Scholze recommends mandatory orientation for CAP staff that includes executive directors, disaster officers and program managers; clear messaging from day one that CAP teams are part of the Red Cross rather than a distinct entity; and routine cross‑functional coordination (he instituted twice‑monthly meetings) to align CAP activities with regional goals. He urges that partner selection and engagement be structured as mutual wins—stipulating partner responsibilities (e.g., volunteer referrals, outreach, standby support) rather than one‑way grantmaking—and that CAP staff introduce partners under the regional/chapter umbrella so local boards and donors are not alienated.  
  
Operational recommendations include clearer placement criteria for CAP teams based on social vulnerability, FEMA/resiliency mapping and existing infrastructure and partnerships; visible community branding of Red Cross partnerships (signage, storefront decals, ready‑rating recognition); practical outreach tools such as flyers and QR codes at partner sites; and regular refresher training so CAP staff can identify and amplify opportunities across programs (home fire campaign, CPR, ready rating, youth preparedness). Scholze notes successful examples where strong local integration—shared office space, vehicles and regular contact—helped CAP teams function effectively, and he warns that replication must account for local context (what works in a small South Texas community may not scale to Houston).  
  
Overall, Scholze views CAP as an ingenious concept with substantial potential if rolled out and integrated correctly. The central lesson is that early, deliberate orientation and relationship building with regional leaders, program managers and boards are essential; without that foundation CAP teams risk operating in parallel rather than as force multipliers for Red Cross steady‑state and disaster work. He suggests prioritizing integration, shared goals and measurable community impact when expanding or continuing CAP placements.

Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx

David Hicks, executive director of the Midwest Tennessee Red Cross chapter for just over nine years, describes how the CAP (Community Adaptation) team has reshaped steady‑state work across his jurisdiction. While CAP has not yet produced a clear spike in new volunteer registrations, Hicks credits the program with strengthening community visibility, deepening partnerships, and amplifying the chapter’s ability to retain and engage its existing volunteers. He underscores that CAP’s coordinators—now working under a locally connected manager, Curtis—are increasingly networked into Jackson and surrounding communities, creating new avenues for recruitment and advocacy.  
  
A central theme is the difference between volunteer retention and recruitment. Hicks reports strong volunteer retention and more effective engagement but persistent difficulty attracting new volunteers. CAP helps by mobilizing partner organizations as advocates—placing the chapter before civic clubs, churches, veterans’ groups, and other captive audiences—and by encouraging a resilient, persistent approach to outreach. He notes that recruiters must keep a short memory and continually try new opportunities, increasing the number of “noodles on the wall” to find what sticks.  
  
CAP’s involvement has also enhanced the chapter’s steady‑state efforts in home fire response. By communicating the full range of Red Cross services to partners and fire departments, CAP has increased referrals and clarified that assistance can complement insurance. CAP members participate actively in initiatives such as Sound the Alarm (an October 18 event planned with Gospel Temple Church), contributing to fieldwork and installations and helping build trust and cross‑education with fire chiefs and volunteers. Staffing shortages—particularly a lack of caseworkers—remain a regional constraint, and CAP has been asked to help identify and recruit for those roles.  
  
On blood services, Hicks reports a historical absence of chapter involvement but significant change underway: Biomed regional leadership is being overhauled and is now engaging chapters to expand blood drives and recruitment. CAP relationships are seen as valuable for identifying untapped partner sites that do not currently host blood drives, though Hicks emphasizes the importance of coordination to avoid duplicating contacts and confusing partners.  
  
Youth preparedness outreach driven by CAP has been modest so far, largely due to competing priorities, but promising campus initiatives are emerging—examples include a community garden at Lane College that fosters student engagement and a planned expansion to University of Memphis and UT Martin. Disaster response since the spring tornado has been a real test of capacity; otherwise the chapter has been fortunate to avoid major incidents.  
  
Hicks offers practical advice for scaling CAP: provide a clear, early orientation to chapters, boards, and staff so everyone understands CAP’s purpose, metrics, and how to collaborate; appoint locally rooted managers when possible, as familiarity with the community accelerates trust and impact; and treat CAP as a multiplier rather than a competing entity. He acknowledges the one downside for his chapter—having to share an effective local coordinator—but affirms that CAP’s visibility, partnership cultivation, and public presence have materially benefited fundraising, community awareness, and the chapter’s overall effectiveness.

Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx

The interview with the Community Adaptation Program (CAP) manager for Warren County, Kentucky, describes a program that has made targeted local gains but faces systemic and capacity constraints that limit broader impact. The manager, who has led the CAP team for just over three years, frames her work as building resilience across health and housing by cultivating local partnerships, supporting preparedness activities, and attempting to integrate local efforts with regional Red Cross systems. Progress has been uneven: tangible successes have been achieved where local nonprofit partners had proximity, capacity, and trust, but broader volunteer engagement and cross-jurisdictional integration remain limited.  
  
Volunteer recruitment and engagement show little change since CAP began. The manager cites bureaucratic hurdles within Red Cross systems—complex sign-up processes, metrics-driven shift scheduling, and training requirements—that make it difficult to plug volunteers into blue-skies (non-disaster) activities. Most volunteers and community partners recognize the Red Cross primarily for blood drives and disaster response, not for ongoing preparedness work, creating both a perception barrier and a missed opportunity to use everyday activities to build reciprocal capacity. The only concrete volunteer integration noted was after an April flood, when two community members received damage-assessment training and supported response work.  
  
CAP’s influence on operational responses has been constrained. The team has sought inclusion on DAT (disaster assessment team) deployments but has not been engaged by the chapter’s CDPMS for such responses. One pragmatic CAP contribution under consideration is building and sharing a vetted resource list—especially transitional housing options—so DAT responders can quickly refer households to local partners. The manager notes the real-world obstacle that many small nonprofits lack staff who can be on-call overnight, so expectations must be realistic about timeliness and capacity.  
  
Where CAP has had measurable impact is in the Home Fire Campaign and neighborhood-based interventions. A partnership with Hotel Inc. in the Delafield neighborhood, an underserved and impoverished area, combined smoke alarm installations with a twice-yearly home improvement week and a community tool-shed. This partner-direct approach both increased installations and created a sustainable model whereby the local organization can conduct one-off installs as needs arise, rather than relying on episodic, volunteer-heavy events. The manager recommends scaling the partner-direct model to improve equity and sustained coverage in overlooked neighborhoods.  
  
Blood drives and youth preparedness saw limited change. CAP helped organize a sickle-cell blood drive through connections with local NAACP and community coordinators, and discussions are underway for a larger community event with ServiceOne Credit Union and the chapter. Youth preparedness outreach remains small-scale due to insufficient trained personnel—most youth programming is run by a single disaster specialist—so CAP funding could be used to train partners or temporarily relieve partners’ workload to free staff time for preparedness activities.  
  
Coalition building emerges as CAP’s most transferable strategy. The manager envisions a hub-county model where investment concentrates initially in one county that then supports surrounding areas, and she emphasizes that convening nonprofits, emergency management, and local institutions into a resilience coalition can be transformative. However, funding is the principal barrier: the initial CAP budget enabled transformational investments (transportation, staff positions, community assets) that established trust and capacity, and reduced funding has constrained the ability to replicate this model elsewhere. Where CAP money did help, it often did so indirectly by allowing partners to reallocate funds (for example, covering a library van so the library could fund a resilience lead position), thereby creating durable local leadership.  
  
The manager’s recommendations are pragmatic: prioritize partner-direct models for ongoing work like smoke alarm installs; build and maintain localized resource lists (including transitional housing) for responders; invest in local volunteers and community-based leads rather than relying solely on centralized staff; use CAP funds strategically to relieve partner burdens and create staffed roles that sustain coalitions; and advocate internally for cultural change so the Red Cross is seen as a blue-skies as well as gray-skies organization. Staff turnover in the region has been notable, but a long-tenured local executive director and a newly appointed RDO present an opportunity for renewed momentum as CAP seeks to integrate regionally. No direct quotations from the transcript are included.

Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx

The interviewee, who does not directly manage the Community Adaptation Program (CAP) and is geographically distant from the CAP jurisdiction, characterizes CAP as a hyper-local, partner-focused approach that emphasizes recruiting and coordinating local organizations—churches, nonprofits, and other community groups—rather than converting those individuals into official Red Cross volunteers. This model acts as a force multiplier in responses: CAP partners often arrive quickly during local disasters, as illustrated by tornado responses in Selmer and Grand Junction, Tennessee. The respondent notes that partner organizations are likely to remain independent rather than signing up as Red Cross volunteers, partly due to territorial concerns.  
  
Across the region, the respondent reports no clear new trends in overall volunteer recruitment or retention beyond routine fluctuations. Home fire responses in the CAP area show no marked change attributable to CAP; increases in shelter volunteer recruitment and home fire activities stem mainly from other initiatives such as Shelter Heroes, Sound the Alarm, and National Response Team efforts. CAP participation in these initiatives is nascent but potentially expandable if CAP staff are educated about program needs and can act as conduits to their partners, though partner reluctance to reassign volunteers may be a barrier.  
  
Regarding blood drives, regional improvements are credited to stronger Biomed leadership rather than CAP activity. Attempts to initiate blood collection in the CAP county encountered territorial resistance from an existing local blood collector, highlighting political sensitivities that would need resolution before CAP could host partner-driven drives. For youth preparedness and non-fire Level 1/2 responses, CAP could expand outreach through schools and churches with adequate training and clearer internal needs communication.  
  
Key barriers to scaling CAP practices include Tennessee’s broad geography, which raises travel costs and complicates in-person engagement, and internal coordination needs between CAP and disaster cycle services. The respondent recommends continuing CAP as a coaching model to mentor other chapters, prioritizing relationship-building before incidents, providing targeted training on Red Cross programs, and clarifying evaluation objectives when assessing CAP impacts. The interviewee suggests Curtis, the CAP manager, as an additional informant.

Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx

Alicia Daugherty, Regional Executive in Georgia, reflected on nearly two years overseeing integration of the Community Adaptation Program (CAP) into regional Red Cross work. She emphasized that CAP’s hyperlocal focus has deepened community relationships—enabling more targeted engagement than traditional staff who cover many counties—and highlighted the program’s practical benefits across steady-state services. A concrete example was a Spanish-speaking family who only accepted Red Cross assistance because a trusted local partner and a bilingual CAP team member personally connected them to services; without that relationship the family likely would have been missed.  
  
Daugherty described regional trends linked to recent storms: a large surge of volunteer applications during the previous hurricane season (roughly 500 applicants) that produced heavy intake burden and modest retention, consistent with disaster-driven spikes in interest. CAP’s local presence and community advocacy were seen as assets for recruiting and converting volunteers into ongoing engagement, and Daugherty urged continued encouragement for CAP staff to become formal Red Cross volunteers and responders. She also praised CAP’s routine inclusion in regional meetings and staff training as a key factor in smooth integration and knowledge-sharing.  
  
On home-fire responses and the Home Fire Campaign, Daugherty credited CAP for improving reach into vulnerable populations through local partnerships and bilingual capacity, though she did not identify major statewide metric shifts attributable solely to CAP. The region has focused on educating fire departments to ensure they call Red Cross after incidents, but obstacles persist—especially turnover in departments, geographic spread across 159 counties, and volunteer fire stations in rural areas where distance and limited volunteer availability hinder timely response. CAP’s localized trust-building and advocacy can help overcome some of these barriers.  
  
CAP has also positively influenced blood drives and biomedical goals: CAP partners have promoted and hosted drives that yielded diverse units, including sickle-cell–relevant donations important for Georgia’s patient mix. Daugherty—drawing on her Biomed background—stressed the value of one mission, one team messaging and said CAP’s relationships and translation capacity make it natural for CAP to support blood collection and donor outreach. She advocated wider use of CAP best practices across the region.  
  
Daugherty recommended continuing CAP practices that enable hyperlocal relationship-building, bilingual outreach, and direct community advocacy, and she suggested expanding useful tools such as mobile translation devices and locally deployable communications or solar charging stations to support communities hit by storms. Constraints include limited budgets as CAP scales into regions and the persistent challenge of recruiting and sustaining volunteers in rural counties. She emphasized that metrics should be framed around mission and people served rather than raw numbers, and that regional leadership must keep that focus.  
  
Operationally, her top advice for new CAP integrations was upfront, intentional communication; sharing partner lists and relationships; and leadership-level inclusion to foster team cohesion. Regular check-ins, clear coordination between CAP and disaster services staff, and knowledge-sharing sessions (for example, CAP presenting hyperlocal engagement lessons to regional staff) were credited with reducing friction. Daugherty recommended follow-up conversations with regional duty officers and local executive directors for additional steady-state perspectives.  
  
Overall, Daugherty portrayed CAP as a valuable, integrated component of Georgia’s Red Cross work: effective at building trust in frontline communities, helpful across lines of service (disaster response, home fire mitigation, blood drives, youth outreach), and a model whose practices and tools merit broader adoption despite funding and rural-coverage challenges. No direct quotations were provided in the source.

Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx

The respondent, who became Executive Director of the Southern New Jersey chapter in May 2024, delivered a strongly positive appraisal of the Community Adaptation Program (CAP) operating in Atlantic County. She emphasized that the CAP team has become seamlessly integrated into chapter operations, proactively supporting volunteer recruitment, community outreach, and steady-state activities by partnering closely with the chapter’s senior recruiter, attending events, tabling, and rallying partner organizations. Although she could not quantify changes with statistics, she reported clear operational gains: increased volunteer presence at home fire campaigns, additional response capacity through CAP-affiliated responders, and stronger local engagement that translated into more teams available for smoke alarm installations and related preparedness work.  
  
A major, tangible contribution of CAP described was the development and distribution of a hyperlocal resource guide listing partner organizations, contact names, and culturally specific supports. This guide is embedded in disaster response packets and used across home fire and other responses to connect affected households with food pantries, language-appropriate services, social work/mobile units, and other local resources. The respondent highlighted CAP’s role in addressing cultural and language barriers—e.g., connections to Bangladeshi and Latino community organizations and translation supports—which increases the effectiveness and cultural relevance of Red Cross interventions.  
  
The respondent also emphasized CAP’s productive intersection with BioMed and blood-collection activities. Two of three CAP team members came from BioMed and one is a DAT responder, enabling the team to identify suitable blood-drive locations, promote specialized-donor recruitment (Latino, Black/African American, LGBTQ communities), and act as effective liaisons between BioMed and community partners. She recommended that CAP teams generally be equipped with BioMed knowledge or formal linkages to BioMed account managers so they can better promote blood drives and address community-specific donor concerns. She noted positive but anecdotal impacts on blood drives and suggested more deliberate promotion of this BioMed–humanitarian nexus across CAP teams.  
  
CAP grantmaking and partner support were presented as game-changing: grants funded mobile units and vehicles for partner social-service organizations, enabling outreach, mobile social work, and rapid deployment in Level 1/2 responses. CAP’s community-mobilization practices—monthly partner calls, tabletop exercises that define partner roles in disasters, and cross-organizational volunteering—were singled out as replicable strategies that build resiliency, broaden partnership networks beyond typical 501(c)(3) circles, and encourage mutual volunteering among local organizations.  
  
The respondent identified barriers and cautions for scaling CAP: not all CAP teams will have the same composition or local expertise (especially BioMed experience), and moving staff away from their hyperlocal base could undermine effectiveness and retention. She urged that expansion preserve local relationships, provide CAP teams with a broader view of Red Cross functions (BioMed, disaster services, external relations), and offer training and integration so CAP contributions persist after initial grant funding. Recommended continuations and expansions included the hyperlocal resource-guide model, CAP’s approach to partnership-building and community mobilization, and structured cross-training with BioMed.  
  
Overall, the respondent characterized CAP in Southern New Jersey as a high-value addition to chapter and regional work—improving partner networks, culturally competent responses, volunteer mobilization, and cross-program collaboration—while advising careful, context-sensitive replication and stronger formal links to BioMed and broader Red Cross systems. No direct quotations from the transcript are included in this summary.

Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx

No direct quotations from the interview are included.  
  
This interview describes one CAP liaison’s first-year experience embedding Community Action Partners (CAP) work into steady-state Red Cross operations across a Georgia region. The respondent emphasizes proactive integration—regular collaboration meetings, community mobilization, and persistent outreach—as the foundation for building trust with regional staff, volunteer services, and local community organizations. An early crisis response (a mall shooting) helped cement the idea that CAP partners and Red Cross functions operate as a single ecosystem rather than separate initiatives.  
  
Practical strategies drove results. The team “put their foot in the door,” accepting many invitations, attending local events, and prioritizing presence in neighborhoods. They used data-driven asset and vulnerability mapping to target areas of high need and overlaid nonprofit and faith-based assets to identify effective local partners. Time investment—showing up at church fish fries, fundraisers, and senior activities—was highlighted as more persuasive than transactional incentives or funding alone.  
  
Volunteer recruitment and retention efforts focused on aligning volunteer opportunity with volunteer capacity and constraints. A promising pipeline converts college interns into DAT responders (an estimated dozen additional responders), and volunteer-services staff who attend local events can recruit effectively. However, systemic issues emerged: uneven oversight of volunteer services (one person covering 18 counties), reliance on walk-in volunteers skewing metrics, and a discovery that a chapter’s roster of 300 volunteers yielded only 17 active responders in recent months. The respondent recommended pairing new volunteers with experienced supervisors, revising metrics to reflect outreach into hard-to-reach rural areas, and increasing accountability and local engagement by volunteer services.  
  
Programmatic impacts included targeted blood drives and home-safety campaigns. The team successfully revived a blood drive in a predominantly Black neighborhood by meeting the community where it was (no prior sign-ups but strong turnout), achieving 113% of goal with over half of donations from African American donors. CAP partners supplied roughly 70% of installers for a Sound the Alarm smoke-alarm blitz, demonstrating how community partners can multiply outreach capacity. The respondent also described expanding home-fire support by coordinating food and partner logistics for displaced households.  
  
Barriers are mostly cultural and people-centered: territorialism within the organization, skepticism about CAP’s value, and early assumptions that CAP is distinct from core Red Cross identity. Practical obstacles include staff capacity, resistance to schedule adjustments (weekend blood drives), and the need for more oversight and strategic metrics. The respondent’s key recommendations are to continue community mobilization practices, sustain visible presence in grassroots venues (especially faith-based organizations in rural areas), prioritize time-based investments over purely transactional approaches, and use data-informed asset mapping to focus efforts. They also advised caution in prematurely promising partnerships before assessing operational compatibility.  
  
Overall, the interview portrays CAP as an effective bridge to vulnerable communities when teams invest time, listen, and coordinate closely with regional leadership. Successes in volunteer recruitment, blood drives, and smoke-alarm installations underscore CAP’s potential, while persistent cultural and structural challenges point to concrete changes—improved metrics, oversight, and deliberate community-facing strategies—that could help scale the approach.

Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx

The interviewee, a regional executive overseeing the Alabama–Mississippi region, described twelve years in the current role and twenty-nine years with the Red Cross. Since the CAP teams were integrated into the region in January, the respondent has observed marked improvements in volunteer recruitment, engagement, cross-functional collaboration, and community outreach. Integration accelerated communication between volunteer services and operating departments, shortened volunteer onboarding timelines to roughly four days, and enabled a broader regional increase in volunteers aided by focused volunteer services leadership.  
  
CAP team members were assigned to eight additional communities beyond the original jurisdictions, serving as partnership and community-mobilization experts. Their ability to identify and leverage nontraditional partners—illustrated by a connection with Habitat for Humanity that led to a town-hall attended by sixty residents, new volunteers, and a shelter—demonstrated CAP’s value in expanding networks and catalyzing downstream opportunities. The respondent emphasized that CAP’s partner-centric approach helps the Red Cross ask what communities need first, rather than imposing uniform solutions, and that this community-focused framing has fostered authentic collaboration and broken down longstanding silos.  
  
Home fire work has benefited from CAP-driven partnerships and volunteer support, particularly for smoke alarm installations and homes-made-safer initiatives. The region ranks among the highest nationally for home fire responses and for households made safer—homes-made-safer totals were cited at 7,721 in the previous year—though overall responses have trended slightly downward from pre-COVID highs. The team attributes part of that decline to milder winters and associated changes in heating-related fire risks. Operationally, gaps remain in engaging small, rural volunteer fire departments, where call notifications and personnel turnover reduce Red Cross visibility; CAP teams are seen as a promising resource to close those gaps through local partner connections and targeted outreach.  
  
Blood-drive expansion has been limited in the original CAP jurisdictions: one area historically did not run blood drives, and another faced competitive challenges in Montgomery. However, CAP contacts aided blood-drive access in the Jackson area, suggesting selective expansion potential in larger population centers rather than very rural counties. Youth preparedness efforts have advanced through CAP-facilitated partnerships and community Red Cross clubs; CAP teams have promoted school-based and community youth engagement, which the respondent views as a long-term volunteer pipeline.  
  
Operational challenges were few but notable: early relationships with Disaster Cycle Services required recalibration—initial resistance from one RDO who maintained rigid “lanes” was overcome through leadership changes and by establishing clear integration tools and ground rules. The respondent praised the phased, pilot-style integration process and recommended preserving the implementation tools and cross-team learning to ease future transitions. Financial grant components of the original CAP model were acknowledged as impactful but not fully sustainable at scale; the respondent favors preserving the program’s partnership and engagement concepts while finding realistic funding approaches.  
  
The respondent recommended continuing and expanding CAP’s partnership-building practices and community-focused strategies, adapting the scale of targeted community footprints to match staffing, and sharing CAP learnings broadly across regions and functions. No fundamental barriers to expansion were identified beyond resourcing and tailoring community scope. For further insight, the respondent suggested interviewing chapter executive directors inside and outside CAP jurisdictions, the regional volunteer services officer, and disaster services staff.

Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx

Lisa Johnson, Executive Director of the Central East Alabama Red Cross chapter, describes how the Community Adaptation Program (CAP) has strengthened steady-state operations across 16 counties by deepening community relationships, boosting volunteer recruitment, and improving disaster preparedness. CAP members act as versatile field leaders who are knowledgeable across Red Cross services and who often convert partner organizations into active volunteers, expanding local capacity for responses such as tornado damage assessments. Their outreach raises awareness of services like home fire response and supports practical initiatives—smoke alarm installations, blood drive partnerships, and youth preparedness—relieving pressure on core Disaster Cycle Services teams.  
  
Building on CAP’s successes, the chapter is evolving to Community Mobilization Teams (CMTs) to scale those community-engagement strategies regionwide. Existing CAP personnel will mentor regional CMTs, transferring lessons learned and helping structure teams to foster local resilience so communities can manage the critical period before external aid arrives. The chief challenge is funding: unlike CAP, CMTs lack dedicated enhancement funds, so the approach emphasizes leveraging relationships, identifying partner resources, and connecting community groups to potential funding sources.  
  
Johnson emphasizes that the program’s effectiveness rests on relationship-building and strategic convening, not just direct financial support, and she views CMT expansion as the right path to enhance Red Cross impact across all lines of service. No direct quotations from the source document are included.

Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx

The interviewee, an executive director for the South Central Kentucky Red Cross chapter with over 18 years in the role, reflected on the Community Adaptation Program (CAP) and its local effects. Overall, the respondent described CAP as producing tangible, focused benefits through specific partnerships but having limited broader impact across volunteer recruitment, routine responses, or region-wide outcomes due to its narrow geographic scope and uneven internal awareness.  
  
On volunteer recruitment and engagement, the respondent reported no net increase in Red Cross volunteers attributable to CAP, though CAP staff helped some partner organizations recruit or organize volunteers. A key barrier is that most chapter volunteers and some disaster staff are unfamiliar with CAP and how to integrate it into daily operations; asking partners to supply high-level volunteer leads is perceived as a heavy ask. The respondent believes CAP strategies could be useful for partner-driven volunteer mobilization if communicated and modeled more widely.  
  
CAP’s role in emergency responses has been modest and often ad hoc. Disaster Cycle Services has occasionally coordinated with CAP partners for client assistance after fires, but this appears infrequent and poorly communicated. The Home Fire Campaign showed clearer success: CAP-funded smoke alarms, weather radios, first aid kits, and fire extinguishers were distributed through established partners (Hotel Inc., Habitat, and others), pairing Red Cross education with partners’ ongoing outreach and thereby improving home safety for hundreds of households.  
  
CAP also facilitated a successful targeted blood drive with the NAACP through a CAP coordinator’s relationships, though other blood initiatives faced setbacks tied to presentation and trust issues with blood reps. Youth preparedness involvement was limited but present, typically by joining partners’ existing events (foundry, daycare programs) or regional campaigns like hands-only CPR.  
  
A notable CAP achievement is strengthening relationships with community hubs—especially an engaged county library that functions as a resiliency hub and model partner. The respondent recommended replicating library partnerships elsewhere and presenting CAP successes at library conferences. Main barriers to scaling include CAP’s jurisdictional limitations, resource disparities across counties, competition among nonprofits, leadership turnover, and insufficient buy-in from disaster program staff. The respondent suggested engaging disaster program managers, lifting restrictive boundaries where feasible, and demonstrating CAP’s practical benefits to overcome skepticism and expand impact.

Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx

The respondent, executive director of the American Red Cross Central Coast Chapter for eleven and a half years, described how the Community Adaptation Program (CAP) has strengthened local disaster preparedness and steady-state activities across Santa Cruz, San Benito, and Monterey counties. CAP staff have deepened relationships with community partners—most notably Rancho Cielo and local food banks—by investing in infrastructure, training volunteers in hands-only CPR and disaster response, and coordinating support for sheltering and feeding during emergencies. Those stronger, more sustained partnerships have helped communicate that the Red Cross is a safe, nonjudgmental resource for vulnerable populations affected by repeated disasters.  
  
CAP’s intensive, partner-focused approach also appears to be improving volunteer recruitment and engagement. The chapter is piloting a Neighbors Helping Neighbors program offering eight-hour volunteer commitments to attract people unwilling or unable to deploy for long periods. Early signs are promising: CAP outreach has already recruited volunteers and enabled new joint opportunities with employers and community organizations. At the same time, the respondent emphasized that volunteer fatigue from frequent disasters makes flexible, shorter commitments essential.  
  
In program delivery, CAP complements existing disaster-manager-led work rather than replacing it. CAP teams have helped expand smoke alarm installations, household safety trainings, and youth preparedness outreach—particularly through Rancho Cielo—while the established disaster program continues to maintain first-responder relationships and rapid sheltering. Home fire responses remain busy but consistently high-quality, with client satisfaction scores in the 90 percent range. Blood drives have not notably increased due to logistical constraints (remote geography, long lead times for scheduling, and travel time for collection teams), though CAP partners could be tapped as donor pools or host sites if operational barriers are addressed.  
  
The interview surfaced process challenges and lessons for scaling CAP. Initial friction occurred when CAP staff entered established territories without fully aligned expectations, especially with long-tenured disaster program managers. The respondent recommended early coordination: shared partner lists, jointly developed goals and benchmarks, and explicit inclusion of disaster program managers in CAP planning to avoid perceived role encroachment. Regular cross-departmental meetings and a culture of one-chapter collaboration were credited with resolving tensions, improving coordination, and enabling joint initiatives such as marathon support and community mobilization events.  
  
Finally, the respondent highlighted promising CAP practices to continue and replicate: embedding CAP teams with local partners to build trust; using tangible community events (for example, marathons) to raise awareness and provide trainings like hands-only CPR; producing recovery videos to illustrate impact; and setting shared, measurable goals (the chapter set a community mobilization goal focused on faith-based partnerships). Overall, CAP has been a valuable addition to the chapter’s steady-state work by deepening partnerships, expanding training and volunteer pathways, and fostering cross-functional collaboration, provided expectations and roles are clarified at the outset.

Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx

Tamika Smith Jewett, Executive Director of the Southwest Mississippi Chapter of the American Red Cross, described the Community Assistance Program (CAP) in Yazoo County as a largely positive, catalytic initiative that has strengthened local presence, relationships, and service delivery. Drawing on her long tenure in Red Cross communications and local engagement, Jewett emphasized that CAP’s regular, visible activities have encouraged volunteer recruitment and training, produced tangible increases in sheltering and smoke‑alarm installation efforts, and helped normalize Red Cross involvement across a range of community events. CAP staff are integrated into chapter meetings and public events, which Jewett credits with reinforcing a single Red Cross identity despite CAP’s additional resources.  
  
Beyond the pilot community, CAP’s successes have served as a storytelling model that other jurisdictions can emulate. Jewett reported that sharing CAP’s practices gives non‑CAP communities hope and prompts conversations about community mobilization, shared resources, and potential local partnerships. She noted some occasional volunteer friction over differences in event budgets, but said strong communication and joint participation—especially direct outreach to elected officials and mayors—have prevented serious discord and ensured community leaders understand CAP’s pilot status.  
  
In disaster preparedness and response, CAP has enhanced relationships with local fire departments and supported home fire campaign activities, including smoke alarm installs and canvassing. Jewett pointed out that personal, pre‑existing ties between CAP staff and local officials have smoothed access and cooperation. At the same time, the chapter has identified gaps in referral and call capture outside CAP areas; to address this they are planning a multi‑county summit to improve fire department referrals and Red Cross response rates.  
  
CAP has also advanced other lines of service. Blood collection in the chapter is new and rapidly expanding; local high schools have produced unexpectedly strong results, and CAP team members help connect interested community members to blood‑drive opportunities. Youth engagement has begun to improve through targeted involvement in events like Sound the Alarm, where students contribute enthusiasm and help raise awareness even if they cannot perform home installations.  
  
Jewett highlighted community mobilization as CAP’s most transferable strength: its 3H focus brings partners and resources that chapters can leverage in nontraditional ways (examples included facilitating donations of uniforms and a vehicle to a youth baseball team after a disaster). She argued the program demonstrates the Red Cross’s role as a connector—using relationships rather than direct funds to meet community needs—and recommended that this relational approach be preserved even as CAP scales.  
  
Key lessons and recommendations include: integrate CAP teams into existing chapter structures and meetings from the outset; coordinate closely with local disaster program managers and volunteer services leaders; prioritize honest capacity assessments to avoid overpromising and eroding community trust; and formalize CAP participation in disaster response and partnership communications so their contributions are visible in level‑2 responses. The primary barrier to wider expansion is budgetary—CAP provides discretionary resources that typical chapters may not have—so replication should emphasize collaboration with local chapters and awareness of historical relationships to avoid duplicating or disrupting established efforts.  
  
Overall, Jewett characterized CAP’s influence on steady‑state operations as strongly positive: it enhances storytelling, builds stronger local partnerships, and provides a practical model for community mobilization. She suggested further interviews with community disaster program managers and volunteer services representatives to capture operational perspectives from staff who work daily in CAP communities.

Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx

The respondent, an executive director who has led a chapter for nearly three years, described the Community Adaptation Program (CAP) as a powerful but initially misunderstood asset. CAP teams arrived and operated largely in isolation for roughly the first year and a half to two years, which created confusion, mistrust, and territorial behavior among regional staff. Integration improved markedly once strong regional leadership intentionally introduced CAP into staff retreats, leadership meetings, tabletop exercises, and mandated participation that clarified CAP’s role and goals. The respondent emphasized that earlier, clearer engagement of executive directors and regional leadership would have accelerated collaboration and reduced resistance.  
  
In volunteer recruitment and engagement, CAP has become a force multiplier: CAP staff provide local connections, facility relationships, and coordinated talking points that help volunteer recruiters target needed roles across lines of service. CAP’s involvement in joint visits with fundraising teams and board members illustrates a shift from siloed work toward collaborative outreach. The respondent urged formalizing those practices and developing CAP-specific volunteer recruitment guidance at the national level, as systems like Volunteer Connection and current onboarding processes limit the ability to rapidly mobilize large groups from faith-based or community organizations.  
  
A recurring theme is the need for an intermediate volunteer model. Community partners cultivated by CAP can reliably mobilize people quickly but often cannot meet the full training and meeting commitments required of standard Red Cross volunteers. The respondent recommended exploring a “standby” or event-based intermediary classification, supported by national guidance, pilot programs, and technical assistance to address training, retention, and liability concerns while leveraging CAP relationships for faster, local responses.  
  
On emergency response, the CAP team has had modest direct impact on home fire outcomes so far, but holds clear potential. Because the region is geographically large and rural, equipping locally connected partners to respond would shorten response times significantly. Similar potential exists for level 1 and 2 non-fire incidents: CAP has demonstrated value in rapid coordination (for example, compiling spreadsheets of donated goods and matching needs via VOAD partners), yet regional operations still do not routinely use CAP as a primary resource. Barriers include uncertainty about CAP versus CEP roles, inconsistent activation pathways, and disaster teams’ legitimate concerns about training standards and service quality.  
  
CAP has also opened doors for youth preparedness outreach, college and civic engagement, and culturally informed community discovery. The respondent praised CAP’s data-driven story maps, cultural sensitivity training, and community intelligence as especially valuable to executive leadership and service planning. She recommended providing CAP teams with clearer preparedness talking points and orientation resources so they can consistently represent multiple Red Cross programs during outreach.  
  
Key obstacles to expanding CAP work are organizational: bandwidth constraints, a lack of CAP-specific volunteer recruitment plans, inconsistent early disaster training and orientation for CAP staff, and residual resentment from Disaster Cycle Services staff who feared role displacement or saw pay inequities. The respondent suggested addressing these by engaging Regional Disaster Officers for buy-in, offering CAP staff incident command and disaster-related orientation up front, creating concise best-practice orientation materials for EDs and REs, and piloting joint CAP–DCS initiatives to build trust and demonstrate complementary roles.  
  
In conclusion, the respondent strongly endorses scaling CAP principles and teams, calling the model an empowerment-based, community-centered approach that changes how the Red Cross engages local partners. She urged clearer role definitions, national guidance for CAP volunteer models, earlier integration of CAP with regional leadership, and targeted pilots to validate community-partner responder concepts. She also recommended consulting Disaster Cycle Services and regional disaster officers to obtain a fuller picture of operational concerns and to co-design workable solutions. The respondent summed up CAP teams as highly professional, valuable assets whose broader deployment would strengthen steady-state and response capacities across regions.

# Themes

## Ai Themes

### Hyperlocal partnerships and trust

#### Summary across all documents

Summary  
Overall, the evidence shows that hyperlocal partnerships and sustained relational presence are the essential mechanisms by which CAP gains trusted access to hard-to-reach populations, with partners’ local credibility, venues, volunteer pools, and routine fieldwork translating into warm referrals and partner-led delivery. Targeted resourcing—micro-grants, equipment, and training—amplifies partner capacity, but funding alone is not sufficient: durable access requires deliberate capacity-building, clear coordination, and visible follow-through. Practical constraints—partner staffing limits, geographic footprints, and administrative undercounting—limit scale and risk undermining partner willingness unless addressed through transparent allocation, measurement, and complementary staffing support. In short, to preserve and expand trusted hyperlocal access CAP should continue multi-year relational investment, pair resourcing with training and operational supports, and develop simple measurement and attribution systems that capture partner contributions.  
Analysis  
Trusted local partners act as the primary door-openers for CAP, transferring local credibility and connections that allow access to otherwise hard-to-reach communities. CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx stated 'In this area at least they work with different organizations that may have a little bit of weight in the community or they have really good connections. And once they heard about the CAP program, that was very interesting to them', and CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reported 'CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships.' These verbatim observations together show that partner standing and prior relationships transfer legitimacy to CAP and create entry points that the Red Cross alone might not achieve, making partner selection and relational credibility central program levers.  
Sustained, visible relational presence creates the social conditions for referrals and warm handoffs that convert trust into service flows. CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx noted 'we've invested so much time and effort and care with each partner to really get us to a state where we can say it's been transformational and not the, hey, we attended their annual tabling event and we gave them aed and that was the end of it.', and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx recounted 'That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together<a href="#Hyperlocal partnerships and trust-s-link1"><sup>[1]</sup></a>.' These statements illustrate that repeated presence, active relationship management, and mutual integration (not one-off transactions) produce trust that yields routinized referral pathways and immediate, low-friction handoffs.  
1. That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together  
Modest, targeted investments combined with training convert goodwill into concrete partner-led capacity and referral readiness. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx explained 'So we have been trying to figure out a way to mobilize the organizations and the groups that CAP has these strong relationships with so that they are trained and ready to serve', and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx argued 'Money on supporting these local organizations and providing them with pop up kitchens, with panel trucks, with generators... would do wonders for the people we're serving and for the reputation of the Red Cross.' Together these verbatim remarks indicate that pairing training with tangible micro-resourcing (equipment, micro-grants, in-kind supplies) enables partners to host, refer, and sometimes deliver services directly, thereby widening and stabilizing trusted referral pathways.  
Local partners supply the physical channels and human pipelines through which trust becomes delivered services, including mobile units, partner venues, and volunteer pools. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described how 'the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.<a href="#Hyperlocal partnerships and trust-s-link2"><sup>[2]</sup></a>', and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx noted 'Well, we have 15 partners. So I think with those 15 partners, for example, one of our hearts for seniors, they have over 100 volunteers<a href="#Hyperlocal partnerships and trust-s-link3"><sup>[3]</sup></a>.' These verbatim examples show the practical mechanisms—partner-hosted sites, mobile deployments, and partner volunteer pools—that translate partner trust into actionable outreach and completed interventions.  
1. the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.  
2. Well, we have 15 partners. So I think with those 15 partners, for example, one of our hearts for seniors, they have over 100 volunteers  
When relationships, resourcing, and coordination align, partners not only introduce households to CAP but often conduct or host the interventions that produce appointments, installs, or direct aid. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx recounted 'That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together<a href="#Hyperlocal partnerships and trust-s-link4"><sup>[4]</sup></a>', and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explained 'They, they directly serve that area. And so we've done a smuggle, arm install campaign with them.<a href="#Hyperlocal partnerships and trust-s-link5"><sup>[5]</sup></a>' These verbatim accounts illustrate that trusted partners frequently move beyond referrals into hosting, installing, or directly delivering services in ways that CAP staff alone might not realize.  
1. That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together  
2. They, they directly serve that area. And so we've done a smuggle, arm install campaign with them.  
Additional Insights  
Not all enhancements or grants automatically produce trusted access—some partnerships remain essentially financial transactions without operational referral activity. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx cautioned 'they have all these enhancements and the enhancements are normally just for them to give money to a partner.<a href="#Hyperlocal partnerships and trust-u-link6"><sup>[6]</sup></a>', which highlights a contrasting pattern where funding alone does not guarantee partner-delivered outreach, volunteer pipelines, or trusted referral activity unless it is paired with deliberate capacity-building, relational work, and clear activation expectations.  
1. they have all these enhancements and the enhancements are normally just for them to give money to a partner.  
Trusted access created through local partners is often bounded by partner footprint and geography, limiting the scalability of those gains. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed 'I don't, candidly, Like, I just think that they're so. They're just so limited to particular geographies that I don't think that it will make that much of a difference.<a href="#Hyperlocal partnerships and trust-u-link7"><sup>[7]</sup></a>', underscoring that while partners open doors locally, CAP’s reach does not automatically transfer beyond those geographies and that scaling requires either more partners or different mechanisms.  
1. I don't, candidly, Like, I just think that they're so. They're just so limited to particular geographies that I don't think that it will make that much of a difference.  
When partner time and contributions are not captured or credited administratively, the relationship's sustainability and recognition are undermined. CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reported 'We had tally the number of hours that our partners put in. But they didn't count.', which points to measurement and attribution shortfalls: if partner effort is not tracked or credited, partner willingness to sustain the relationships that open doors can erode, and program reporting will underrepresent partner impact.  
CAP's ability to broker partner-hosted blood drives depends on local biomedical infrastructure, and in some jurisdictions blood services are absent. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx stated 'We don't have any blood services down here<a href="#Hyperlocal partnerships and trust-u-link8"><sup>[8]</sup></a>', which shows that partner-led blood-drive models feasible in one area may be impossible in another, so program strategies must be adapted to local service ecosystems.  
1. We don't have any blood services down here

#### Comparison across segments

Analysis across Groups occupation

CAP Staff emphasize hyperlocal partners as trusted gateways and capacity-builders. CAP staff describe using neighborhood-embedded organizations to gain access, invest in partner roles and supplies, and train partners to become direct implementers. For example, Josh\_Riddle reports a partner’s unique positionality and practical gateway function: "They're the only non profit in the county that works directly with that neighborhood." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Josh\_Riddle also links CAP resourcing to partner capacity and trust: "That money helped build trust with the Red Cross directly with that organization. They were able to see us as someone they could rely on." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Nate\_Millard likewise frames partner training and local messenger roles as core to trust: "I really look forward to this idea of an organization sort of volunteering ... They are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) These CAP-level statements elaborate both the mechanisms (training, micro-grants, tool-sheds/stockpiles) and the strategic intent—e.g., Josh\_Riddle’s assertion that "I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Together these quotations illustrate CAP staff framing: hyperlocal partners are entry points and implementers when resourced and trained, and CAP’s role is to seed capacity and shift toward partner‑direct delivery where feasible.  
  
Region Staff emphasize sustained, visible relational presence and operationalization of partner trust. Region-level documents stress that being on the ground, embedding staff in local routines, and formalizing referral pathways convert partner goodwill into actionable referrals and rapid mobilization. Maria\_Center explains CAP and partners were "visible, they're on the streets, they are volunteering their time, they're checking out these organizations." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) Rachel\_Lipoff gives a direct operational example of embedding partner contacts into response workflows: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) Caedy\_Minoletti describes CAP as a brokerage and mobilization engine: "CAP can call an organization and say we need 10 people from your church or whatever it is at 2am and they will answer, Carol, like that is how strong the relationship is." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) These region-level quotes show practical tactics—monthly calls, CEP trackers, red-folder guides, on-site co-branding—and emphasize that presence, named leaders, and routine coordination are the means by which partner trust becomes referrals, volunteers, or translators on the ground.  
  
Chapter Staff emphasize partner credibility, culturally specific gateways, and micro-resourcing that enables day‑to‑day referrals. Chapter-level transcripts highlight local institutions (libraries, faith-based groups, food banks) and named community leaders as the trusted interlocutors who open doors and sustain referrals, often enabled by targeted grants or equipment. Jennifer\_Capps documents library partnerships as sustained referral hubs: "One of the first relationships that the CAP program started utilizing was the library." (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx) Michelle\_Averill gives a concrete resourcing-and-reciprocity example: "For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) Rose\_Taravella links partner familiarity directly to easier referrals: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) Chapter staff therefore foreground trusted local venues and leaders plus micro‑grants or equipment as the concrete levers that let partners act as everyday referral agents and hosts for CAP activities.  
  
Cross-category comparison: shared emphasis on relational presence, shared divergence on tactical focus. Across CAP Staff, Region Staff, and Chapter Staff documents the shared central idea is that trust is relational and requires visible, sustained presence. Matt\_Henry states this plainly: "You have to make these relationships. You have to make these connections, and you have to maintain these relationships as well. It's not just a one and done thing." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) Maria\_Center echoes the same orientation toward presence: "Before they ... signed the MOU ... they were on the streets working with these organizations, you know, just seeing how they operate, participating in their mission delivery." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) April\_Jones also captures the gatekeeping/value of local faces: "They just show up... we have trusted people within a community that will show up." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) These cross-category quotations demonstrate a clear convergence: trust is built through steady, respectful engagement that positions partners as primary local messengers.  
  
Cross-category contrast 1 — CAP Staff prioritize strategic models, training, and partner-direct delivery; Region Staff emphasize systems and activation; Chapter Staff focus on place‑based credibility and tangible supports. For example, Josh\_Riddle frames the strategic shift: "I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Region staff describe operational tools and institutionalization: "But the CEP tracker ... allows people to see what that organization can provide and who's the relationship manager attached to that organization." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) Chapter-level staff report the day‑to‑day payoff of resource investments: "They provided a million dollar, you know, anchor funding for this program" and "They get donated items like these electric vehicles, these panel vans." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) These paired quotes show CAP-level thinking about scaling and model design, region-level attention to referral systems and partner activation, and chapter-level emphasis on concrete assets, local leaders, and culturally matched gatekeepers.  
  
Cross-category contrast 2 — perspectives on limits and scalability differ by vantage point. CAP Staff voice ambition but caution about partner capacity: "I would love to see a partner ... be trained in Pedro and all this stuff and be able to provide it to their. Their populations. But at the same time, do they have the capacity to do that?" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Region Staff surface operational constraints and red‑tape: "It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community. It seems like there's a lot of red tape..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) Chapter Staff highlight practical conversion limits when capacity is outstripped: "We just did one last week and then we had 1200 and just under 1300 people attend... it was just Katie and I and we've had lots of volunteers that like, I would have loved to go and talk ... but we just don't have a way to really engage that." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) These quotes indicate why CAP’s strategic aims confront different operational realities across scales: CAP sees the model, regions build systems, chapters face conversion and staffing constraints.  
  
Hypotheses explaining cross-category differences and convergence. First, role‑based vantage points drive emphasis: CAP staff think in program models and scalability (hence quotes about "partner direct model" and training), region staff think in systems and activation (hence references to trackers, relationship managers, monthly calls), and chapter staff confront on-the-ground capacity, venue logistics, and culture/language needs (hence quotes about libraries, faith-based hosts, bilingual partners). Second, resource visibility shapes perspectives: documents reporting anchor funding or micro-grants (e.g., Maria\_Center: "They provided a million dollar, you know, anchor funding for this program." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) correlate with accounts of easier partner mobilization and visible referral uptake (Rose\_Taravella: "They've developed 23 partners and have brought over a million in grants to the community." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Third, geography and partner type affect what is observed: region- and chapter-level staff report the importance of culturally concordant partners and locales—e.g., Hansel\_Ibarra: "If you don't look like someone from the valley, if you don't speak Spanish, they're more than likely not going to open the door for you." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx)—which explains why chapter staff foreground language and trusted local faces.  
  
Alternative hypothesis for why categories do not produce divergent perspectives: organizational culture and shared program objectives create a strong common frame—across CAP, region, and chapter documents people repeatedly stress presence, humility, and partner vouching (e.g., Cindy\_Magnuson: "We were, you know, basically invited as an honored guest because we also were trusted by that partner, and we were basically an extension of the partner." Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). That shared culture may narrow category-driven differences.  
  
Overall synthesis and implication: Across occupational categories the core shared principle is that hyperlocal trust is relational, place‑based, and must be operationalized by combining visible presence, culturally credible partners, and targeted resourcing. The differences in emphasis—CAP on model/design, region on systems/activation, chapter on venues/crediting and on-the-ground constraints—are coherent with each group’s responsibilities and explain why program design, referral systems, and field capacity must be aligned for partner‑direct models to succeed. The quoted evidence above illustrates both the promise (partner gateways, warm handoffs, rapid mobilization) and the practical constraints (staff capacity, red tape, need for micro‑resourcing) that any scale-up strategy must address to preserve hyperlocal trust while expanding reach.

Analysis across Groups Geography

Shared viewpoint — Tulare CA: hyperlocal partners open doors by translating their everyday visits and networks into low-friction CAP entry points. In the Tulare-area materials interviewees describe partners’ routine in‑home work and relationship brokering as direct mechanisms for identifying needs and enabling CAP interventions. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reports that “CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships.” That same document explains the operational logic: “Because some of the partners are already doing home visits. For example, they're either doing like wellness checks ... and if you notice, you, you are missing a smoke alarm that is just a simple add on that that they can do.” These verbatim statements show Tulare interviewees conceive trust as originating in partners’ ongoing, door‑to‑door presence that CAP can augment by supplying simple, add‑on services and introductions.  
  
Shared viewpoint — Sarasota FL: partners’ local knowledge and “listening-first” posture shape targeted, culturally attuned outreach. Sarasota documents converge on the idea that partners are the source of precise targeting intelligence and that CAP should adopt a listening posture to identify needs before acting. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states, “So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that.” Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx complements this by urging humility and targeted resourcing: “And now really, this is a listening year. Going into those priority communities and saying, what are the unmet needs of this community?” Together these quotes indicate Sarasota staff see hyperlocal trust as grounded in partners’ place‑based intelligence and in CAP’s readiness to listen and supply targeted supports rather than generic outreach.  
  
Shared viewpoint — Cameron TX: hyperlocal partners transfer credibility and require visible co‑branding and operational reciprocity to convert funding into access. Cameron respondents emphasize using established local institutions to “transfer” trust, while warning that money alone is insufficient; co‑location, visibility, and mutual benefits are essential. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx asserts, “As part of Red Cross partners, they're, you know, you can trust Red Cross because if you have a trusted relationship with that partner, we can build trust that way.” That file also cautions about one‑way funding: “they have all these enhancements and the enhancements are normally just for them to give money to a partner.” Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx adds the visibility/identity angle and cultural fit: “So it wasn't just the Red Cross out there, It was your local pastor with a Red Cross going door to door ...” These quotes show a Cameron view that trust is transacted through visible, reciprocal partnership practices rather than grants alone.  
  
Shared viewpoint — Terrebonne LA: partners act as direct referral conduits and trust is earned through long‑term, humble presence. Terrebonne interviewees describe how partners’ introductions produce direct client service outcomes and emphasize multi‑year relationship investments. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, “One of the changes that we've seen is folks reach out to the CAP team directly when there's a home fire.” The same document counsels relational humility as a practice: “Just go into a place and ask a question. And if you go in with humility ... people are going to share with you what they want you to know.” Together these verbatim lines portray trust as the result of sustained local engagement that generates direct, actionable referrals (e.g., home‑fire notifications).  
  
Shared viewpoint — Yazoo MS: hyperlocal trust rests on visible, steady presence and culturally matched contacts who convert relationships into referrals and local mobilization. Yazoo materials emphasize being physically present and partnering with locally embedded leaders to identify needs and run community activities. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reports, “we have trusted people within a community that will show up,” and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx states, “Definitely the community knows that we are there because as we always say, presence is a mission.” Transcript Region\_Chapter\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx underscores depth: “the partnerships that the CAP team has cultivated that has the deepest roots.” These quotes illustrate Yazoo interviewees linking trust to long‑term presence, named local contacts, and partner‑led referrals.  
  
Shared viewpoint — Madison TN: partners are cultivated as organizational allies (not merely volunteer pipelines) whose vouching and steady liaison produce trusted event outcomes. Madison respondents describe a partner‑first strategy—signing organizations as partners rather than converting every individual to an official Red Cross volunteer—and relying on partner vouching to improve event success. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx explains, “I don't think we've acquired a lot of volunteers ... but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events.” Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx adds, “they vouch for the work y' all are doing on a day to day,” and connects that vouching to recruitment: “we're about to recruit out of that church, some recruiting new volunteers for our chapter as a whole.” There are no relevant verbatim quotes available from Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx in the provided materials. The Madison perspective privileges institution‑level partnerships and partner vouching as engines of trusted local turnout.  
  
Shared viewpoint — Atlantic NJ: partners provide culturally specific referral contacts and institutionalized, routine coordination sustains trust and rapid response. Atlantic interviews describe discrete practices—resource folders, named contacts, monthly grant calls—that operationalize partner trust into on‑scene supports and referrals. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx gives a concrete operational example: “being able to point out someone in the Bangladeshi community ... we have a strong partnership with the Bangladeshi Community Center. Here's the contact name and number.” Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx emphasizes routine maintenance: “there's so much time spent regular face time with partners, with or without A disaster.” Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx shows rapid mobilization capacity: “Within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here.” Together these quotes demonstrate Atlantic staff use named, culturally relevant contacts, routine partner maintenance, and reliable rapid calls‑to‑action to translate trust into timely service.  
  
Shared viewpoint — Montgomery AL: transforming transactional grants into mutual, operational partnerships requires brokered introductions and sustained relationship management. Montgomery documents stress the importance of brokering and the perception that enhancements (funding/equipment) are crucial, while also noting capacity constraints when funds are absent. Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx notes, “The strategy for CMTs without direct funding is to leverage strong community relationships. This involves identifying partners with existing resources ... effectively using the Red Cross's convening power.” Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reinforces relational maintenance: “You have to make these relationships. You have to make these connections, and you have to maintain these relationships as well.” There are no relevant verbatim quotes available from Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx in the provided materials. Montgomery staff portray CAP’s role as broker and convener: funding helps, but long‑term relationship craft is the sustainment mechanism.  
  
Shared viewpoint — Jackson OR: local connectors with deep civic ties are essential because many communities distrust outsiders; partner visibility converts into invitations and shelter/support coordination. Jackson respondents describe both the barrier (insularity) and the partner solution (trusted local intermediaries and visible presence). Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx observes, “These isolated regions do not like people from the outside,” and shows the remedy: “She was part of the Eagle Point Chamber of Commerce, and she just seemed to know everybody.” Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx also records partner responsiveness in crisis: “I do know when we opened our shelter a couple of months ago ... we had, I think six of our partners had already reached out to me.” There are no relevant verbatim quotes available from Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx in the provided materials. Jackson’s view highlights both mistrust toward outsiders and the concrete payoff when embedded connectors vouch and mobilize.  
  
Shared viewpoint — Lee FL: partners as hosts and invited extensions; CAP should enable partners without supplanting their identity. Lee interviewees emphasize warm handoffs, partner empowerment, and protecting partner identity so that CAP acts as an invited guest rather than a replacement. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx says, “We were ... invited as an honored guest because we also were trusted by that partner, and we were basically an extension of the partner.” That document also cautions patience: “There had been two years already invested in growing that relationship with that partner.” Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (used in other geographies too) highlights enabling infrastructure: “And so through CAP support, we were able to provide them with a tool shed that basically works like a library ...” Krista\_Coletti’s Sarasota doc associated with Lee also emphasizes listening and micro‑grants. These verbatim lines show Lee staff emphasize partnering at invitation, seeding partner capacity, and preserving partner agency to sustain trust.  
  
Shared viewpoint — Monterrey CA: targeted resourcing and public amplification (CAP as “megaphone”) make partners more willing to host and co‑deliver services, especially when partners have professional credibility to reassure the public. Monterrey interviewees link CAP’s promotional role and small investments to partners’ willingness to host events and serve as trusted local implementers. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx notes, “Use us as a megaphone like this Red Cross platform is because we want to celebrate your wins,” and also documents credential‑based credibility: “And she happens to have a medical license. So we had a tent for her where we had a first aid kit.” Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx supplies a resourcing example: “For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding.” Monterrey perspectives thus pair institutional promotion with concrete enhancements that make partners comfortable co‑hosting services.  
  
Shared viewpoint — Butte CA: training partners as trusted messengers, micro‑resourcing, and tools for referral mapping create scalable hyperlocal presence. Butte documents repeatedly emphasize partner training, micro‑grants, and systems to map partner capabilities for referrals. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx says, “I really look forward to this idea of an organization ... they are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm.” That file also describes a tracking tool: “But the CEP tracker ... allows people to see what that organization can provide and who's the relationship manager attached to that organization.” Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx highlights micro‑grants: “I definitely think the grants that were done in the areas have gone a long way towards building relationships.” Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx adds rapid mobilization examples: “CAP can call an organization and say we need 10 people ... at 2am and they will answer ... that is how strong the relationship is.” Butte’s pattern is explicit: train, micro‑resource, map partners, and leverage that mapped capacity for quick responses.  
  
Shared viewpoint — Mississippi AR: CAP’s hyperlocal model is central strategically, yet trusted access remains bounded by geography and partner capacity. Mississippi interviews advocate hyperlocal partnership as core but caution that small partner size and geography restrict systemic reach. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states, “I think that the CAP strategies of being, of working with the hyper local partners and building relationships has got to be central to just about every bit of work.” Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx celebrates the transformational intent but warns, “I don't, candidly, ... they're just so limited to particular geographies that I don't think that it will make that much of a difference.” Together those verbatim quotes convey enthusiasm for hyperlocal trust work paired with realism about geographic limits and partner size.  
  
Shared viewpoint — Lake IN: leading with partner accompaniment and having partners be the visible face are viewed as the most effective way to enter communities. Lake IN materials recommend joint entry and partner visibility to reduce mistrust and accelerate uptake. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx asserts, “it is best to lead with a partner organization and to go hand in hand. You're holding hands and you're walking through the door together.” That document also says, “I do believe that having our camp partners be the face of it ... being that first face that they see really helps ... gain more traction.” There are no relevant verbatim quotes available from Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx in the provided materials. Lake IN’s stance foregrounds partnering as accompaniment and local partner visibility as the trust vehicle.  
  
Shared viewpoint — Chatham GA: sustained, visible engagement plus partner mobilization generates measurable campaign outcomes and large partner shares of operational capacity. Chatham interviewees report specific metrics and campaign proportions tied to partner activity: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx emphasizes anchor funding and visibility: “They provided a million dollar, you know, anchor funding for this program” and “They're visible, they're on the streets, they are volunteering their time.” Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx gives an operational share: “I think when we did the Sound the Alarm campaign for Chatham, I think CAP partners made up 70% of the team that went out and installed with the fire department fire alarms.” Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx reports the role of bilingual partners and concentrated focus: “So with cap, with just focusing on one county and really drilling down ... it allows us deeper engagement.” Chatham thus frames trust as embedded presence, funded anchors, and partners forming the bulk of implementation capacity.  
  
Shared viewpoint — Lake CA: targeted micro‑grants and sharing introductions expand reachable networks when CAP intentionally passes relationships outward. The Lake CA material from Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx stresses micro‑grants and relationship‑sharing: “also integrated sort of a micro grant process where cdpms can be out in the community” and “a large part of it is sharing the relationships and making the introductions again.” These verbatim statements show the Lake CA view that distributing small funds and intentionally broadening introductions multiply local access through partner networks.  
  
Shared viewpoint — Warren KY: partner resourcing and institutional gateways such as libraries and faith organizations function as trusted hubs; CAP provision of preparedness items amplifies partner capacity. Warren documents highlight partners as material implementers and libraries/faith institutions as sustained hubs. Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports, “The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits,” and “One of the first relationships that the CAP program started utilizing was the library.” Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (other Josh file) similarly documents that partners can be unique local non‑profits: “They're the only non profit in the county that works directly with that neighborhood.” These quotes illustrate Warren perspectives that equipment plus trusted institutional hosts create practicable entry and service pathways.  
  
Comparative analysis — commonalities across geographies: across all 17 locations, documents repeatedly identify the same core mechanisms by which hyperlocal partnerships and trust operate: (1) partners as trusted gateways and referral conduits; (2) sustained, visible presence as foundational to trust; (3) targeted resourcing (micro‑grants, equipment) as catalytic for partner capacity and credibility; (4) training/credentialing of partners as a path to partner‑led service delivery; and (5) cultural/linguistic alignment and partner identity matter for acceptance. Representative verbatim evidence across regions includes: “They're visible, they're on the streets, they are volunteering their time” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx), “So instead of knocking on doors and going cold calling, our partners can help us identify those communities” (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), and “like these little micro funding ... a couple thousand dollars to a small organization ... goes a long way” (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). These cross‑cutting quotes show a shared conceptual model: trust is relational, operationalized through presence, equipment/support, and partner identity.  
  
Comparative analysis — differences between geographies and plausible hypotheses: notable differences arise in emphasis and operational detail. Some geographies (Chatham GA, Atlantic NJ, Butte CA, Monterrey CA) report explicit operationalized outputs and even numeric examples—“CAP partners made up 70% of the team” (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), “we had like 60 people that came to this town hall meeting” (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), or anchor funding “They provided a million dollar ... anchor funding” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Other geographies (Mississippi AR, Montgomery AL, Jackson OR) are more cautious: they endorse hyperlocal strategies but highlight geographic bounds, small partner capacity, or persistent mistrust—“they're just so limited to particular geographies” (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) and “These isolated regions do not like people from the outside” (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Hypotheses explaining these differences include:  
  
- Differences in resourcing and anchor investments: locales reporting measurable outputs often cite anchor funding, equipment donations, or micro‑grants (e.g., Maria\_Center’s “million dollar anchor funding”), which plausibly made partner activation and measurable campaigns possible. Where funding was limited, respondents emphasized brokering and convening rather than measurable operational outcomes (Lisa\_Johnson).  
  
- Variation in partner types and network scale: where partner hubs (e.g., Habitat for Humanity, large faith networks, food banks) exist, CAP could scale quickly through those networks (“Habitat for Humanity ... sent ... 20 partners,” Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). In more fragmented geographies, small partners’ limited volunteer bases constrained reach (“are so small and have such a small volunteer base themselves,” Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx).  
  
- Cultural and linguistic fit: in geographies with strong language or cultural barriers (Cameron TX, Hansel\_Ibarra’s “if you don't speak Spanish ... they're more than likely not going to open the door for you,” Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), partners with shared identity were decisive for access; where demographics were less segmented, strategies emphasized wider institutional brokering.  
  
- Program tenure and steady‑state presence: documents repeatedly link multi‑year investment to partner trust—“There had been two years already invested in growing that relationship” (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Regions with longer CAP presences report deeper entrenchment and measurable mobilization; newer or isolated CAP teams report promising onset relationships but limited scaling.  
  
- Organizational strategy and labeling: some regions emphasize “partner‑direct” models and institutionalization of partners as formal responders, while others focus on CAP acting as convener or “megaphone.” Differences in organizational orientation (train and certify partners vs. broker and resource partners) shape the practical role partners play in trust transfer.  
  
Comparative analysis — why categories sometimes did not influence perspectives: despite geographic variance, many perspectives are uniform—partners as gateways, presence as trust building, and micro‑resourcing as catalytic—because these are generalizable social mechanisms of community engagement. Across urban and rural, north and south, interviewees repeatedly observed the same human dynamics: people trust neighbors and familiar organizations more than outsiders; material support demonstrates commitment; and repeated face time builds recognition. For instance, “we go two miles deep. We have the time, we have the quality, we build the trust” (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) captures an ethos that holds across disparate geographies. Thus, while local context shapes tactics and scale, the underlying social mechanics of hyperlocal trust are consistent.  
  
Synthesis and implications drawn from verbatim evidence: the body of transcripts yields three operational implications supported by quoted material. First, invest in partner capacity (micro‑grants, equipment, training): as multiple interviewees said, “like these little micro funding ... goes a long way” (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and “The CAT program purchased the smoke alarms ...” (Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Second, institutionalize steady presence and visible partner co‑branding: “Presence is a mission” and “They're visible, they're on the streets” (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx; Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Third, prioritize culturally concordant partners and warm handoffs to overcome mistrust: “it was your local pastor with a Red Cross going door to door” (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and “I think one or two of them are bilingual too. So it helps if you're in a Latino community” (Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx).  
  
Conclusion — consolidated perspective on hyperlocal partnerships and trust: across the sampled geographies, CAP staff and regional chapter respondents converge on a model in which hyperlocal partners are the primary vectors of trust: they identify needs, enable safe entry, mobilize volunteers, and sometimes act as implementers. Verbatim testimony from multiple sites—“they vouch for the work y' all are doing on a day to day” (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx), “They were able to provide that information because they trusted the Red Cross” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx), and “If they can just keep a stockpile of smoke alarms in their tool shed ... they can just do these one off smoke alarm installs” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx)—collectively show the mechanisms through which trust translates into action. Differences in emphasis (funding scale, partner network size, cultural fit, tenure) explain variation in outcomes and operational approaches across locations, but the core lesson is consistent: durable, resourced, visible partnerships—anchored in humility, cultural fit, and targeted supports—are the practical foundation for CAP to gain and sustain trusted access to hard‑to‑reach communities.

### Integration, governance and leadership stability

#### Summary across all documents

Summary  
Overall, interviewees converge on three interrelated imperatives for integration, governance, and leadership stability: mandate early, leadership‑inclusive onboarding and day‑one briefings; pair clear MOUs with explicit reporting diagrams, intake channels, and shared metrics; and mitigate turnover with concise, signed‑off handoff artifacts complemented by scoped experiential transfers. Practitioners point to repeatable, low‑burden routines—regular leadership cadences, proximate embedding, single‑point intake forms, and short shadowing pilots—that are both effective and scalable if tied to planning cycles and owner accountabilities. Tensions remain about centralization versus regional control and between relational versus formalized approaches, but most stakeholders recommend hybrid solutions that codify what works locally while preserving the flexibility of relational tactics. Implementing these recommendations requires modest investments in short, visual playbooks, role assignments, intake processes, and trackers so integration becomes less person‑dependent and more institutionally stable.  
Analysis  
There is broad and repeated demand for a mandatory, leadership‑inclusive onboarding and immediate joint briefings. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stated, 'I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does,<a href="#Integration, governance and leadership stability-s-link1"><sup>[1]</sup></a>' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recommended 'Best practices, an orientation plan. And I just think the ED needs to be brought in.<a href="#Integration, governance and leadership stability-s-link2"><sup>[2]</sup></a>' These verbatim observations demonstrate a shared expectation that an onboarding playbook must mandate an upfront orientation, explicitly involve executive directors, and create day‑one briefings that set mutual expectations between CAP, regional leaders, and chapters so surprises and misalignment are reduced early on.  
1. mandatory orientation where they learn all about the region, all the work that the region does. That should have brought in the  
2. Best practices, an orientation plan. And I just think the ED needs to be brought in.  
Practitioners consistently point to recurring representation in leadership forums and proximate working arrangements as highly effective integration mechanisms. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recounted 'We gave them an office in our office. So they sat in our office with us daily.<a href="#Integration, governance and leadership stability-s-link3"><sup>[3]</sup></a>' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described that CAP staff 'report at every Georgia region meeting, as well as all the RLT meetings,' which together indicate that regular meeting presence plus co‑location or daily proximity transfer tacit knowledge, normalize workflows, and materially smooth coordination in ways a written playbook alone may not achieve.  
1. We gave them an office in our office. So they sat in our office with us daily.  
Stakeholders agree MOUs are necessary but currently often fall short of preventing duplication because they omit reporting diagrams, escalation rules, and measurable commitments. For instance, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx noted 'I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated,' while Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx observed 'They report to nhq. It's sort of separate from the chapter, from the region,' and together these quotes show that practitioners use MOUs to describe roles or secure access but frequently lack the explicit governance elements—dotted‑line assignments, intake channels, shared metrics, and enforcement mechanisms—that make those agreements durable and effective at reducing overlap.  
Frequent leadership and staff turnover is described as a material operational risk that requires repeatable handoff practices combining concise written checklists and scoped experiential pairing. For example, CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported 'Since I've been here two years ago, we've lost a senior dpm, our rdo, our dpm, our blood services manager, and two volunteer coordinators,' illustrating the tempo of change, while Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx urged 'Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it,<a href="#Integration, governance and leadership stability-s-link4"><sup>[4]</sup></a>' which supports a hybrid approach: short, evaluated shadowing pilots plus standardized, signed‑off handoff artifacts and trackers to preserve institutional memory during transitions.  
1. Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it,  
Where CAP participation in standing leadership forums is mandated and regular, teams are more able to translate inclusion into concrete, staged year‑one commitments. For example, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx explained 'Alex Taylor, she's the CAP manager, she actually joins my regional leadership team meetings too,' and Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx added that 'The CAP team started coming to our quarterly all staff meeting from the get go,' and these practices enabled places to define measurable actions and follow‑up (such as quarterly ED meetings or shelter MOU targets) when combined with explicit documentation and tracking.  
Additional Insights  
Some practitioners emphasize that demonstrating value through relational presence and opportunistic participation can effectively achieve integration without a formal playbook. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described that their team 'we just put our foot in the door... we really started inviting ourselves to things,' which shows that in resource‑constrained or highly relational local networks, consistent attendance, informal invitations, and demonstrated utility can produce deconfliction and coordination even when standardized onboarding materials are absent; however, these gains are described as fragile and person‑dependent.  
A subset of staff view centralized national vetting of MOUs as a faster way to secure partners, even though regional embedding may better align local relationships. CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx said 'I like it being on the national better the vetting process that we had on nationals. I like it a lot better than I do region,' which highlights a governance tension: national control can reduce approval delays and duplication during partner formation, but it can also risk weaker local buy‑in compared with embedding CAP under regional leadership—a trade‑off that requires deliberate policy choices about where authority and accountability should sit.  
There is a distinct divide between advocates for experiential short shadowing and proponents of platformed documentation as primary continuity strategies, and many recommend a hybrid approach. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx urged 'Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it,<a href="#Integration, governance and leadership stability-u-link5"><sup>[5]</sup></a>' while Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported 'We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.<a href="#Integration, governance and leadership stability-u-link6"><sup>[6]</sup></a>' These two perspectives highlight complementary strengths—shadowing accelerates tacit knowledge transfer and relationship access, and trackers provide durable reference and governance—suggesting that pairing scoped shadowing pilots with centralized trackers and clear owner assignments yields more resilient handoffs than either alone.  
1. Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it,  
2. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.

#### Comparison across segments

Analysis across Groups occupation

CAP Staff — shared viewpoint: integration is achieved primarily through relationship-building, experiential joint activities, and informal/on-the-job onboarding rather than by a standardized playbook. CAP staff accounts consistently describe proving value in-person, using events as the vehicle for integration, and relying on warm handoffs and ad hoc training to become operational. For example, Cindy Magnuson explains an event-driven approach to introduction and collaboration: "we've implored our chapter and we worked with some really strong chapter leadership about a year and a half ago, and we've done it three times, very successfully, where we have what we call mini home fire campaign" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). That same file documents pragmatic, informal handoffs and the absence of a codified handoff: "We've asked for a way and we've asked to put our heads together so that if, you know, fire happened in neighborhood A, DAT team responded in neighborhood A. Is there a handoff that says, hey, cap partner, we responded to somebody in your neighborhood last night. We want to make you aware of it so that you can reach out" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Matt Henry (CAP staff) frames the same integration as earned access to leadership forums through early presence and action: "We were kind of unique in that we had came in early and we were trying to execute the program for the first two years" and urges that CAP managers "should be attending the . The RLT meetings . They should be kept in the loop" (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). CAP staff also surface long onboarding timelines and express preference for experiential shadowing: "it's almost a full... over a full year before anybody has... gone through all the steps and the mechanisms and everything that they need" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) and Nate Millard recommends, "Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Several CAP staff describe an operational desire to formalize practices while acknowledging that, to date, they function largely through relationships: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Taken together, CAP staff perspectives show consistent emphasis on experiential, event-based integration, reliance on personal outreach and ad hoc orientation, and an expressed but not yet realized desire for written playbooks and standardized handoffs.  
  
Region Staff — shared viewpoint: integration requires executive‑level briefings, clarified reporting lines, and formalized guidance (MOUs, onboarding templates, national-level direction) to prevent duplication and sustain leadership stability. Region staff repeatedly call for early inclusion of regional executives and EDs in orientation, for clearer delineation of CAP’s role versus existing lines of service, and for stronger governance mechanisms. Caedy Minoletti emphasizes the need to bring senior leaders into orientation: "Best practices, an orientation plan. And I just think the ED needs to be brought in. The RE and the ED need to be brought in" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Alex Taylor documents a strong formal reporting slot for CAP in regional meetings and underscores that executive involvement matters: "My regional executive is pretty phenomenal in that she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). At the same time, region staff record confusion when CAP’s reporting runs outside the region: "They report to nhq. It's sort of separate from the chapter, from the region" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) and argue that formal oversight or placement under regional leadership would have improved alignment: "I think I would have put them under the regional executive to begin with, to be honest, or in the, in the region, like organizationally to begin with" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Region-level practitioners also point to the need for packaged messaging and playbooks to support EDs in explaining CAP: "Help me with the words... So when I turn to my executive directors... that this is really a tool to help them with the work that they're already doing" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Several region staff request national guidance and standardized templates: "They need, I think they need some guidance from the national level because we've discussed it at the local level" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Collectively, region staff emphasize formal touchpoints, executive inclusion, clarity of reporting lines, and institutional artifacts (MOUs, templates, national guidance) as the governance levers necessary to convert meetings into action and to reduce duplication.  
  
Chapter Staff — shared viewpoint: integration depends on early, practical inclusion and protection of local relationships; chapters emphasize territorial ownership of partner contacts, routine operational coordination meetings, and a demand for joint orientation to set expectations. Chapter-level respondents consistently describe welcoming CAP into meetings and events as the most effective integration tactic, while expressing concern when CAP activity appears to preempt local relationships. Maria Center states an inclusive posture while flagging territorial sensitivity: "I have been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings" and then notes partner‑ownership dynamics: "they met with the emergency managers and, oh, you can't talk to the emergency managers. That's my relationship" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Kayla Gonzalez documents a concrete weekly planning mechanism used to operationalize coordination with CAP: "we put together, we call it a chapter success plan. That is where every Tuesday at 11 o'clock, the team and I ... we sit at a table, we discuss, you know, okay, is there any future activities happening within the week?" and describes that practice as producing milestones: "with having that chapter plan, our chapter success plan in place... has definitely set milestones for us" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Chapter staff also ask for joint orientations that explicitly delineate roles to avoid duplication: "I think maybe just maybe just like a orientation together, like to set expectations of how we are expected to work together" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Conversely, chapters that experienced delayed regional integration report isolation and confusion about CAP’s purpose: "CAP is very isolated in Kentucky ... it's just going to create more work for somebody that already has a full time job" (Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Chapter staff thus prioritize immediate inclusion in routine meetings, explicit role descriptions that protect local partner relationships, and operational tools (trackers, weekly plans) to maintain continuity through turnover.  
  
Cross‑category comparison and contrast — shared emphases and distinct lenses: Across CAP Staff, Region Staff, and Chapter Staff there is a consistent, shared emphasis on the importance of communication, relationship-building, and the risk that unclear roles will create duplication or territorial conflict. For example, CAP staff report using events to demonstrate value ("mini home fire campaign" — Cindy Magnuson), Region staff press for executive briefings ("The RE and the ED need to be brought in" — Caedy Minoletti), and Chapter staff assert weekly operational coordination ("chapter success plan... every Tuesday" — Kayla Gonzalez). All three categories therefore converge on the need for contact and visibility as primary remedies for confusion. Where perspectives diverge is in preferred mechanisms and the locus of authority. CAP staff prefer experiential, on-the-ground tactics and short-term shadowing to learn by doing ("Deploy to actual disaster shadowed with someone who's done it before" — Nate Millard) and express willingness to create written workflows but report operating in practice by relationships ("we would open those doors and facilitate a warm handoff" — Cindy Magnuson). Region staff prioritize formal governance instruments and executive-level orientation to create durable clarity ("They need...some guidance from the national level" — Caedy Minoletti) and note reporting-line placement governs local oversight ("They report to nhq... it's sort of separate from the chapter, from the region" — Maria Center). Chapter staff focus on protecting and formalizing local partner access and operational routines (weekly chapter success plan, centralized trackers): "we have a CEP tracker that we've built" and "There is a relationship owner... responsible for making updates" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Those contrasts reflect institutional vantage points: CAP staff, charged with delivering program services, emphasize methods to become effective quickly; region staff, charged with oversight across chapters, emphasize governance, standardized templates, and escalations; chapter staff emphasize protecting local relationships and operational continuity.  
  
Hypotheses explaining perspective divergence or convergence: 1) Organizational perspective explains much of the variance: CAP staff operate as national program implementers whose immediate measure of success is operational delivery and partner engagement, so they naturally emphasize demonstrations of value and shadowing. Evidence: "All we can do is prove that we're here to stay and we're here to prove that we're here to help you" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx, CAP speaker). 2) Span-of-control and accountability explains region staff emphasis on formalization: region executives must coordinate across multiple chapters and thus need codified MOUs, onboarding templates, and clear reporting lines to ensure consistency and to avoid repeated renegotiation; they therefore say, "I would have put them under the regional executive to begin with" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). 3) Local stewardship explains chapter staff emphasis on territoriality and operational trackers: chapters hold long‑standing partner relationships and fear that new entrants will disrupt those relationships, hence calls for joint orientation and clear role ownership: "The confusion was is CAP was holding those relationships like they were partners instead of opening them up to the entire chapter" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). 4) A structural hypothesis: misaligned reporting (NHQ vs region) and timing of integration (mid‑year vs fiscal year) produce the practical problems described. Multiple documents call for aligning integration to planning cycles or note confusion created by NHQ reporting: "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and "They report to nhq. It's sort of separate from the chapter, from the region" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). 5) Turnover and champion dependence create convergence in remedies: because turnover undermines institutional memory, every category gravitates to remedies that preserve continuity—region staff request formal MOUs and national guidance; CAP staff favor written playbooks and shadowing; chapters create trackers and relationship owners. Examples: "Since I've been here two years ago, we've lost ... senior dpm, our rdo, our dpm... there's all this turnover" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) and "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
  
Synthesis and implications: across the occupation categories the dominant pattern is pragmatic: real-world integration has been achieved primarily through joint meetings, event collaboration, executive-level inclusion where possible, and ad hoc handoffs; however, the absence or uneven use of formal onboarding playbooks, standardized MOUs specifying reporting lines, and codified short-term shadowing/handoff checklists leaves the system vulnerable to duplication, territorial friction, and loss of continuity during turnover. Representative evidence includes CAP staff describing event-driven integration ("mini home fire campaign" — Cindy Magnuson), region staff requesting executive-level orientation and national guidance ("Best practices, an orientation plan. And I just think the ED needs to be brought in" — Caedy Minoletti), and chapter staff implementing weekly operational plans to set milestones ("chapter success plan... every Tuesday" — Kayla Gonzalez). These cross-cutting patterns suggest that combining CAP staff’s experiential onboarding (short shadowing, mandatory early orientations), region staff’s governance artifacts (MOUs, reporting-line clarity, packaged messaging), and chapter staff’s operational trackers and designated relationship owners could materially reduce duplication and improve leadership stability.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: early integration relied on existing regional/chapter forums supplemented by extra outreach to ensure visibility. Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx explains this approach: "From day one, we always attended, like, the regional calls or the chapter chats. That was always part of our sort of integration." The same document describes packaging launch materials and pacing outreach: "We waited till we had it in a package to be like, hey, here's our launch plan. Would you like to see it? Get your eyes on it?" Together these quotes show Tulare’s practice was to use standing forums for integration but to add intentional, repeated communications (emails, packaged materials) because meetings alone did not guarantee awareness or action.  
  
Sarasota, FL — Shared viewpoint: a mix of proactive CAP outreach and retrospective, report-oriented joint briefings. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx documents operational coordination and train‑the‑trainer activities: "He trained us so we could train, go out and do the Pedro training and, and we did about four or five of those ourselves..." Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx notes recurring briefing cadence but with a retrospective focus: "There's a meeting every Friday morning with DCS and cap and so there's good information being shared." It adds a critique of meeting orientation: "I just don't think they've structured the meetings to be talking about forward looking action items. It's More on a report out of what's happened." Together these sources show Sarasota relies on repeated meetings and capacity-building trainings, but stakeholders want meetings to move beyond status reporting into action planning.  
  
Cameron, TX — Shared viewpoint: need for mandatory, early orientations and weekly/biweekly operational cadences to set expectations and reduce siloing. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx emphasizes deference and scoped boundaries: "I can go ahead and do it, but always asking DCS first because you don't want to step on to post." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx describes an institutional weekly rhythm: "every Tuesday ... we call it a chapter success plan. That is where every Tuesday at 11 o', clock, the team and I ... we sit at a table, we discuss, you know, okay, is there any future activities happening within the week?" Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx prescribes mandatory orientation: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does." Collectively these quotes show Cameron stakeholders combine formal‑style weekly planning with explicit advocacy for formalized onboarding to avoid duplication.  
  
Terrebonne, LA — Shared viewpoint: embedding CAP through early inclusion of disaster specialists and trusting operational referrals rather than gatekeeping relationships. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx emphasizes inclusive invitations to reduce siloing: "I think having our DPS on at the beginning and keeping her involved in what we're doing adds another layer to that trust building." The same document asserts a non‑gatekeeping norm: "We're not gatekeepers of relationships. We want them to have their own relationships with our partners so that when there's a need, they can go direct directly to the partner and ask the question or provide the service." This reflects Terrebonne’s emphasis on early personnel inclusion and distributed partner access as practical governance.  
  
Yazoo, MS — Shared viewpoint: mixed timelines—some report slow, multi‑year integration while others describe proactive joint presentations and routine chapter meeting participation. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx warns of protracted rollout: "I would say that it has taken quite some time, maybe, gosh, maybe even about two years really, for the CAP team to start working collaboratively with regional staff." By contrast, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx depicts proactive, public integration: "We did a lot of joint presentations in the area." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx contains synthesis-level absence of formal onboarding artifacts and highlights approval-chain friction: "the restrictions, you know, far assigning partners and stuff, it's a bit more difficult to, you know, have an mou then go through all the chains." Yazoo therefore shows a split between slow institutionalization and vigorous on‑the‑ground presentations, constrained by approval processes.  
  
Madison, TN — Shared viewpoint: CAP participation in leadership forums and use of one‑on‑one coaching/briefings to transfer understanding; turnover increases value of stable local managers. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx promotes inclusive regional briefings: "Simply come in as regional leadership. Get everybody around the table and make sure you include all staff, current staff members, all board members, all CBLs, and that's quite a crowd." The same file notes the impact of local leadership: "the CAP team now has two coordinators under an exceptional manager" and "This is no strong criticism of Curtis's predecessor, but the reality is when Curtis took over, the impact increased exponentially." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx emphasizes coaching: "Not other than being seen as coaches on how to do this locally with chapter staff and volunteers." Together these quotes indicate Madison values broad in‑person convenings plus stable local managers and coaching to sustain integration.  
  
Atlantic, NJ — Shared viewpoint: structured, recurring leadership engagement and MOUs as tangible partner arrangements, yet MOUs may not fully codify reporting lines. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents early quarterly engagement: "Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx records executive coaching and shelter‑MOU objectives: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors ... to give them tips" and "Partner with executive directors in our efforts to build and sustain relationships that lead to securing at least two active shelter MOUs per county." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx shows action orientation: "She made contact with as many mayors in Atlantic county as possible and set up meetings for me and Christy and the community disaster program manager." These illustrate Atlantic’s formal cadence and use of MOUs, while other materials caution that MOUs often lack explicit reporting-line clauses.  
  
Montgomery, AL — Shared viewpoint: some leaders see value in regional oversight but relevant local quotes are limited in the provided documents. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx (Mark Beddingfield provided) notes that integration into the region increased engagement: "we integrated in January, the teams into the region. And what I have seen is just a real, even more of an engagement." There are no relevant quotes from Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx or Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx in the provided material, so I cannot cite them here.  
  
Jackson, OR — Shared viewpoint: plan to formalize onboarding/handoffs paired with proactive weekly attendance in leadership meetings and individualized outreach. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states the intent to document processes: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator ... This is our protocol and this is what we do." Transcript Region\_Chapter\_\_Steady\_State\_Priscilla\_Fuentes\_\_2025\_0909.docx highlights participation barriers but also regular meeting efforts: "For instance, we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings because there was always recurring meetings that were happening from the, like, national team." Jackson therefore blends aspiration for written onboarding with reality of scheduling constraints.  
  
Lee, FL — Shared viewpoint: experiential joint activities, event‑based volunteering, and informal warm handoffs are primary integration mechanisms; MOUs are used but role clarity often remains implicit. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx describes event-based integration: "we've implored our chapter and we worked with some really strong chapter leadership ... where we have what we call mini home fire campaign." The same file notes MOUs were executed: "to partner with CAP and to sign the mou." Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx observes routine meeting cadences in other contexts, and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (Josh Riddle) in other Florida contexts stresses staged integration and local steadiness. The Lee cluster thus foregrounds on‑the‑ground events, warm handoffs, and MOUs that may not fully specify reporting lines.  
  
Monterrey, CA — Shared viewpoint: local chapter involvement in hiring and pre‑arrival coordination are considered important; explicit document-based quotes are limited. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (Michelle Averill) argues for pre‑arrival conversations: "So maybe when they come in, maybe have some conversations going into it, knowing who the partners are, setting up some goals and having the goals also include the DPMs." There are no relevant quotes from Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx in the provided material, so I cannot cite it here.  
  
Butte, CA — Shared viewpoint: protracted onboarding in some places; local embedding, weekly meetings, and mutual learning are used to accelerate integration. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx says integration with lines of service could have been accelerated by relationship-building events: "we could have easily had quarterly lunches with each of the lines of service and spent more time learning the lines of service better and what they do and who they are." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx recommends early regional integration: "if there's a way to integrate them again more into the region from the beginning instead of having them feel siloed." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx documents delayed coordination: "So, again, there was no formal format to communicate." These quotes show Butte’s pattern: some teams embedded and met routinely, but other places experienced long onboarding and communication gaps.  
  
Mississippi, AR — Shared viewpoint: embedding CAP under regional management improved alignment; CAP-led training and chapter action‑team embedding were effective. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reported early presence and chapter action‑team integration: "We were kind of unique in that we had came in early and we were trying to execute the program for the first two years." Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx (Barry Falke) confirms that moving CAP under regional oversight improved alignment: "I think I would have put them under the regional executive to begin with, to be honest, or in the, in the region, like organizationally to begin with." These quotes illustrate Mississippi AR’s experience where organizational placement and embedding in chapter action teams materially aided coordination.  
  
Lake, IN — Shared viewpoint: strong advocacy for embedding CAP within chapter leadership as part of the leadership team and routine meeting participation to reduce silos. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx advocates complete integration: "Definitely working hand in hand with the chapter leadership team or actually being a part of the chapter leadership team, that would actually be ideal." There are no relevant quotes from Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx in the provided material, so I cannot cite it here.  
  
Chatham, GA — Shared viewpoint: active, routine inclusion of CAP in leadership forums and a clear reporting‑line tension (national vs region) but strong practice-based integration. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx says, "I have been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documents regular cadences: "My regional executive is pretty phenomenal in that she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx similarly shows standing coordination: "We also have a standing monthly meeting between the CAP manager, my RDO, and I to touch base." These quotes demonstrate Chatham’s relatively institutionalized meeting cadences and early cultural inclusion, even while reporting structures can feel divide‑creating.  
  
Lake, CA — Shared viewpoint: (Jacquelyn Clites) early integration recommendation and support for embedding CAP to avoid siloing. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx urges earlier regional integration to prevent isolation: "if there's a way to integrate them again more into the region from the beginning instead of having them feel siloed." This matches broader patterns of advocating early inclusion.  
  
Warren, KY — Shared viewpoint: local continuity thanks to long‑tenured executive leadership can buffer integration gaps until formal regional alignment occurs. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports local steadiness: "It hasn't really had any impact on us directly because, you know, we've just been focusing on Warren county, and our ED has remained the same. She's been with the Red cross for, like, 16 or 17 years, so she's been a steady rock for us." Transcript Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx (Jennifer Capps) notes delayed regional integration in some chapters: "we're one of the last ones to integrate into the region. So they're still, they're still local until maybe next July ... the regional integration hasn't happened here." Combined, these show that long‑standing local leadership can stabilize practice while regional integration proceeds on a different timeline.  
  
Other mapped categories with insufficient quoted material in the provided documents:  
- Montgomery AL: no relevant quotes from Shannon Randolph or Lisa Johnson in the supplied texts (Mark Beddingfield quoted above).  
- Monterrey CA: no relevant quotes from CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx in supplied material (Michelle Averill quoted above).  
- Madison TN: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx was listed but no relevant quotes from that document appear in the provided excerpts (David Hicks and Joel Sullivan were quoted).  
- Lake IN: Simone Moore not present in supplied quotes.  
- Any other category explicitly listed earlier but without supplied quotes: I do not include verbatim quotes from those documents because they are not present in the provided material.  
  
Cross‑category comparison and hypotheses  
  
Shared patterns across geographies — viewpoint: meeting-based, relational integration dominated and formal onboarding/playbooks rarely present. Across many locations (Tulare, Sarasota, Cameron, Lee, Atlantic, Chatham, Butte, Mississippi AR, Lake/Chatham examples), participants repeatedly describe attending regional/chapter meetings, doing presentations, or embedding staff as primary integration tactics. Example quotes: Tulare’s packaged outreach: "From day one, we always attended, like, the regional calls or the chapter chats." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Chatham’s routine reporting: "she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Multiple documents note the absence of codified playbooks: for example, several syntheses explicitly state "insufficient information ... to answer the question about early formal integration: onboarding playbooks" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; others).  
  
Variation in onboarding speed and approach — viewpoint: regions with early, formal regional placement or strong executive champions saw faster functional integration; those with delayed regional integration or national reporting felt siloed. Compare Mark Beddingfield’s observation that integration in January produced greater engagement: "we integrated in January, the teams into the region. And what I have seen is just a real, even more of an engagement." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) versus Caedy Minoletti’s account of a two‑year lag: "it has taken quite some time, maybe, gosh, maybe even about two years really, for the CAP team to start working collaboratively with regional staff." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Hypothesis: structural placement (NHQ vs region), the presence of an engaged RE/ED champion, and timing relative to fiscal or planning cycles materially shaped onboarding tempo.  
  
Governance instrument gap — viewpoint: MOUs and partnership agreements existed in many places but frequently lacked role/responsibility clarity to prevent duplication. Multiple documents document MOUs were signed (Lee FL "to partner with CAP and to sign the mou." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; Atlantic NJ "securing at least two active shelter MOUs per county." — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Yet interviewees repeatedly reported that MOUs or agreements did not resolve who reports to whom: Maria Center: "They report to nhq. It's sort of separate from the chapter, from the region." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) and Priscilla Fuentes: "They have a very clear reporting line in which they report into when they're like not integrated into a region." but she still observed escalation confusion (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Hypothesis: MOUs focused on partner access/facilities but were not uniformly drafted to define internal reporting lines or escalation pathways, leaving operational ambiguity.  
  
Leadership stability and handoffs — viewpoint: turnover is widespread and continuity depended on local champions and relational practices; structured handoff tools (checklists, mandated short shadowing) were seldom documented. Examples: Katrina Long stated a goal to "get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave ... This is our protocol" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), indicating intent to formalize. But multiple transcripts note no evidence of implemented structured handoffs: "Insufficient information ... to answer the question about leadership turnover and handoffs: structured checklists and short shadowing deployments." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx and others). David Hicks noted the impact of a strong local manager: "when Curtis took over, the impact increased exponentially." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Hypothesis: organizations relied on individual champions and reintroducing or institutionalizing formal handoff procedures lags behind operational needs; absence of standardized HR/operational protocols means turnover frequently produces gaps mitigated by ad hoc check‑ins and mentorship.  
  
Why different categories produced diverse perspectives — hypotheses:  
- Organizational placement and governance design: Where CAP reported into regional leadership (or was integrated early), documents show clearer meeting cadences and faster engagement (e.g., Mississippi AR, Chatham GA, some Atlantic NJ examples). Where CAP remained NHQ‑functionalized, regional staff described loneliness or ambiguity (Maria Center: "They report to nhq. It's sort of separate from the chapter, from the region.").  
- Leadership champions and staffing continuity: Regions with steady EDs or proactive REs (e.g., Warren KY’s long‑tenured ED; Alex Taylor’s "My regional executive is pretty phenomenal") experienced smoother integration; regions with rapid turnover reported multi‑year delays and confusion (Glama Carter’s Florida transcript: "they've gone through four executive directors in three years and four CDPMs in three years as well").  
- Local capacity and rural/urban differences: Rural chapters emphasized the importance of single local contacts and continuity (Warren KY, Jackson OR), while some urban/regional systems had capacity to run standing weekly planning bodies (Cameron TX weekly plan, Kayla Gonzalez). Hypothesis: scale and local partner network complexity influence whether relational or formal tools are prioritized.  
- Timing of rollouts and fiscal/operational cycles: Multiple interviewees recommended integrating at fiscal-year start to align goals (Nate Millard: "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year."). Where integration occurred mid‑cycle, respondents reported confusion and incomplete alignment.  
- Competing meeting demands and national vs regional commitments: Where CAP managers had conflicting national responsibilities, regional attendance was inconsistent (Priscilla Fuentes: "we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings because there was always recurring meetings ... from the national team"), producing local perceptions of separation.  
  
Why categories sometimes did not influence perspectives — hypotheses:  
- Universal operational realities (turnover, need for relationship‑building, limited staffing) transcended geography. Across almost every location, interviewees stressed meetings, relationship work, and that formal MOUs often lacked procedural clarity. This suggests common organizational design constraints (limited staffing, flat implementation guidance) that produce consistent experiences regardless of place.  
- Shared program model and expectations: CAP’s core remit and the way it was deployed globally (coordinators embedded, national reporting variations) produced similar integration dynamics—reliance on experiential onboarding, informal warm handoffs, event‑driven collaboration—across geographies.  
  
Synthesis of policy‑relevant takeaways (viewpoint: what the cross‑geography evidence suggests):  
- Practical coordination via meetings and co‑location works and is widely used, but meetings are often retrospective rather than action‑oriented; multiple transcripts ask for forward‑looking agendas. Krista Coletti observed meetings "More on a report out of what's happened" rather than action orientation (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx).  
- Many locations request standardized onboarding/playbook materials and concise messaging (Krista Coletti: "Help me with the words... Here's where we are with this CAP partner. Here's the investments we've made. Here's the roadmap for this year." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Several managers attempted local workarounds (weekly "chapter success plan" in Cameron, weekly joint meetings in Michelle Averill’s region) to replace absent national playbooks.  
- MOUs are valuable for partner access and shelter agreements but frequently do not define internal reporting/oversight or escalation pathways (multiple files: Cindy Magnuson, Maria Center, Rose Taravella). The evidence suggests revising MOU templates to include explicit accountabilities and escalation expectations would reduce duplication and territoriality.  
- Turnover undermines continuity; the pragmatic mitigations in practice include central trackers and relationship owners (Jacquelyn Clites: "We have a CEP tracker ... and then we do have kind of a relationship owner ... They're responsible for making updates." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Scaling those practices into formal handoff checklists and short shadowing deployments was recommended in many interviews (Nate Millard advocating shadowing: "Deploy to actual disaster shadowed with someone who's done it before ... get into it"), but explicit institutional adoption is rare in the quoted materials.  
  
Conclusion (viewpoint: integrated summary): Across the geographic categories represented in the provided transcripts, the dominant approach to CAP integration was practice‑driven—attendance at standing meetings, co‑location, joint presentations, event‑based volunteering, and reliance on local champions—rather than driven by a uniformly codified, national onboarding playbook or formalized handoff instruments. Verbatim evidence from multiple regions supports this conclusion: Tulare’s reliance on meetings plus supplemental emails ("From day one ... regional calls ... We waited till we had it in a package ..."), Chatham/Georgia’s embedded reporting cadence ("she has CAP report at every Georgia region meeting"), Cameron’s weekly chapter success plans ("every Tuesday ... we sit at a table"), and numerous calls for mandatory orientations or national guidance ("I think there should have been a mandatory orientation..." — Shawn Schulze; "They need ... some guidance from the national level" — Caedy Minoletti). Regions that benefitted most combined early regional placement, proactive executive champions, and routine, action‑oriented meeting cadences; where those elements were missing, stakeholders experienced slow integration, duplication risk, and confusion. The transcripts consistently recommend translating on‑the‑ground relational practices into durable governance artifacts—concise onboarding playbooks, clarified MOU language for internal reporting and escalation, standardized handoff/checklist protocols, and fiscal‑cycle–aligned rollouts—to make integration less dependent on individual champions and more resilient to turnover.

### Volunteer strategy and operational systems

#### Summary across all documents

Summary  
Overall, the corpus points to a pragmatic, replicable volunteer strategy centered on lighter, role-specific partner pathways that combine event-based recruitment, fast-track training, targeted resourcing, and named standby cohorts to enable rapid, local activation. These practices are operationally effective where supported by microgrants, equipment, warm handoffs, and partner-led activation, but they consistently rely on ad-hoc scripts and local improvisation. To scale and institutionalize this middle-tier model, the organization needs modest governance adaptations—Volunteer Connection classifications, MOUs, one-page activation playbooks, and simple recording templates—while confronting territorial resistance and acknowledging contexts where deliberate relationship-building remains necessary. Implementing lightweight standard operating procedures and small-scale resourcing mechanisms would preserve speed and local trust while improving accountability and replicability.  
Analysis  
Event-driven, short-duration roles consistently appear as the primary operational strategy for engaging partner-affiliated volunteers. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx stated, 'Our CAP team has been very engaged. Certainly any tabling event that we do in southern New Jersey, they've made themselves available as needed<a href="#Volunteer strategy and operational systems-s-link1"><sup>[1]</sup></a>' and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx observed, 'and now we're changing how we're doing some things as an organization with event based volunteers and things like that.<a href="#Volunteer strategy and operational systems-s-link2"><sup>[2]</sup></a>' These verbatim statements show chapters and CAP teams are intentionally using tabling, installation events, blood drives and other episodic opportunities as lower-barrier entry points that allow partner staff, partner-affiliated volunteers, or community members to contribute without full, long-form onboarding; the repeated operational examples across regions indicate an emergent, practical model for lighter, role-specific participation that can be scaled if formalized.  
1. Our CAP team has been very engaged. Certainly any tabling event that we do in southern New Jersey, they've made themselves available as needed  
2. and now we're changing how we're doing some things as an organization with event based volunteers and things like that.  
Operational practice favors abbreviated, task-focused training combined with relationship-based introductions to reduce friction. In support, CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx explained, 'This program is basically training folks in fast track mode for emergencies. ... it is not the normal training where they need to have a volunteer connection account, have however many hours of training and sheltering or whatnot. This is a fast track.' Complementing that, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted, 'Instead of doing a cold call, they're more of a warm hand off.<a href="#Volunteer strategy and operational systems-s-link3"><sup>[3]</sup></a>' Together these verbatim observations describe a repeatable operational pattern: shorten formal onboarding, deliver targeted 'skeleton' or fast-track training focused on specific tasks, and use trusted partner introductions to speed uptake and reduce the burden on chapter volunteer pipelines.  
1. Instead of doing a cold call, they're more of a warm hand off.  
Both large philanthropic gifts and small-scale microgrants or equipment supports are repeatedly cited as critical enablers of partner-led volunteer activities. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported, 'We got a million dollar gift from Merck when we pitched cap,<a href="#Volunteer strategy and operational systems-s-link4"><sup>[4]</sup></a>' while Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx observed, 'these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way.<a href="#Volunteer strategy and operational systems-s-link5"><sup>[5]</sup></a>' These verbatim examples demonstrate two resource scales—program-level investments for infrastructure and modest, targeted awards that remove practical barriers—both of which underpin partner-hosted events, supplies, and standby capacity so partners can execute scoped roles without becoming fully assimilated into chapter operations.  
1. a million dollar gift from Merck when we pitched  
2. these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way.  
Chapters are deliberately organizing partner-based standby teams and pre-positioned facility roles to speed surge response. As evidence, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx explained, 'Because now we have something called Shelter Heroes, which is basically that reserve of a volunteers that you only tap on in times of disaster,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx gave a facilities example: 'For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding<a href="#Volunteer strategy and operational systems-s-link6"><sup>[6]</sup></a>.' These verbatim statements indicate a middle-tier design where partners or partner-staff form named standby cohorts or host pre-positioned capabilities with defined responsibilities that chapters can call on during surge events.  
1. For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding  
Operational governance—Volunteer Connection classifications, MOUs, and visible recognition—are repeatedly identified as prerequisites for legitimation and scale. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx noted, 'One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program<a href="#Volunteer strategy and operational systems-s-link7"><sup>[7]</sup></a>' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx described a recognition practice: 'When we did our volunteer recognition event, we brought in everybody that has the mou, signed with the CAP team, and they were all there.' These verbatim passages underscore two governance needs—classification and recording of partner-affiliated contributions in volunteer systems, and simple formalization tools that make expectations and accountability visible to partners and communities.  
1. One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program  
Additional Insights  
Even where partner willingness exists, local policy and territorial attitudes sometimes prevent converting partners into formal volunteers. As one staff recounted in Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx, 'And we were told no because it wasn't an official Red Cross activity,' and another bluntly observed in Transcript Region\_Chapter\_\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx, 'It's territorial with no doubt.' These verbatim remarks reveal a distinct organizational culture barrier: chapters or staff may resist middle-tier models due to ownership concerns or strict activity definitions, meaning any volunteer strategy that relies on partner formalization must first address local change management and leadership alignment.  
Many teams acknowledge they are 'building the plane while flying it' and therefore emphasize the need for written playbooks and simple protocols. For instance, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated, 'My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do.<a href="#Volunteer strategy and operational systems-u-link8"><sup>[8]</sup></a>' Complementing that, CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reflected more candidly that 'so much what we did was building the plane while we were flying it, right?' These verbatim inputs form a unique operational insight: without lightweight, durable documentation (one-page activation checklists, role descriptions, deferred-check rules) the middle-tier model is fragile and susceptible to staff turnover.  
1. My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do.  
Some regions deliberately favor deliberate, relationship-based onboarding over one-off event signups, arguing that slower integration secures accountability and access. For example, CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx said, 'For us it was like, well, let's go a little slower. Let's go through this process.' Likewise, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx observed, 'There had been two years already invested in growing that relationship with that partner.<a href="#Volunteer strategy and operational systems-u-link9"><sup>[9]</sup></a>' These verbatim reflections highlight an operational tradeoff: event-focused tactics produce speed and scale, but relationship-driven onboarding yields durable commitments and dependable partner activation in complex contexts.  
1. There had been two years already invested in growing that relationship with that partner.

#### Comparison across segments

Analysis across Groups occupation

CAP Staff shared viewpoint: CAP staff consistently frame volunteer strategy as partner-driven, role-specific, and intentionally low‑friction, coupled with an urgent desire to translate those high‑level models into written, repeatable processes. In their interviews CAP staff described active pilot work to convert partner organizations and partner-affiliated individuals into operational volunteers, deliberate use of event-focused, “put‑your‑foot‑in‑the‑door” recruitment tactics, short on‑site or boot‑camp trainings, and many local workarounds to reduce onboarding friction—while also calling for formalized playbooks and streamlined protocols. For example, Curtis\_Morman (CAP staff) states the conversion objective plainly: “our goal for this year is to turn our CAP partners into Red Cross volunteers where they are actually participating in the life of that chapter.” Hansel\_Ibarra (CAP staff) describes organized, named standby teams and partner-to-shelter conversions: “we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers.” Katrina\_Long (CAP staff) connects partner events directly to recruitment and expresses the need to document and standardize: “We used partner events to sign people up for, for sound the alarm and had teams go out and install them,” and later adds the implementation imperative: “My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do.” CAP staff also report operational constraints and occasional policy pushback: Katrina\_Long recounts a denial rooted in formal activity definition, “And we were told no because it wasn't an official Red Cross activity.” CAP staff therefore present a consistent perspective that the volunteer strategy should be partner‑centered, rapid-to-activate, and documented—while they currently rely on pragmatic local solutions (boot camps, staff-delivered trainings, event sign-ups) because formal operational systems are incomplete.  
  
Region Staff shared viewpoint: Region staff emphasize brokerage, coordination cadence, mapping and tooling (trackers/dashboards), and pragmatic activation mechanics that rely on trust and standing schedules rather than heavy upfront credentialing. Across region-level interviews the shared perspective is that CAP should be a convenor/broker that identifies partners, maps assets, runs predictable coordination rhythms, and provides recruitment or conversion pathways that are lightweight and locally routable. Alex\_Taylor (region staff) describes an incentive-aligned conversion pathway and the activation mechanics: “Yeah, so we have a program right now that we're working on this, like, really nice initiative with a partner becoming DAT responders,” and “They trust you. You've got to ask.” Jacquelyn\_Clites (region staff) frames the middle‑tier role in community terms: “Maybe they're not directly becoming Red Cross volunteers, but they're building the capacity in their areas to then either be event based volunteers or hopefully set up a shelter or at least be a shelter location or something like that.” Multiple region staff identify the need for better CRM/tracker systems even as they build prototype solutions: Jacquelyn\_Clites says “everybody says we need a CRM or something to keep track of it,” while Mark\_Beddingfield describes distributed staffing and tool provision: “So there's a CAP team member assigned to each of these eight areas,” and “We were given tools. So those tools were critical and they need to stay in place for sure.” Region interviewees repeatedly describe predictable meeting/coordination rhythms—“a collaboration meeting every two weeks. We meet for the community mobilization once a week” (Alex\_Taylor)—and mapping-driven targeting—“we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on” (Alex\_Taylor). Region staff therefore converge on a perspective that privileges brokered relationships, mapped targeting, routinized coordination, and development of prototype trackers/dashboards to move partner‑centric volunteer strategies from ad hoc to repeatable.  
  
Chapter Staff shared viewpoint: Chapter staff repeatedly emphasize on‑the‑ground operationalization—partner training, MOUs, low‑tech coordination, and immediate activation—along with concerns about intake friction, data ownership, and the need for national guidance and concise materials. Chapter practitioners articulate an empowerment orientation (“treat community partners as assets”), coupled with practical demands: concise orientation materials, MOUs that clarify expectations, and ways to record partner-contributed hours so efforts are visible in official reporting. Caedy\_Minoletti (chapter staff) frames the approach as explicit empowerment: “It's an empowerment model. We can now think about our community partners in a strength based way.” She also articulates a middle‑tier/standby concept: “this would be that middle of the road, you know, where we give them kind of the basic necessities and talk them through it over the phone because maybe they haven't done one of these responses in a year or so.” Priscilla\_Fuentes (chapter staff) reports hands‑on partner training and direct system entry: “Why don't we just sign you up as a volunteer, we'll get you all the training and you guys can go and do it in around your own program,” and underscores the need for clear agreements: “I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated.” Chapter staff also articulate operational frictions: Caedy\_Minoletti says “It sounds like our system is not built for that right now. It sounds like we just. We either have official Red Crossers or event based volunteers and we can... We never get to use event based volunteers,” and Gilda\_Ebanks notes the visibility problem of partner hours: “what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity.” Chapter staff thus consistently view CAP volunteer strategy as doable at the local level but constrained by intake systems, reporting/CRM gaps, scheduling/staffing limits, and the absence of concise national-level guidance and templates.  
  
Cross-category comparison and contrast: The main substantive difference between categories is emphasis on the organizational boundary to be crossed and the operational levers prioritized. CAP staff emphasize conversion pilots, fast‑track trainings, and staff‑level workarounds to get partners delivering tasks quickly—e.g., Curtis\_Morman’s conversion pilot, “our goal for this year is to turn our CAP partners into Red Cross volunteers…,” and Shannon\_Randolph describing the practical data problem in Volunteer Connection: “One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer…” By contrast, region staff emphasize systems of coordination, mapping, and tooling to scale partner engagement across geographies: Alex\_Taylor notes a concrete analytic-step—“we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on”—and Krista\_Coletti demands concise “language and tools” for regional executives to avoid fumbling. Chapter staff prioritize practical on‑the‑ground execution mechanisms—MOUs, short trainings, accountability for referrals and visibility of partner hours: Priscilla\_Fuentes: “coordinat[or] refers a partner over to the cdpm, that CDPM needs to be able to execute on actually, like, doing something,” and Caedy\_Minoletti: “We need a CAP volunteer recruitment plan for sure.”  
  
These differences map to functional perspectives. Hypothesis 1 (role-driven incentives): CAP staff, whose remit often includes outreach and experimentation, naturally emphasize pilot conversions and rapid onboarding (Curtis\_Morman’s “one partner… use their staff and their volunteer to do the actual work”). Region staff, accountable for geographic coverage and consistency, emphasize trackers, dashboards, meeting rhythms, and CRM needs (Mark\_Beddingfield: “We were given tools… they need to stay in place” and Jacquelyn\_Clites: “everybody says we need a CRM or something to keep track of it”). Chapter staff, responsible for service delivery and incident response, focus on executable handoffs, local MOUs, and the immediate ability to act when referrals arrive (Priscilla\_Fuentes: “When a CAP manager or CAP coordinator refers a partner over to the cdpm, that CDPM needs to be able to execute on actually, like, doing something.”). Hypothesis 2 (time horizon and scale): CAP staff see short‑term wins and conversion signals as success metrics (e.g., “DAT volunteers just for our… an additional 12 volunteers” — Alex\_Taylor), region staff measure success in replicability and coverage (Mark\_Beddingfield’s area assignments), while chapter staff judge success by immediate service outcomes and accurate attribution (Gilda\_Ebanks: “there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity”). Hypothesis 3 (resource and policy constraints): Policy, CRM design, and funding constraints shape divergence—Katrina\_Long reports being blocked on activity definitions (“we were told no because it wasn't an official Red Cross activity”), Shannon\_Randolph notes Volunteer Connection placement ambiguity, and Nate\_Millard notes organizational reluctance to central CRM investment: “I know that there's no desire for some reason to invest in like a shared customer relationship management software.” Those constraints push CAP staff toward local workarounds and push region staff to prototype trackers and dashboards.  
  
There are also clear cross‑category convergences that explain why occupation category did not produce wholly different perspectives. All three groups repeatedly identify the same operational gaps and needs: lighter middle‑tier volunteer pathways, concise frontloaded training, simple activation mechanics, and better ways to capture partner contributions. For example, multiple actors across roles call for concise onboarding or frontloading: Caedy\_Minoletti urges frontloaded trainings, “I think if they had been offered or even been required to take disaster related trainings at the beginning of their role, that would have helped,” and Kristi\_Collins (CAP staff) reports using newsletters, tabling, and short trainings to recruit volunteers. Similarly, measurement and data‑integration shortcomings are a cross‑cutting theme: Curtis\_Morman flags undercounted partner hours—“for us, it was a big let down to know that doing the dro, our partners put in so many hours. But they didn't count.”—while Alex\_Taylor documents mapping plus underused headcounts—“When we did like a deep dive into the volunteer metrics, we realized we have close to 300 volunteers in Chatham county alone. And… in the last two months… it was 17. We can get them. We just aren't using them.” These shared observations support the hypothesis that local practice experience (on the ground or regionally) produces common recognition of system gaps even if the operational priorities differ by role.  
  
Synthesis of operational implications across occupations: Collectively the transcripts show a coherent strategic direction—adopt a partner‑empowerment middle tier with low‑burden entry, short targeted trainings, rapid first activation to avoid attrition, named relationship routing, and simple coordination artifacts (spreadsheets, Power Apps, dashboards)—paired with three operational deficits that must be addressed to scale: (1) a standardized middle‑tier model (role catalog, minimum competencies, activation triggers, and MOUs) as requested by chapter and CAP staff (“We need a CAP volunteer recruitment plan for sure.” — Caedy\_Minoletti; “I can't write you a letter of support, but we can have an MOU…” — Priscilla\_Fuentes); (2) an interoperable intake/CRM and routing design that reconciles Volunteer Connection, DAT routing, CDPMS reporting, and ad‑hoc trackers so partner hours and referrals are captured and assigned (region staff repeatedly call for a CRM: “everybody says we need a CRM or something to keep track of it.” — Jacquelyn\_Clites; at the same time Nate\_Millard notes organizational reluctance to fund a shared CRM); and (3) a set of concise, national‑level playbooks and prewritten messaging/templates—frontloaded orientation modules, on‑site boot‑camp curricula, recruitment scripts, MOU templates, intake checklists, and accountability SLAs—that local teams can adopt without reinventing (“They need, I think they need some guidance from the national level because we've discussed it at the local level.” — Caedy\_Minoletti).  
  
Across occupations the verbatim evidence supports these conclusions: CAP staff call for “streamlined, written down” protocols (Katrina\_Long); region staff emphasize mapping, cadence, and prototypes (“We took your data… overlaid it,” Alex\_Taylor; “We were given tools. So those tools were critical,” Mark\_Beddingfield); chapter staff press for MOUs, training handoffs, and measurable outcomes (“coordinator refers a partner… that CDPM needs to be able to execute on actually, like, doing something,” Priscilla\_Fuentes; “what I've been told is that the barrier is there's no way to track the volunteer hours…,” Gilda\_Ebanks). These aligned calls indicate a practical, sequenced workplan that would likely satisfy the operating concerns of each occupational group: define the middle‑tier roles + produce national quick-start materials and MOU templates + implement a lightweight routing/tracker (Power App + Volunteer Connection integration or agreed export/import protocol) + standardize a short activation SLA so trained partners see rapid first deployments.  
  
Conclusion (operational takeaway): In sum, CAP staff, region staff, and chapter staff share a common strategic orientation toward partner-centered, lower‑burden volunteer pathways and immediate activation mechanics; they differ primarily in emphasis—CAP staff on conversion pilots and rapid local remedies, region staff on mapping/coordination/tooling to scale, and chapter staff on executable handoffs, MOUs, and attribution. The transcripts repeatedly state the same practical needs in participants’ own words—“We need a CAP volunteer recruitment plan for sure.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), “our goal for this year is to turn our CAP partners into Red Cross volunteers…” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx), and “everybody says we need a CRM or something to keep track of it.” (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Converting those consistent priorities into a short set of national templates (role definitions, a one‑page MOU, a five‑step intake and routing script, and a two‑hour fast‑track curriculum) plus a low‑cost data interchange approach between local trackers and Volunteer Connection would directly respond to the operational gaps voiced across occupations and would align CAP pilots, regional scale goals, and chapter delivery needs.

Analysis across Groups Geography

Tulare, CA — No relevant transcript quotes available for this category. The source file mapped to Tulare (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) was not present in the provided materials, so I cannot cite any verbatim passages or analyze intra-category similarities.  
  
Sarasota, FL — Shared viewpoint: a preference for event‑driven, low‑friction volunteer pathways and the need for clearer onboarding language. In the available Sarasota‑related material the emphasis is on short, practical orientations and using events and trusted relationships to recruit and activate volunteers. Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx makes this point when describing middle‑tier, role‑specific pathways: "Maybe they're not directly becoming Red Cross volunteers, but they're building the capacity in their areas to then either be event based volunteers or hopefully set up a shelter or at least be a shelter location or something like that." This frames CAP as enabling lighter local roles rather than insisting on full volunteer conversion. Krista Coletti also stresses local, community‑framed recruitment messaging: "your community, you care about your community, let's share that this is a role that we have for people. And would you like to, you know, respond when your neighbor has a fire?" I cannot quote Glama Carter’s transcript because it was not included in the provided materials.  
  
Cameron, TX — Shared viewpoint: strong endorsement of partner‑led, standby teams and fast, relationship‑based activation with light onboarding. Across the three Cameron transcripts, staff consistently describe building partner cohorts that can be mobilized quickly and trained in a compact way. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx describes converting partner groups into disaster‑ready rosters and a named reserve: "we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers" and explains the standby concept: "Because now we have something called Shelter Heroes, which is basically that reserve of a volunteers that you only tap on in times of disaster." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx provides a parallel operational example of partners leading installations: "I believe it's one or two that has actually held their own. Smoke alarm camp, smoke alarm event where they're going out, they're identifying the area, we're going out and supporting and they're actually doing the installations by themselves." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx underscores simple sign‑up tactics and co‑branding to lower barriers: "If you're a partner for Red Cross with a QR code that says you want to volunteer at the Red Cross, click the QR code." Together these passages show Cameron practitioners favor organizing partner teams, delivering compact training ("the skeleton of what this is what we need you to know" — Hansel Ibarra), and relying on warm handoffs and simple sign‑up mechanisms rather than lengthy, centralized onboarding.  
  
Terrebonne, LA — Shared viewpoint: leveraging trusted local volunteers (including firefighters) and an asset/listening approach to create role‑specific volunteer contributions. The document for Terrebonne (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) emphasizes partners and local volunteer actors as operational multipliers and stresses the need to capture partner contributions in reporting. As Gilda Ebanks observes, trusted local actors are already engaged operationally: "The volunteer firefighters in Lafourche Parish are willing to go into the churches in their communities to share with them the information about Hall Red Cross when there's a home fire... And they're also willing to support us smoke alarm installations." The transcript also highlights the tracking problem that limits visibility into partner contributions: "what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity." The shared perspective is therefore partner‑enabled, place‑based mobilization coupled with concern about measurement and data integration.  
  
Yazoo, MS — Shared viewpoint: CAP presence, partner ambiguity, and event‑based sign‑ups underpin volunteer strategy; mapping and low‑tech routing fill coordination gaps. Three Yazoo transcripts (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx; Region\_Chapter\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx; Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) converge on the same themes. April Jones notes that many helpers remain informal because sign‑up is burdensome: "one thing I did notice and have noticed is that not every volunteer signs up within the American Red Cross" and volunteers "just show up." Mark Beddingfield documents partner event yields and mapping: "The CAP team actually connected us with the Habitat for Humanity ... we had like 60 people that came to this town hall meeting and like we have a new shelter out of it; we have some new volunteers that were from that." Tamica Jeuitt underscores CAP’s steady presence and low‑tech routing tactics: "definitely the community knows that we are there... we are seeing little things like the 800 number that we're passing along, maybe making a small increase. We're leaving them behind in their vehicles of firefighters in the area." Together the Yazoo voices favor visible presence, event recruitment, mapping/spreadsheets, and pragmatic low‑tech routing as operational mechanisms.  
  
Madison, TN — Shared viewpoint: deliberate CAP pilot efforts to convert partners into chapter volunteers and event‑based entry as a middle‑tier pathway, balanced by concerns about training compliance and follow‑through. Transcripts for Curtis Morman (CAP staff), David Hicks, and Joel Sullivan (region/chapter staff) align on conversion pilots and event pathways. Curtis Morman states the explicit conversion goal and pilot: "our goal for this year is to turn our CAP partners into Red Cross volunteers where they are actually participating in the life of that chapter" and describes event roles to "get their foot to the door." David Hicks emphasizes CAP as a recruitment amplifier and an example of conversion via a partner event: "in partnership with one of the CAP originated partners, Gospel Temple Church... we're about to recruit out of that church, some recruiting new volunteers for our chapter as a whole." Joel Sullivan contrasts partnership recruitment with formal volunteer enrollment: "I don't think we've acquired a lot of volunteers ... but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events." The shared operational tension is evident: event‑based and partner conversion strategies work, but staff worry about compliance and tracking ("based volunteering... I want them to attend everything they need to do the training" — Curtis Morman) and the risk of referrals not being executed.  
  
Atlantic, NJ — Shared viewpoint: partners functioning as volunteers (or as MOU’d facility/support providers), short leadership coaching, and reciprocal event staffing as operational practice. The three Atlantic NJ transcripts converge on partner‑led, role‑specific engagement and the use of MOUs and leadership touchpoints to normalize collaboration. From Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." Rose also reports partners acting under MOUs: "The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents reciprocal mobilization—partners sending volunteers to home‑fire campaigns and CAP staff volunteering at partner events—and simple referral forms: "So Joe came up with a form that the case managers can fill out to engage our team to help... The form is very easy." Rachel Lipoff (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) corroborates that partners have "sent volunteers and representatives... to home fire campaigns" and notes CAP provides grants and training. Atlantic’s shared view stresses role‑specific, MOU‑backed partner engagement plus lightweight coordination artifacts (forms, recognition events), yet lacks fully codified, integrated referral/CRM processes.  
  
Montgomery, AL — Shared viewpoint: organized CAP/CMT scaling with partner conversion pathways and reliance on convening and grants rather than direct funding; local CAP members feed DAT pipelines. The three Montgomery‑mapped transcripts (Shannon\_Randolph, Mark\_Beddingfield, Lisa\_Johnson) show a regional scaling intent. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx explicitly states: "CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties..." and that "CAP partners often become Red Cross volunteers themselves." Shannon Randolph highlights operational onboarding via training-in-place and boot camps and the CRM categorization challenge: "One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer..." Mark Beddingfield (also quoted in other chapters) documents CAP staff as area specialists and notes tools were provided: "We were given tools. So those tools were critical and they need to stay in place for sure." The shared perspective emphasizes institutionalizing partner conversion through local teams, coaching, and convening while relying on partner resources or microgrants rather than broad new funding.  
  
Jackson, OR — Shared viewpoint: train‑the‑trainer, fast‑track onboarding, and a desire to document streamlined protocols to preserve institutional knowledge. Katrina Long’s transcript (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) stresses using partner events to sign people up and training partner staff as local responders: "We used partner events to sign people up for, for sound the alarm and had teams go out and install them" and "one of the things we're really wanting to look at is to have our team dat trained and some of our partners... dat trained." Priscilla Fuentes (Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) documents partner training handoffs and system entry: "We trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations" and notes "They are Red Cross volunteers now in the system, but they're organizing and doing it on their own pace of work as they do it." Both emphasize fast, practical training and the need to codify onboarding: "My goal is to get it streamlined, written down, a process for it..." (Katrina Long). Jackson’s shared theme is operational pragmatism: train partners practically, enter them into the system, and produce written, streamlined protocols to sustain practice.  
  
Lee, FL — Shared viewpoint: demand for short, low‑burden volunteer pathways; CRM/usability friction causes back‑channel sign‑ups; event slots and volunteer leeway are used as operational workarounds. Cindy Magnuson (CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) and Krista Coletti both stress that many community members want to serve briefly and are deterred by complex processes: "Not everybody wants to volunteer long term ... I don't want to sign on and go through days of training..." and "the volunteer process from start to finish takes too long." Cindy reports manual workarounds: "The volunteer person who signs it up would say, just get me a list of who they are and their numbers and emails and I'll put them into the system kind of the back way." Krista’s regional perspective reiterates role‑specific pathways and the need for messaging and tools. Lee’s shared perspective is clear: build short, event‑friendly roles and reduce CRM/onboarding friction while watching for manual workaround consequences.  
  
Monterey, CA — Shared viewpoint: introduction of short, fast‑track training tracks, role‑specific volunteer profiles, and partner‑tailored intake to avoid over‑promotion relative to capacity. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx documents "This program is basically training folks in fast track mode for emergencies. It is not the normal training..." and urges pre‑activation conversations: "there's got to be that conversation between TDPM or whomever is running the home fire program and ask that question. What's your strategy?" Michelle Averill’s Monterey region transcript (Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) shows faith‑based training and routine weekly meetings to coordinate support. The shared operational stance: create fast, role‑specific onboarding (fast‑track), do partner intake to align expectations, and coordinate via short standing forums.  
  
Butte, CA — Shared viewpoint: creating local CAP area teams, mapping, and a four‑day activation target supported by practical tools; partners doing installations but concerns about partner capacity. Across transcripts (Nate\_Millard, Jacquelyn\_Clites, Caedy\_Minoletti) interviewees stress CAP staffing and mapping, prototypes for partner trackers, and short activation timelines. Nate Millard notes a partner registry/power app prototype: "an AmeriCorps volunteer has built a Microsoft Teams app, a power app, to put all partners in that vault cap and everybody works with." Marking the operational tempo, Mark Beddingfield recounts tools and activation speed: "We were given tools. So those tools were critical" and reported a fast placement target: "We're like at four days right now where a volunteer says they want to volunteer to when it gets to the department." Caedy Minoletti emphasizes partner‑empowerment and a middle‑tier standby model: "It's an empowerment model. We can now think about our community partners in a strength based way" and "this would be that middle of the road... where we give them kind of the basic necessities and talk them through it over the phone." Butte’s shared perspective combines area staff, mapping/trackers, tools to speed activation, and middle‑tier partner enablement—again, with gaps around CRM integration and formal role definitions.  
  
Mississippi, AR — Shared viewpoint: relationship‑first, recruiter‑nurtured onboarding and reliance on phone‑based referral routing; awareness that partners may have limited volunteer pools. Matt Henry (CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) frames a phased, relationship‑first onboarding: "But what we did try to do is try to involve them in things slowly... plugging them into areas where it made sense for them." He also notes simple referral channels: "It's as simple as calling 1‑800‑Red Cross. It really is." The shared operational stance is practical: recruiters shepherd applicants, partner relationships are central, and digital referral/CRM detail is absent in the record.  
  
Lake, IN — Shared viewpoint: dual‑service and community‑builder middle‑tier roles, partnership accompaniment, and concerns about headline counts without retention data. Simone Moore (CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) articulates dual‑service ambitions: "the goal is to get people to volunteer for Red Cross and do dual service, not only work for Red Cross, but also work for some of our partners volunteering their time in that aspect." She also suggests specialized community‑builder volunteer roles: "There could be volunteers that solely focus on becoming community builders." Terry Stigdon (Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx) highlights CAP’s mapping skills and steady presence that broaden contacts and resource lists. The shared operational viewpoint is to create lighter, relational volunteer roles and to use mapping/asset work to target and grow those networks, while recognizing the need for metrics that go beyond raw sign‑up counts ("1900, but how many did we keep?" was raised in another transcript).  
  
Chatham, GA — Shared viewpoint: intern‑to‑responder pipelines, DAT recruitment through partners, mapping/metrics to reveal underused volunteer pools, and the retention risk when training is not followed by activation. Alex Taylor (Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) explicitly describes intern‑to‑responder conversion: "we have a program right now that we're working on this... with a partner becoming DAT responders" and notes incentives like internship hours counting toward DAT. Alex also documents mapping and underuse: "When we did like a deep dive into the volunteer metrics, we realized we have close to 300 volunteers ... in the last two months, how many of those people were called on, it was 17" and concludes "We can get them. We just aren't using them." Maria Center and Alicia Dougherty reinforce CAP presence, partner training, and the prospect of moving partners into DAP responders: "CAP partners not only can just educate the community, but they also might want to become a DAP responder." The shared view: pipelines exist but activation cadence and routing must be fixed to convert training into sustained volunteer engagement.  
  
Lake, CA — Shared viewpoint: (same individual present, Jacquelyn Clites) middle‑tier pathways and emerging Microsoft Power App + Power BI tracker for operational coordination; need for CRM and routing refinement. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx says: "So We've started. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there" and "They're using Power App. So I think we created an app and then it shows up in Power Bi." The shared operational thrust is toward a regional tracker/dashboard to support partner activation, while still calling for CRM adoption and clearer routing.  
  
Warren, KY — No relevant transcript quotes available for this category. The files mapped (Josh\_Riddle and Jennifer\_Capps) were not included in the provided materials, so I cannot cite any verbatim passages or provide intra‑category analysis.  
  
Region‑level / cross‑chapter comparison (after per‑category paragraphs) — Shared viewpoint: most geographies converge on a partner‑centric, middle‑tier volunteer strategy built around event‑driven recruitment, short/fast‑track training, and relationship‑based activation; consistent operational gaps are CRM integration, standardized onboarding/playbooks, and reliable routing/follow‑through. Across the documents that I could analyze, the recurring perspective is that CAP aims to "enhance" partners so they can execute bounded tasks (smoke alarm installs, tabling, running drives) rather than always converting every individual into a full, traditional Red Cross volunteer. For example, Caedy Minoletti frames this as an "empowerment model": "It's an empowerment model. We can now think about our community partners in a strength based way." (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Curtis Morman similarly articulates turning CAP partners into volunteers via event roles: "our goal for this year is to turn our CAP partners into Red Cross volunteers where they are actually participating in the life of that chapter." (CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). At the same time, many chapters depend on rapid, on‑the‑ground conversion tactics: "We used partner events to sign people up for, for sound the alarm and had teams go out and install them." (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Across geographies, staff emphasize short, local trainings and on‑site sign‑ups as retention/engagement levers (e.g., "signed up and I went through all the trainings... and I was never called" — showing the retention risk when activation lags; Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx).  
  
Contrast viewpoint: differences are primarily in operational tooling, local staffing models, and the degree to which partner conversion is formally pursued. Some regions have prototype trackers and Power App/Power BI dashboards (Jacquelyn Clites: "They're using Power App... it shows up in Power Bi"), while others rely purely on meetings, spreadsheets, and low‑tech workarounds (Tamica Jeuitt: "we are seeing little things like the 800 number... leaving them behind in their vehicles of firefighters"). Regions with distributed CAP staff and CMT ambitions (Lisa Johnson: "CMTs are the evolution of CAP...") are more explicitly building governance for scale, whereas areas with small partners emphasize providing tools and coaching instead of recruiting volunteer headcount (Krista Coletti: "CAP has a little bit of a different philosophy... we're enhancing that partner so that when an emergency happens, they're able to do more in their communities").  
  
Hypotheses explaining observed differences (and why some perspectives are consistent across places):  
- Local partner ecology and scale drive tactical choices. Where partners have capacity and institutional reach (churches, Habitat, large community orgs), chapters pursue partner‑led installations and volunteer conversion (e.g., Mark Beddingfield’s town hall yielding 60 people). Where partners are small two‑person shops, staff favor toolkits and messaging to extend reach rather than expecting partner‑provided volunteers (Krista Coletti: "many of the CAP partners are so small, two people teams... they don't have that bench strength to provide the volunteers").  
- Staffing and regional resourcing determine whether digital tools are adopted. Chapters with dedicated CAP/CMT staff and local tech pilots report Power Apps or trackers (Jacquelyn Clites, Nate Millard describing a Power App), enabling greater operational coordination. Areas lacking staff capacity rely more on meetings, ad‑hoc forms, or low‑tech routing (spreadsheets, magnets, 800 numbers), producing consistent calls for CRM adoption.  
- Institutional policy and centralized governance influence formalization. Several transcripts record local pilots that ran into national or DCS policy limits (Katrina Long: "we were told no because it wasn't an official Red Cross activity"), implying that where national policy is permissive or local leaders secure sign‑offs, chapters can formalize conversion and training; otherwise local teams must rely on lightweight, event‑based tactics.  
- Common human factors (volunteer impatience, soft‑skill needs, and relationship trust) create generic convergence. Across geographies staff repeatedly note rapid first‑activation is critical to retention ("I would lose interest in about a month" — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), and that relational trust facilitates warm handoffs ("They're trusted, you ask" — multiple transcripts). These human realities make event‑based, low‑burden, relationship‑driven recruiting a shared strategy regardless of local tool availability.  
  
Operational implications derived from the cross‑geography synthesis:  
- Short, role‑specific "middle‑tier" offerings (standby teams, shelter heroes, event slots, fast‑track training) are widely validated as useful. Example language used by practitioners: "this would be that middle of the road... where we give them kind of the basic necessities and talk them through it over the phone..." (Caedy Minoletti).  
- The dominant operational gaps are tooling for routing and tracking and standardized onboarding artifacts (playbooks, one‑pagers, MOU templates, CRM field definitions). Multiple chapters explicitly ask for national guidance and templates: "They need, I think they need some guidance from the national level" (Caedy Minoletti) and "So we need a CAP volunteer recruitment plan for sure." (Caedy Minoletti).  
- Where metrics are used, staff caution against counting alone without retention/context: "1900, but how many did we keep? And they didn't give that" (Simone Moore) — showing the need for paired metrics (recruitment + activation/retention + narratives).  
  
Final synthesis statement (no question): The geography‑specific transcripts coalesce into a coherent operational doctrine: use CAP presence and partner relationships to create short, role‑specific volunteer pathways; recruit opportunistically at events and through partner networks; provide compact, practical training and local supports; and prioritize quick first activations to retain volunteers. Persistent cross‑cutting implementation needs are robust referral/routing tooling or CRM integration, concise national templates/playbooks (recruitment plans, MOUs, orientation scripts), and measurement approaches that combine counts with activation and retention indicators. Where those implementation supports exist locally (trackers, area CAP staff, Power BI), chapters achieve faster, more measurable outcomes; where they do not, activity is still viable but more ad hoc and reliant on manual coordination and interpersonal trust.

## User Themes

### Volunteer and Community Engagement Effects

#### Summary across all documents

Summary  
Overall, CAP influenced volunteer recruitment and community engagement through consistent, pragmatic tactics—partner- and event-based outreach, streamlined onboarding, train-the-trainer approaches, and short, task-based volunteer roles—that generated measurable gains in some places but not uniformly. Recurrent operational constraints—high staff turnover, absent dedicated recruiters, and a damaging activation gap where many registered volunteers go unused—limited broader impact and undermined retention. Relational factors, notably language and trust fit, were decisive in many communities and require partner-centered, culturally concordant approaches to succeed. Finally, respondents repeatedly emphasized that sustaining and scaling positive outcomes depends on deliberate investments in staff time, streamlined processes to convert leads into active assignments, and formalized partner training and follow-up systems.  
Analysis  
Partner and event co-location is the clearest, fastest route to volunteer leads. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated, 'We used partner events to sign people up for, for sound the alarm and had teams go out and install them,<a href="#Volunteer and Community Engagement Effects-s-link1"><sup>[1]</sup></a>' and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported, 'They probably had 45 people sign up to be volunteers.' These verbatim accounts demonstrate a repeated operational pattern: showing up at partner-hosted events, festivals, or co-located tabling reliably captures on-the-spot interest and converts it into volunteer leads more quickly than cold or centralized outreach alone, making partner events a primary tactical lever for short-term recruitment.  
1. used partner events to sign people up for, for sound the alarm and had teams go out and  
Reducing procedural friction materially improves conversion from interest to active volunteer. As noted in Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx, 'it is becoming an easier process to volunteer with the Red Cross<a href="#Volunteer and Community Engagement Effects-s-link2"><sup>[2]</sup></a>' and the same account urged 'Making the the volunteer application service a little bit easier.<a href="#Volunteer and Community Engagement Effects-s-link3"><sup>[3]</sup></a>' These statements pinpoint concrete barriers—lengthy forms, background checks, unclear placement steps—and show that local efforts to streamline the application and onboarding pathway are widely seen as necessary to reduce drop-off and accelerate activation of recruits.  
1. it is becoming an easier process to volunteer with the Red Cross  
2. Making the the volunteer application service a little bit easier.  
Cascading training—equipping partners to train and act—is a repeated mechanism to generate volunteer activity. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx said, 'we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations<a href="#Volunteer and Community Engagement Effects-s-link4"><sup>[4]</sup></a>,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx explained, 'And that's the reason that I became a trainer myself. So that I have one of my partners that needs a training and DCS is not able to do it, then I can go ahead and do it<a href="#Volunteer and Community Engagement Effects-s-link5"><sup>[5]</sup></a>.' Together these comments describe a deliberate partner-first model where chapters transfer skills and materials so partners become volunteer multipliers, especially valuable where formal Red Cross onboarding or DCS capacity is limited.  
1. we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations  
2. And that's the reason that I became a trainer myself. So that I have one of my partners that needs a training and DCS is not able to do it, then I can go ahead and do it  
Offering single-day, appointment-based, or task-focused roles expands the volunteer pool. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx explained, 'And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer<a href="#Volunteer and Community Engagement Effects-s-link6"><sup>[6]</sup></a>,' while Transcript CAP\_Staff\_\_Steady\_State\_Gaby\_Perez\_Albarracin\_2025\_0904.docx described volunteers who 'do it by appointment' and thereby engaged new participants. These accounts show an intentional shift to lower-commitment, role-specific pathways to meet modern volunteers' limited availability and to diversify who can participate.  
1. And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer  
Losing key coordinators and not having sustained recruiter roles breaks recruitment momentum and institutional memory. As one respondent put it in Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx, 'Well, we have a high turnover, so that's what I see. It's hard to get things going,<a href="#Volunteer and Community Engagement Effects-s-link7"><sup>[7]</sup></a>' and added that 'There was no volunteer recruiter when I started, and it was largely Trevor, our DPM at the time, who's also gone now because everybody's left.<a href="#Volunteer and Community Engagement Effects-s-link8"><sup>[8]</sup></a>' These verbatim observations indicate that short-term recruitment wins are fragile without dedicated staff positions or documented handoffs to preserve leads and sustain partner relationships.  
1. high turnover, so that's what I see. It's hard to get things going. There  
2. There was no volunteer recruiter when I started, and it was largely Trevor, our DPM at the time, who's also gone now because everybody's left.  
Registration without timely activation produces churn and undermines retention. The concern is starkly summarized in Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx where the interviewee said, 'we have close to 300 volunteers in Chatham county alone. And when we looked at, you know, in the last two months, how many of those people were called on, it was 17,<a href="#Volunteer and Community Engagement Effects-s-link9"><sup>[9]</sup></a>' and warned that 'if I was a volunteer and I signed up and I went through all the trainings to become a TAP responder and I was never called. I would in. I would lose interest in about a month.' These quotes highlight a structural mismatch: without processes and staffing to convert leads into assignments, volunteer motivation quickly erodes.  
1. 300 volunteers in Chatham county alone. And when we looked at, you know, in the last two months, how many of those people were called on, it was 17 oh wow.  
Relational fit—language and trusted intermediaries—often dictates whether recruitment efforts succeed in particular communities. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx cautioned that 'the valley is very, if you don't look like, if you don't speak Spanish, they're more than likely not going to open the door for you,' and Transcript CAP\_Staff\_\_Steady\_State\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed, 'I think barriers or obstacles that I have encountered have mainly been regarding trust.' These verbatim remarks underline that recruitment is not only procedural but deeply relational, requiring language-concordant staff or trusted partners to access and sustain engagement in many locales.  
Additional Insights  
Some regional respondents reported essentially no observable increase in volunteer recruitment attributable to CAP. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly stated, 'None. Have I noticed anything supporting that.<a href="#Volunteer and Community Engagement Effects-u-link10"><sup>[10]</sup></a>' This distinct perspective shows CAP's effects on recruitment were uneven and in some jurisdictions staff perceived little to no change, underscoring that context, pre-existing systems, and local capacity modulate program impact.  
1. None. Have I noticed anything supporting that.  
In some localities CAP produced concrete, measurable wins such as trainings and higher local response rates. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reported, 'we actually just had a training of 27 people to work Red Cross sheltering in the area,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described an event where the local response 'rose from about 20 to 30%' up 'above 50%.' These quotes indicate that when CAP strategies, partner readiness, and local staffing align, tangible recruitment and activation outcomes can be achieved, even if such results are not uniform.  
Several interviewees warned CAP-style gains rely on tangible budget and staff investments and will not scale without them. As captured in Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx, 'One is very tangible, which is definitely having the budget to help our partners increase their capacity because they have limited capacity,<a href="#Volunteer and Community Engagement Effects-u-link11"><sup>[11]</sup></a>' and the same source conceded, 'We don't have the capacity, quite frankly, Carol. I mean I work sometimes in excess of 12 hours.<a href="#Volunteer and Community Engagement Effects-u-link12"><sup>[12]</sup></a>' These candid remarks emphasize that partner-focused recruitment and deep relationship work require sustained staff time and funding to replicate successes across jurisdictions.  
1. is definitely having the budget to help our partners increase their capacity because they have limited capacity. So by  
2. We don't have the capacity, quite frankly, Carol. I mean I work sometimes in excess of 12 hours.

#### Comparison across segments

Analysis across Groups occupation

CAP Staff: CAP staff share the viewpoint that partner-centered, hands-on facilitation and low‑barrier, event-focused tactics are the primary levers for producing volunteer interest and short‑term activation. In these transcripts CAP staff describe active tactics—creating partner calendars, co‑staffing events, fast‑track trainings, and “borrowing” volunteers across networks—to generate immediate headcount increases while also flagging retention, data, and capacity limits. For example, CAP staff explain operational coordination and immediate multipliers: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states, "CAP developed a calendar of events from our partners." The same document describes a concrete surge outcome: "So all together, we were a multiplier of at least 25 more people to the region." Those statements show CAP staff equate coordination and active promotion with measurable, event‑level boosts. CAP staff also document administrative and sustainability challenges: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports, "Well, we have a high turnover, so that's what I see. It's hard to get things going." That file also expresses a process remedy: "So I think that's my goal. My goal is to get it streamlined, written down, a process for it and get it all signed off on..." which ties CAP staff practice to a desire for codified continuity. CAP staff question counts and retention as limits to claiming success: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observed, "They put on the board that they recruited 1900 volunteers... I don't know if they counted people twice... the numbers were very screwed," and raised the retention cost concern: "Do they just take training and just leave? ... because every time you train a person that's money." CAP staff also report successes from partner‑led, warm‑handoff recruitment and isolated event surges: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says, "it is becoming an easier process to volunteer with the Red Cross," and documents an activation instance: "They have gathered 16 individuals. And the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church." Together these verbatim remarks from CAP staff documents show a coherent occupational stance: prioritize local, partner‑mediated access, reduce procedural barriers, use event and calendar tactics to create immediate volunteers, but temper claims with concerns about turnover, retention, measurement, and staff capacity.  
  
Region Staff: Region staff share the viewpoint that CAP’s embedded presence and capacity‑building (coaching, replication, and integration with chapter leadership) improve partner relationships and program visibility, but that sustaining volunteer gains requires time, local leadership, and systems-level replication. Region transcripts emphasize CAP as a stabilizing, visible actor that raises awareness and enables chapters to “multiply” outreach—but they also repeatedly note limited or ambiguous evidence that CAP alone produced sustained increases in Red Cross volunteer rosters. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states a cautionary view on attribution: "I don't think the CAP program has really any bearing on that either, though, in one way or the other." At the same time Barry Falke attributes practical outreach increases to CAP presence: "we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction, canvassed more homes and neighborhoods... the CAP team has done a really nice job of really trying to own that." Region staff highlight CAP’s coaching and replication role: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx explains relational integration—"They feel like they're part of what we do, and we feel like we're part of what they do"—and capacity building: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." Region staff also flag sustainability threats and practical barriers: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx warns, "I think that the biggest barrier is probably time and the ability to kind of have that knowledge continue and have it really become the culture as opposed to like a thing that we're talking about or doing," and calls for replication: "we have to take that institutional knowledge and what was learned in these programs and basically replicate it in every chapter across the country." These verbatim excerpts show region‑level staff view CAP as a visible, coaching, demonstrable pilot that raises awareness and provides tools, while remaining cautious about direct, measurable increases in official volunteer counts without sustained time, replication, and systems support.  
  
Chapter Staff: Chapter staff share the viewpoint that CAP presence often supplies immediate operational capacity and partner access but that practical onboarding, follow‑through, role clarity, and local resource constraints determine whether partner interest converts into sustained, deployable Red Cross volunteers. Chapter transcripts repeatedly recount CAP filling local gaps, producing on‑the‑ground signups, and enabling partner‑led installs; they also repeatedly describe barriers—application friction, information gaps, role confusion, and limited staff/time to follow up—that block conversion. For example, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx emphasizes embedding and partner resourcing: "So as a result of having the CAP team here... they have been so embedded with them," and gives a service‑transfer example: "For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." That same chapter perspective links visibility to recruitment: "I think that they are impacting volunteer recruitment by just a better understanding of how the Red Cross supports in the community." Conversely, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx reports limited recruitment attribution and role emphasis: "Haven't noticed any differences in CAP versus the other counties... I don't see them too much involved with volunteer recruitment. It's definitely more of the community relationships." Chapters call out onboarding and coordination frictions: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommends, "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does," and notes that the CAP team "haven't asked us for any volunteers... And they haven't helped us recruit any volunteers." Chapters also report concrete training outputs and event signups when capacity exists: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx states, "So when they're having events, we're signing up people at that time. And we actually just had a training of 27 people to work Red Cross sheltering in the area." These chapter quotes show a pragmatic occupational stance: CAP presence helps when chapters can convert leads, but conversion depends on orientation, follow‑up, clear role pathways, and local bandwidth.  
  
Cross‑category comparison — main difference in focus: The main difference in emphasis across occupations is that CAP staff foreground tactical, partner‑facing activation (calendars, tabling, fast‑track trainings, event multipliers), region staff foreground strategic integration and replication (embedding CAP as a coaching/demonstration model and the need for time/replication), and chapter staff foreground operational convertibility and sustainment (onboarding, follow‑through, resource constraints). To illustrate these contrasts with verbatim examples from each occupational category: CAP staff emphasize practical coordination and surge staffing—Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "We even help set it up, we even help them promote it, push it forward. We multiply the message so they can have better participation and a greater audience." Region staff emphasize longer‑term embedding and replication—Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "I think that the biggest barrier is probably time and the ability to kind of have that knowledge continue and have it really become the culture..." Chapter staff emphasize immediate convertibility and onboarding needs—Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." These three quotes together show the occupational cascade: CAP creates the event and visibility; region staff see the need to institutionalize and replicate over time; chapters must operationalize lower‑friction volunteer roles and follow‑up to realize sustained capacity.  
  
Cross‑category comparison — where perspectives overlap with differing emphases: All three occupations converge on a few shared principles—partner leverage, the value of visible presence, and the need to reduce procedural barriers—but they emphasize different levers and outcomes. CAP staff articulate partner leverage operationally ("So all together, we were a multiplier of at least 25 more people to the region." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) and stress quick, pragmatic tactics. Region staff repeat the partnership and presence claim in strategic terms ("They feel like they're part of what we do, and we feel like we're part of what they do." — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) and couple it with a call to codify learning for scale ("we have to take that institutional knowledge... and basically replicate it in every chapter across the country." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapters echo the same mechanisms at the site level while focusing on conversion and training logistics ("So when they're having events, we're signing up people at that time." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx; "And we actually just had a training of 27 people to work Red Cross sheltering in the area." — same docx). The alignment is therefore consistent: CAP staff drive events and partnerships; region staff assess and urge institutionalization; chapter staff manage the conversion and sustainment work on the ground.  
  
Hypotheses explaining occupational differences in perspective  
  
- Proximity and time horizon hypothesis: CAP staff operate day‑to‑day in partner outreach and therefore emphasize immediate activation tactics and event multipliers (as in "CAP developed a calendar of events from our partners." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Region staff oversee multiple chapters and thus adopt a longer time horizon oriented to replication and culture change ("I think that the biggest barrier is probably time and the ability to kind of have that knowledge continue..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter staff face daily operational constraints and immediate staffing realities, so they emphasize onboarding, follow‑up, and converting expressed interest into deployable volunteers ("I will say I did not follow up. And so I didn't know if they, you know, took that step..." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx).  
  
- Mandate and incentive hypothesis: CAP staff incentives center on partner engagement and pilot delivery, producing emphasis on hands‑on facilitation and visible outputs ("We even help set it up, we even help them promote it..." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Region staff incentives include sustaining system performance and replicable best practices, explaining frequent calls for codification and cultural embedding ("we have to take that institutional knowledge... and basically replicate it" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter staff incentives are operational performance and service continuity, which aligns with their focus on converting leads to trained volunteers and managing shortages ("We really only have a very few volunteers in Atlanta county. So the CAP program has been able to cover a lot of that gap" — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
  
- Resource and reporting hypothesis: Differences also reflect uneven access to staff time, funding, and data systems. CAP staff report event successes but flag measurement limits ("the numbers were very screwed" — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Region staff underscore the need to protect and spread institutional knowledge, implying they see measurement and stewardship gaps ("we have to take that institutional knowledge..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter staff repeatedly report follow‑up and onboarding capacity limits that prevent converting leads into official volunteers ("People are not willing or not always willing to sign up with the application... they just show up." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). These verbatim observations suggest that even when CAP generates interest, lack of centralized, consistent follow‑through and imperfect reporting create a gap between event sign‑ups and officially active volunteers.  
  
Why occupational category sometimes did not strongly influence perspective: In some transcripts the occupational differences narrow because local realities—distance, turnover, youth cycles, or funding—shape similar conclusions across levels. For example, both region and chapter respondents report that youth engagement is promising yet challenged by graduation cycles and COVID setbacks: "they're getting trained in hands only CPR or becoming, you know, a disaster responder" but "you get the youth engaged and then they'll get like a blood drive under their belt and then they're gone... they graduate" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Similarly, CAP and chapter staff converge on the value of presence and trust: "They see us in the community. They know that CAP is stable." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) and "They feel like they're part of what we do, and we feel like we're part of what they do." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). These cross‑level verbatim concordances suggest that when operational realities (trust, presence, youth churn) are immediate and observable, occupational perspective converges.  
  
Conclusion (synthesis of cross‑occupational implications): Across CAP, region, and chapter occupational perspectives the verbatim evidence points to three operational implications that bridge categories: (1) partner‑mediated, event‑focused tactics reliably generate immediate leads and event staffing ("So all together, we were a multiplier of at least 25 more people to the region." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx); (2) converting those leads into durable, deployable Red Cross volunteers requires deliberate onboarding pathways, recurring touchpoints, and capacity for follow‑up ("I think there should have been a mandatory orientation..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx); and (3) sustaining local gains depends on documenting processes, investing in regional replication, and balancing CAP’s high‑touch role with chapter ownership ("So I think that's my goal. My goal is to get it streamlined, written down, a process for it and get it all signed off on..." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; "we have to take that institutional knowledge..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). The quoted passages above illustrate the occupationally distinct emphases and the practical levers each group identifies to move from event interest to sustained volunteer capacity.

Analysis across Groups Geography

Tulare, CA — shared viewpoint: CAP’s relational, engagement‑first approach builds partner networks and yields qualitative volunteer interest but faces funding/onboarding constraints. In this jurisdiction respondents emphasize engagement over formal recruitment and show that partner relationships both generate informal volunteer activity and reveal gaps in formal onboarding and resourcing. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx frames the posture succinctly: "If I were to pick, I would lean more on engagement versus a recruitment. I mean, we've done some recruitment, but not super intentionally." That same document links partner trust to recruiting otherwise unreachable people: "When you're engaging partners now you have that trusted person in the community who can volunteer or can get the word out to community members they're serving and get us new volunteers that we wouldn't have otherwise engaged." It also documents practical barriers to youth club formation: "one thing that they expressed at the small high school was well, if we, if we do a club, we have to have an advisor. If we have an advisor, we have to find money to pay them a stipend and a stipend." Together these quotes show a consensus in Tulare that CAP’s steady presence and partner investments are opening volunteer pathways and returning volunteers ("returning volunteers and they, they have explicitly stated things like it was. It was a CAP event and I love cap and so I wanted to come back."), while concrete obstacles—payment for advisors, formal onboarding friction, and limits on biomedical capacity for blood drives—remain unaddressed.  
  
Sarasota, FL — shared viewpoint: CAP’s community‑centered, high‑touch facilitation multiplies partner capacity and event turnout but demands heavy staff time and explicit choices about depth versus breadth. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx (Sarasota CAP staff) emphasizes trust, facilitation, and partner pooling as core mechanisms: "They trust each other, and they let each other borrow volunteers," and describes a concrete event effect: "So all together, we were a multiplier of at least 25 more people to the region." The same file also voices the cost in staff time: "We don't have the capacity, quite frankly, Carol. I mean I work sometimes in excess of 12 hours." For the second Sarasota reference (Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx) there are no relevant quotes available in the provided materials, so I cannot include verbatim text from that document. Across the Sarasota‑CAP evidence present, the shared framing is that CAP’s hands‑on event facilitation (promotion, logistics, trust work) yields measurable event multipliers in individual campaigns ("a multiplier of at least 25 more people"), but leaders flag scalability limits tied to staffing and the strategic tradeoff between going deep with partners versus touching many partners ("we're going to have to choose between quality or quantity").  
  
Cameron, TX — shared viewpoint: respondents describe a mix of procedural simplification and partner‑embedded volunteer strategies, but also note communication, orientation, and branding problems that limit volunteer activation. Multiple documents mapped to Cameron show convergent themes. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports deliberate simplification and partner handoffs: "it is becoming an easier process to volunteer with the Red Cross" and "Instead of doing a cold call, they're more of a warm hand off." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx describes gaps in orientation and activation: "Our camp team is not requesting volunteers because they're still trying to figure out the enhancements and how they're helping people. They haven't asked us for any volunteers, so. And they haven't helped us recruit any volunteers." Shawn also gives practical recruitment ideas: "If you're a partner for Red Cross with a QR code that says you want to volunteer at the Red Cross, click the QR code or just something similar." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx (Cameron region staff) reports limited observable recruitment change to date: "volunteer recruitment goes, I haven't really seen much movement yet as far as being able to recruit volunteers or what that looks like." Together these quotations show Cameron stakeholders agree CAP has moved toward lower‑friction, partner‑mediated onboarding and propose simple capture tactics (QR codes, warm handoffs), but also experience an activation gap driven by weak orientations, branding confusion, and limited local visibility that inhibit converting interest into active volunteers.  
  
Terrebonne, LA — shared viewpoint: no relevant quotes available. The provided materials do not include verbatim excerpts from Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx, so I cannot cite direct statements. Based on the absence of source quotes, I cannot characterize within‑category consensus with verbatim support.  
  
Yazoo, MS — shared viewpoint: consistent across transcripts is that steady local presence and partner mapping generate immediate sign‑ups and training outputs, while geographic distance, funding, and follow‑through constrain scale and sustainability. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx both highlight presence and event sign‑ups: April Jones states "CAP is in the community. We are in the community pretty regularly building relationships and people" and the transcript adds "Having a presence within the communities, I think is key." Tamica Jeuitt documents concrete training yield: "So when they're having events, we're signing up people at that time. And we actually just had a training of 27 people to work Red Cross sheltering in the area." But both files also flag resourcing and mobility limits: April Jones notes "The funding is going to be an obstacle" and Tamica warns "be honest with where you are... you don't have the capacity to follow up... don't try to... Bite off too much." The shared perspective in Yazoo is that presence‑based, event‑anchored tactics drive on‑the‑spot recruitment and discrete training outputs (e.g., 27 shelter trainees), but sustained conversion and replication are limited by funding, follow‑through capacity, and regional mobility.  
  
Madison, TN — shared viewpoint: interviewees emphasize partner recruitment and force‑multiplying through partners plus a pragmatic mix of event‑based volunteer pipelines and short‑term roles, even as formal volunteer registration spikes remain limited. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx describes event‑based pipelines and local part‑time staffing to seed volunteer pools: "They hire somebody specifically for our chapter. They work part time." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx notes retention improvements among existing volunteers but no spike in new registrations as a CAP effect: "We're doing an amazing job of retaining more than ever our volunteers and engaging our current volunteers, but we're just not seeing enough new faces, new presence coming in the door." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx frames the strategy as partner‑first: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best. So force multiplying." Collectively these documents show Madison stakeholders converging on the idea that CAP multiplies capacity by resourcing partners and by running event‑and‑part‑time pipelines, that retention/activation of incumbents has improved, but that formal volunteer headcount increases attributable to CAP have not clearly materialized.  
  
Atlantic, NJ — shared viewpoint: CAP’s embedded presence and outreach (tabling, partner meetings, coaching) raises interest and creates partner‑to‑volunteer pathways and faster recovery capacity, while internal staffing changes can drive local volunteer recruitment more than CAP alone. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx says "They feel like they're part of what we do, and we feel like we're part of what they do." Rose documents CAP involvement in tabling and partner meetings: "Our CAP team has been very engaged. Certainly any tabling event that we do in southern New Jersey, they've made themselves available as needed." She also notes training and coaching: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx similarly reports CAP covering volunteer gaps and attempting recruitment through presentations and tabling: "Well, to be honest, from my understanding, we really only have a very few volunteers in Atlanta county. So the CAP program has been able to cover a lot of that gap and they are trying to find new volunteers in the area." (note: Kristi’s file maps to a different county but shares the Atlantic NJ theme of CAP bridging local volunteer shortages). There are no relevant quotes available in the provided materials from Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx, so I cannot cite that document. The Atlantic evidence converges on CAP being embedded, visible, and providing coaching and outreach capacity that appears to speed recovery and open partner‑to‑volunteer pathways, but local staffing refreshes sometimes explain recruitment gains as much as CAP work does ("We did kind of a refresh of our volunteer services staff ... the new staff is having much greater success").  
  
Montgomery, AL — shared viewpoint: CAP’s event‑driven outreach and partner‑training approach produce episodic sign‑ups and local pilots (youth clubs), but conversion and retention are fragile without consistent follow‑up and Volunteer Connection integration. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports event sign‑ups ("They probably had 45 people sign up to be volunteers" at a festival) and partner‑training ambitions ("training as many people there as possible and getting them in Volunteer Connection"). The same file warns of follow‑up failure: "When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx (Mark’s region overlaps Montgomery) emphasizes youth clubs and school pipelines: "we've got a couple of these youth clubs that are now being set up... they're a great resource when we're doing a home fire install." Montgomery respondents thus share the view that CAP‑enabled events and partner trainings can create immediate registrations and youth pipelines, but the repeated caveat is that without consistent systems and Volunteer Connection alignment, many leads do not convert to sustained volunteers.  
  
Jackson, OR — shared viewpoint: local staffing churn, policy/approval constraints, and the presence (or absence) of a sustained recruiter substantially shape whether CAP partner trainings convert into volunteers; when partner training is permitted it yields tangible, albeit small, gains. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx highlights turnover and procedural refusals: "Well, we have a high turnover, so that's what I see. It's hard to get things going." It also reports procedural denials that blocked partner activation: "And we were told no because it wasn't an official Red Cross activity." In contrast, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx (Jackson region staff) documents partner training and empowerment: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations..." Collectively, Jackson stakeholders portray a contrast: where policy or staffing permits partner training, partners can be enabled to deliver installations; where turnover and procedural refusals occur, recruitment and partner activation stall.  
  
Lee, FL — shared viewpoint: limited formal engagement data in the supplied materials; where content exists (Josh Riddle) the picture is of event‑driven, reactive volunteer engagement with administrative red tape and resource limits preventing scalable volunteer activation. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports sparse Red Cross response and limited volunteer activation: "We haven't even had any responses here other than the floods in April" and "It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community. It seems like there's a lot of red tape..." For the other Lee FL documents listed in the mapping (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx and Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) there are no relevant verbatim quotes in the provided materials, so I cannot cite them. Based on the Josh Riddle excerpt, Lee’s shared perspective in available material is that community self‑response often supplants formal Red Cross deployment, administrative friction impedes volunteer activation, and funding/staff capacity are limiting factors.  
  
Monterrey, CA — shared viewpoint: CAP’s embedded, partner‑resourcing approach strengthens partner operational roles and training, increases perceived public understanding, and promotes short, low‑barrier volunteer commitments to broaden participation—while staff note retention and measurement issues. Two documents mapped to Monterrey offer complementary views. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx emphasizes embedding and partner resourcing: "So as a result of having the CAP team here... they have been so embedded with them" and gives a concrete operational partner role example: "For example, Rancho Cielo, we recently put in some new workstations... We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx (Monterrey CAP staff) echoes the idea of diversifying volunteer audiences and fast‑track training: "I think there has been a lot of interest in CAP and that has brought more like different audiences per se and a different kind of like attraction to what Red Cross is doing" and "This program is basically training folks in fast track mode for emergencies... we are promoting this and that way we're bringing new volunteers to the region." Both files also discuss lower‑barrier options and measurement limits: Michelle reports a new "Neighbors Helping Neighbors" eight‑hour option to reduce deployment hesitancy ("And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer."), while Gaby calls for volunteer profiles and rebranding to clarify roles. Combined, Monterrey perspectives converge on embedding, partner resourcing, and reducing volunteer barriers, yet both note weak measurement of long‑term retention.  
  
Butte, CA — shared viewpoint: CAP funding and partner cohort changes produce strong short‑term gains (partner microgrants, partner cohorts) but external cohort departures and geography/staffing constraints create abrupt volunteer losses and prompt targeted recruitment pushes. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explicitly links volunteer loss to partner cohort funding cuts: "Until just recently... it was a climate core program that was funded through AmeriCorps... and until the budget cuts recently, I think that made a huge difference... they all pretty much dropped off of the volunteering." Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx and Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx emphasize CAP–region integration and coordination that support recruiters: "it has taken quite some time... for the CAP team to start working collaboratively with regional staff. But now that we are all working as one team, their connections are amazing" and "it has taken quite some time... But now that we are all working as one team, their connections are amazing." Together the Butte evidence shows CAP can catalyze considerable partner activity (microgrants, training), but large swings in partner‑sourced cohorts create vulnerability, prompting CAP staff to set numeric recruitment goals ("I put as one of my annual goals to try to recruit 50 plus volunteers for the region.").  
  
Mississippi, AR — shared viewpoint: CAP’s presence raised partnerships and outreach activity (including blood drives), but volunteers and preparedness remain limited by onboarding friction, cultural fit, and capacity to manage more volunteers. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx is explicit: "I don't think the CAP program has really any bearing on that either, though, in one way or the other" regarding volunteer recruitment gains, yet he also documents that "the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives, particularly in that northern northeast Arkansas." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx complements this with structural insight about recruitment friction and role difficulty: "I think it's difficult for us to recruit volunteers no matter where it's at ... the volunteer process from start to finish takes too long" and "I think that the home fire response is just a very difficult thing ... that's very difficult to recruit volunteers for as well." The shared perspective is pragmatic: CAP improved partnership activity and some program outputs (blood drives), but onboarding, role discomfort, and manager capacity limit conversion of that activity into broadly increased volunteer rosters.  
  
Lake, IN — shared viewpoint: CAP’s partner and recruitment integration is incremental—steady presence and coordination bolster outreach, but formal recruitment gains are not clearly attributable to CAP; staff emphasize local relationship work and onboarding details. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx stresses relationship recruitment and reservations about headline numbers: "I just think it takes one good connection... start recruiting volunteers that are close into these areas" and questions numerical reporting: "They put on the board that they recruited 1900 volunteers... I don't know if they counted people twice... the numbers were very screwed." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx concurs on partner mobilization but reports no visible recruitment spike: "Haven't noticed any differences in CAP versus the other counties. I don't see them too much involved with volunteer recruitment. It's definitely more of the community relationships." Both Lake respondents therefore agree CAP strengthened partner links and visibility, but conversion to formal, counted Red Cross volunteers is ambiguous and plagued by data reliability and onboarding challenges.  
  
Chatham, GA — shared viewpoint: CAP’s visible presence, partner referrals, and bilingual/targeted volunteer involvement help with hands‑on service delivery (installs, blood drives), but volunteer distribution remains geographically concentrated and retention after episodic surges is mixed. Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx documents hands‑on volunteers and bilingual capacity: "I know that they've volunteered and done home fire install, you know, or smoke alarm installations. And the education piece, they've, they've been a part of it. I think one or two of them are bilingual too." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documents visible presence and the activation problem: "It was because we asked." but also "We just aren't using them" (referring to registered volunteers). Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reports recruitment and readiness: "They have definitely recruited volunteers" and "They're visible, they're on the streets, they are volunteering their time... They are showing up before they're needed." Together Chatham documents converge on CAP enabling hands‑on, linguistically accessible outreach and occasional recruitment spikes, while also exposing activation and retention gaps (many registered volunteers are not being called).  
  
Lake, CA — shared viewpoint: CAP funds and force‑multiplying partnerships are enabling sheltering and wraparound services, with potential to create event‑based volunteer pathways rather than immediate large increases in formal Red Cross volunteers. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx argues CAP funds "have built capacity to help with sheltering" and that partners may not become Red Cross volunteers but will be "event based volunteers or hopefully set up a shelter or at least be a shelter location." The shared Lake CA perspective is that CAP’s resourcing yields infrastructure and partner capacity that produce indirect volunteer effects (venues, wraparound services, event volunteers) rather than mass Red Cross volunteer registration.  
  
Warren, KY — shared viewpoint: CAP empowered partners and built community resiliency hubs, but local staff did not observe clear increases in formal volunteer counts; visible demonstration of CAP’s benefits is key to securing broader buy‑in. Transcript Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx states plainly "I don't know that we've gained any additional volunteers to work with that program" but also credits CAP with enabling community hubs: "CAP has empowered them and encouraged them. And then they've also become a resiliency hub with two other partners in Warren county as well." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped to Warren via the initial list) similarly reports limited responses: "We haven't even had any responses here other than the floods in April." The shared Warren viewpoint is that CAP can and did empower partners to expand reach (resiliency hub), but formal volunteer recruitment increases are not obvious to local staff absent visible demonstrations of benefit.  
  
Cross‑category comparison and contrast  
  
Shared themes across most geographies  
- Presence and partner embedding drive immediate engagement. Across many jurisdictions respondents framed CAP’s steady, visible, embedded presence as the primary mechanism for generating community interest and event sign‑ups: "CAP is in the community. We are in the community pretty regularly building relationships and people." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx); "They see us in the community. They know that CAP is stable." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx); "So as a result of having the CAP team here... they have been so embedded with them" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These cross‑region quotes show consensus that visibility + relationship work produces immediate referrals, sign‑ups, and partner goodwill.  
- Partners act as force multipliers, often preferred over direct mass recruitment. Multiple documents emphasize partner referral, partner‑led delivery, and training partners as ways to extend reach: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best. So force multiplying." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx); "They trust each other, and they let each other borrow volunteers." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx); "we trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations" (Transcript Region\_Chapter\_Staff\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Across places, staff see partner‑centered pathways as efficient and culturally appropriate.  
- Short, lower‑friction volunteer options reduce barriers. Many jurisdictions shifted toward event‑based, short‑commitment roles or standby pathways: "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx); "This program is basically training folks in fast track mode for emergencies... we are promoting this and that way we're bringing new volunteers to the region" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Shorter pathways were a repeated response to deployment hesitancy.  
- Activation and retention gaps are pervasive. Many regions noted leads or registrations that did not convert into active service: "We just aren't using them" and "When we did like a deep dive into the volunteer metrics, we realized we have close to 300 volunteers in Chatham county alone. And when we looked at... how many of those people were called on, it was 17." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). This theme recurred across geographies.  
  
Variation across geographies and plausible explanations  
- Variation in observable recruitment gains: Some regions report perceived increases (Mark Beddingfield: "we have had an increase in volunteers", Maria Center: "They have definitely recruited volunteers") while others report little or no observable change (Barry Falke: "I'm not sure we've seen tremendous increase", Jennifer Capps: "I don't know that we've gained any additional volunteers"). Hypotheses for this variation:  
 - Local staffing and continuity matter. Regions that report recruitment gains often cite strong local staff or recent volunteer‑services staffing refreshes (Rose Taravella: "the new staff is having much greater success with recruitment and placement of volunteers than our former staff"; David Hicks: "When Curtis took over, the impact increased exponentially because he is from the area"). Where turnover or thin staffing is reported, progress stalls (Katrina Long: "Well, we have a high turnover, so that's what I see. It's hard to get things going.").  
 - Partner cohort and funding shocks create episodic swings. Butte’s loss of an AmeriCorps cohort is a prime example: "Until just recently... it was a climate core program... until the budget cuts... they all pretty much dropped off of the volunteering" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Regions that relied on a single funded cohort saw sharp declines when that funding ended.  
 - Geographical and mobility constraints limit reach. Rural or widely dispersed regions repeatedly mention travel and distance as obstacles to showing up and sustaining presence ("Travel is a barrier... six hour drive" — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx; "she has yet to engage that. She said that, well, it's too far." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). Urban/suburban regions with denser partner ecosystems find it easier to field tabling events and generate sign‑ups.  
- Variation in strategic emphasis — partner‑first vs. formal volunteer recruitment: Several regions intentionally prioritized partner resourcing and event‑based volunteers over recruiting formal Red Cross volunteers (Joel Sullivan: "We're not necessarily recruiting volunteers. We're recruiting partners..."). Other areas invested in formalized recruitment pipelines and Volunteer Connection enrollment (Shannon Randolph: "training as many people there as possible and getting them in Volunteer Connection"). Why? Local capacity and perceived risk of poaching or duplication shape this choice: "Because the partners that they were had enhanced were already our partners... if that makes sense" (Kayla Gonzalez), and "If it isn't a goal, if it isn't a metric... my team isn't going to like shoot for it" (Priscilla Fuentes) — organizational incentives and local partner ecology shape which pathway is prioritized.  
- Common measurement and data‑quality limits explain apparent differences. Several respondents explicitly questioned recruitment numbers or reported undercounting partner hours ("They put on the board that they recruited 1900 volunteers... I don't know if they counted people twice..." — Simone Moore; "We tallied the number of hours that our partners put in. But they didn't count." — Curtis Morman). Where data and reporting are weak, perceived changes vary not only because outcomes differ but because measurement differs. Regions with visible, countable events (e.g., a church recruiting "20 or 30 volunteers" — Mark Beddingfield) can point to concrete counts, whereas others rely on qualitative impressions.  
  
Synthesis hypotheses about why categories produced diverse perspectives (or why they did not)  
1. Staffing continuity and local leadership explain much cross‑site variation. Multiple respondents linked recruitment and activation to stable, local leaders (David Hicks: "When Curtis took over, the impact increased exponentially because he is from the area"). Hypothesis: CAP’s effect on volunteer recruitment is mediated by the presence of a committed local volunteer‑services lead or a stable chapter staffer who can convert partner interest into formal onboarding.  
2. Partner ecosystem maturity and funding structure shape whether CAP increases formal Red Cross volunteers vs. partner‑based, event volunteers. In regions with strong partner cohorts or funded program cohorts (Butte’s AmeriCorps Climate Corps), CAP often operated through those cohorts; when cohorts ended, volunteer counts dropped sharply. Hypothesis: where partners supply repeatable, paid or organized cohorts, CAP appears to drive volume; where partners are smaller or resource‑constrained, CAP tends to strengthen relational, event‑based volunteerism rather than large formal sign‑ups.  
3. Operational and administrative friction (onboarding delays, Volunteer Connection placement confusion) are a common bottleneck across geographies and can mute CAP’s recruitment benefits even when CAP generates leads. Repeatedly respondents propose low‑friction signups, standby tiers, or QR codes (Shawn Schulze, Hansel Ibarra, Caedy Minoletti). Hypothesis: simplifying and standardizing lightweight volunteer tiers and Volunteer Connection flows would convert more CAP‑generated leads into active volunteers across most locations.  
4. Geography and mobility affect the type of volunteer engagement feasible: urban/suburban areas favor tabling and event sign‑ups, remote/rural areas require partner empowerment and microgrants because CAP staff cannot maintain frequent in‑person presence. Hypothesis: CAP’s impact will look different (formal registration vs. partner capacity) depending on population density and travel times; the program should tailor engagement models by geography.  
5. Measurement practices influence perceived impact. Where projects track event sign‑ups, training completions, or partner hours better, local staff perceive more clear success (e.g., Tamica’s 27 shelter trainees). Where recording is uneven or headline numbers are mistrusted (Simone Moore: "the numbers were very screwed"), CAP’s impact will appear ambiguous. Hypothesis: harmonizing measurement (including partner activity capture) will reduce cross‑site perception variance and reveal underlying similarities.  
  
Concluding synthesis (no question)  
Across the geographic categories reviewed, the dominant, recurring finding is that CAP-style, embedded partner engagement reliably increases local outreach, event capacity, and temporary spikes in volunteer interest by leveraging trust, visibility, and partner networks. Verbatim testimony from many jurisdictions confirms the pattern: "They see us in the community. They know that CAP is stable" (Glama Carter), "So when they're having events, we're signing up people at that time" (Tamica Jeuitt), and "We even help set it up, we even help them promote it, push it forward. We multiply the message" (Glama Carter). Where CAP yields durable increases in formal volunteer rosters appears to depend on three interacting conditions: (1) stable, local volunteer leadership and staffing continuity; (2) streamlined, low‑friction onboarding pathways (including proposed standby or ambassador tiers); and (3) consistent measurement systems that capture partner hours and event‑based volunteers. Regions that lack one or more of these conditions tend to report activation and retention shortfalls despite abundant partner engagement and episodic sign‑ups ("We just aren't using them" — Alex Taylor). Operational remedies recommended across locations are coherent: codify protocols to preserve engagement through turnover (Katrina Long: "get it streamlined, written down, a process for it"), adopt short, event‑based volunteer options (Michelle Averill: "Neighbors Helping Neighbors... eight hour commitment"), empower and fund partners with microgrants, and reduce Volunteer Connection friction so partners’ volunteers are recorded and periodically re‑engaged (Shannon Randolph and Caedy Minoletti). Together, these cross‑site perspectives point to a replicable model: CAP generates relational access and event‑level volunteer yields, but to realize sustained, registerable volunteer capacity the program must align staffing, simplify onboarding, and improve metrics that capture partner contributions.

## Ai Sub-themes

### Trusted community access: partners open doors to hard-to-reach populations

#### Summary across all documents

Summary  
Overall, the documents consistently show that trusted community partners are the pivotal mechanism by which CAP gains access to hard-to-reach populations: partners’ local credibility, sustained presence, and operational capacity translate into introductions, referrals, and direct service delivery. The evidence emphasizes that pairing relational practice with modest resourcing and training (microgrants, equipment, partner training) converts goodwill into durable referral pathways and partner-led delivery channels such as mobile units, venues, and volunteer pipelines. At the same time, several respondents cautioned that not every funded relationship yields operational access, and that geographic concentration, partner capacity limits, and administrative undercounting threaten sustainability and scale. To preserve and expand trusted access, CAP’s approach must continue investing in multi-year relationship-building, targeted partner enablement, clear coordination and attribution mechanisms, and measurement systems that capture partner contributions.  
Analysis  
Trusted local partners and their social capital are primary door-openers for CAP outreach. For example, CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx stated 'In this area at least they work with different organizations that may have a little bit of weight in the community or they have really good connections. And once they heard about the CAP program, that was very interesting to them' and CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx observed 'CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships.' Together these verbatim observations show that partner standing, local networks, and prior relationships transfer legitimacy to CAP and create entry points into communities that Red Cross alone might not access.  
Targeted training and resourcing of partners turn informal goodwill into operational referral capacity. As one chapter staffer explained in Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx, 'So we have been trying to figure out a way to mobilize the organizations and the groups that CAP has these strong relationships with so that they are trained and ready to serve', and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx argued that 'Money on supporting these local organizations and providing them with pop up kitchens, with panel trucks, with generators... would do wonders for the people we're serving and for the reputation of the Red Cross.' These statements indicate that training plus tangible enhancements (microgrants, equipment) make partners able and confident to refer, host, and sometimes deliver services themselves, widening trusted referral pathways.  
Partners provide the physical channels and human pipelines that translate trust into delivered services. For instance, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described how 'the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.<a href="#Trusted community access: partners open doors to hard-to-reach populations-s-link1"><sup>[1]</sup></a>' Complementing that, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx noted 'Well, we have 15 partners. So I think with those 15 partners, for example, one of our hearts for seniors, they have over 100 volunteers<a href="#Trusted community access: partners open doors to hard-to-reach populations-s-link2"><sup>[2]</sup></a>.' These verbatim examples illustrate how partner venues, mobile deployments, and partner volunteer pools operate as practical mechanisms to reach neighborhoods and populations that are otherwise difficult for Red Cross to serve directly.  
1. the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.  
2. Well, we have 15 partners. So I think with those 15 partners, for example, one of our hearts for seniors, they have over 100 volunteers  
Long-term, visible engagement creates the relational trust that sustains access. As Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported, 'They feel like they're part of what we do, and we feel like we're part of what they do,' and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reinforced that 'Definitely the community knows that we are there because as we always say, presence is a mission.<a href="#Trusted community access: partners open doors to hard-to-reach populations-s-link3"><sup>[3]</sup></a>' Together these quotes show that repeated, respectful presence and mutual integration—not short-term transactions—produce the trust partners need to open and maintain doors into hard-to-reach populations.  
1. Definitely the community knows that we are there because as we always say, presence is a mission.  
Partners often enable concrete household-level access and completed services. For example, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx recounted that 'That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together,' and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explained 'They, they directly serve that area. And so we've done a smuggle, arm install campaign with them.<a href="#Trusted community access: partners open doors to hard-to-reach populations-s-link4"><sup>[4]</sup></a>' These verbatim accounts show partners not only introduce CAP to households but in many cases conduct or host the interventions that result in appointments, installs, or direct aid.  
1. They, they directly serve that area. And so we've done a smuggle, arm install campaign with them.  
Additional Insights  
Not all partnerships automatically translate into trusted operational access — some are primarily funding transactions. As Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx cautioned, 'they have all these enhancements and the enhancements are normally just for them to give money to a partner.<a href="#Trusted community access: partners open doors to hard-to-reach populations-u-link5"><sup>[5]</sup></a>' That verbatim observation highlights a contrasting pattern where grants or enhancements alone do not guarantee partner-delivered outreach, volunteer pipelines, or trusted referral activity unless paired with deliberate capacity-building and relational work.  
1. they have all these enhancements and the enhancements are normally just for them to give money to a partner.  
Trusted access is bounded by partner capacity, geographic presence, and tracking gaps, which limit sustainable scale-up. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed 'I don't, candidly, Like, I just think that they're so. They're just so limited to particular geographies that I don't think that it will make that much of a difference.<a href="#Trusted community access: partners open doors to hard-to-reach populations-u-link6"><sup>[6]</sup></a>' That verbatim caution underscores that while partners open doors locally, CAP’s reach is not automatically transferable across geographies, and organizational measurement or attribution gaps risk undercounting partner contributions and jeopardizing sustainability.  
1. I don't, candidly, Like, I just think that they're so. They're just so limited to particular geographies that I don't think that it will make that much of a difference.  
Partner contributions risk being administratively unrecognized, undermining credit and continuity. As CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reported, 'We had tally the number of hours that our partners put in. But they didn't count.' That verbatim example points to a measurement and attribution shortfall: if partner time and impact are not tracked or credited, it can erode partner willingness to sustain the relationships that open doors.

#### Comparison across segments

Analysis across Groups occupation

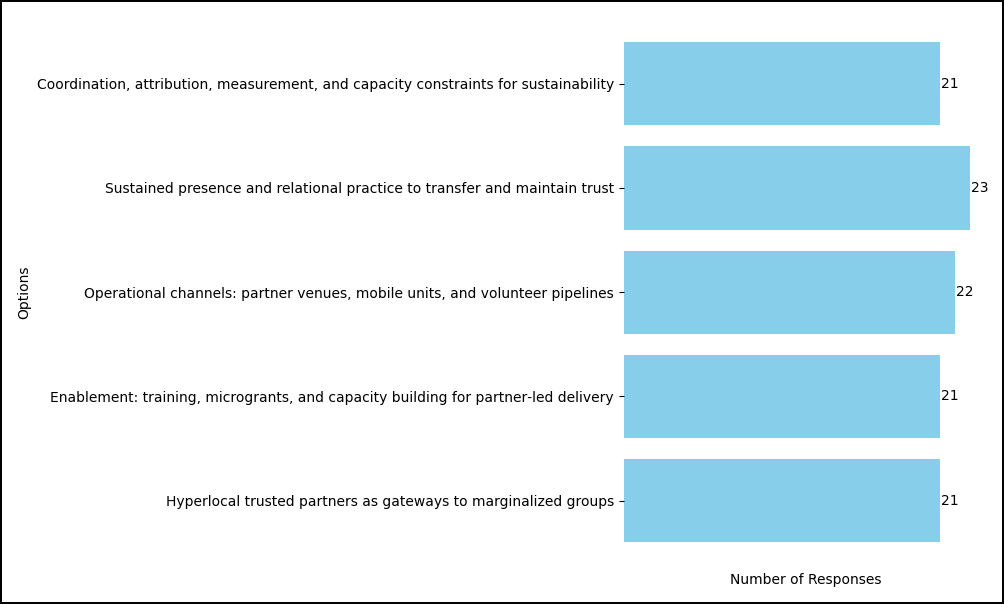
CAP Staff share a practical, operations‑first view of trusted community access: they portray partners as on‑the‑ground conduits that provide venues, volunteers, and immediate logistical support to reach people the Red Cross would otherwise miss. In these transcripts CAP staff repeatedly link partner credibility to concrete event and service delivery channels: CAP staff describe partner‑hosted canvasses, partner volunteer pools, and partner‑led installations as the operational mechanisms that open doors. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports a readiness to mobilize partner supplies: "six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx frames partners as neighborhood implementers: "They, they directly serve that area. And so we've done a smuggle, arm install campaign with them." Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx emphasizes partner social capital that creates openings: "In this area at least they work with different organizations that may have a little bit of weight in the community or they have really good connections." Across CAP staff files the pattern is clear: trusted partners are described as the practical gateway—hosts for mobile units, sources of volunteers, and warm‑handoff referrers that translate CAP presence into completed appointments and installations.  
  
Region Staff share a strategic, resourcing‑and‑relationships view of trusted access: region‑level transcripts emphasize hyperlocal, transformational partnerships, targeted grants and enhancements, and coalition‑level coordination as the levers that enable access into socially vulnerable, digitally excluded, or linguistically isolated communities. Region staff describe partnering choices (food banks, culturally specific organizations), remediation of systemic barriers (language, lack of phones), and structured resourcing (grants, microgrants, equipment) as the primary mechanisms by which partners open doors. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx identifies partner types and structural vulnerability: "Yeah, I think the partnerships with the food banks and how they've got them to kind of buy on and some of the partnerships with the Hispanic community that they've created down in South Texas." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx stresses resourcing of grassroots partners: "they have engaged so many organizations, you know, hyperlocal grassroots organizations, and they have provided enhancements to these organizations." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx highlights the role of grantmaking in building referral pathways: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." Region staff therefore frame partners as strategic investments—entities to train, fund, and integrate into response systems so that trusted access endures and scales.  
  
Chapter Staff share an implementation‑and‑networking view that centers partner directories, visible presence, and partner‑mediated referrals: chapter transcripts emphasize embedding operational partner information into workflows, using partner venues and mobile units to reach neighborhoods, and building sustained face‑time and reciprocity with local actors. Chapter staff describe partner resource guides, recruiter events at partner sites, feeding and youth‑outreach channels, and partner vouching as the day‑to‑day ways doors are opened. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx describes systematizing partner knowledge into a practical tool: "they have compiled their. A resource guide and a resource listing using all of their partners." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx shows recruiter/venue access use: "I know our volunteer recruiters have, you know, asked if they could host like volunteer Q and A sessions... so our CAP team has helped facilitate that relationship." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx links operational investment to access: "For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." Chapter staff account for trusted access as an operationalized network—mapped partners, hands‑on presence, and practical MOUs that translate partner credibility into referrals and services.  
  
Comparison and contrast across occupation categories (with examples and hypotheses)  
  
Main difference in emphasis: CAP Staff foreground operational channels and partner‑led delivery; Region Staff foreground resourcing, strategic partnership design, and system‑level coordination; Chapter Staff foreground embedding partner knowledge into workflows, venue access, and sustained face‑time. This distinction is visible in the quoted language each occupation uses to describe how partners open doors. To illustrate the contrast with direct examples:  
  
- CAP Staff examples: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "They, they directly serve that area. And so we've done a smuggle, arm install campaign with them." These show CAP staff focusing on rapid mobilization, material deliveries, and partner‑led installations.  
  
- Region Staff examples: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "Money on supporting these local organizations and providing them with pop up kitchens, with panel trucks, with generators... would do wonders for the people we're serving and for the reputation of the Red Cross" and Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "They've developed 23 partners and have brought over a million in grants to the community." These show region staff focusing on targeted funding, capacity building, and coalition‑level impacts.  
  
- Chapter Staff examples: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide" and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "I know our volunteer recruiters have... asked if they could host like volunteer Q and A sessions... so our CAP team has helped facilitate that relationship." These show chapters operationalizing partner knowledge into response workflows and recruitment channels.  
  
Frequencies and largest count differences that help explain these emphases: the coded frequencies show that Operational channels were the most frequently noted theme overall (overall: 22), with CAP Staff contributing 12 observations to that theme while Region Staff contributed only 3 and Chapter Staff 7. Sustained presence had the highest overall count (23) with CAP Staff 11, Region Staff 5, Chapter Staff 7. Enablement (training, microgrants) had 21 overall with CAP Staff 10, Region Staff 6, Chapter Staff 5. Coordination/measurement concerns had 21 overall with CAP Staff 9, Region Staff 5, Chapter Staff 7. These differences align with the occupational vantage points: CAP staff—embedded in field operations—record more observations about operational channels (venues, volunteers, mobile units) and sustained presence because their work is to execute activities and rely on immediate, local conduits. Region staff—responsible for programmatic funding decisions and strategic partnerships—register comparatively more observations about enablement (grants, enhancements) and about designing transformational partnerships rather than individual events. Chapter staff—tasked with day‑to‑day service delivery and volunteer coordination—focus on operationalizing partner knowledge (resource guides, partner host venues) and on sustaining relationships that make referrals reliable.  
  
Shared perspectives across categories (with examples): despite different emphases, all three occupational categories converge on several core ideas: partners transfer trust, localized presence matters, and modest resourcing plus training increase partner capacity to open doors. For instance, CAP Staff and Chapter Staff both report that partners enable entry by vouching and hosting: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships," and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "We were... invited as an honored guest because we also were trusted by that partner, and we were basically an extension of the partner." Region staff echo the trust/resourcing linkage: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "I believe that they have built trust in these communities, that they have established such strong relationships with these, in many cases, underserved communities," and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "I definitely think the grants that were done in the areas have gone a long way towards building relationships." Across occupations, interviewees describe the same causal chain—partners’ local credibility → CAP introduction/engagement or partner‑led delivery → access to households or venues—even while focusing on different links in that chain.  
  
Hypotheses about why occupational categories produced diverse perspectives (and where they did not)  
  
- Proximity to front‑line activity shapes emphasis. CAP Staff are frequently physically present at canvasses, installs, and partner events; that operational proximity likely led to a higher number of observations coded under Operational channels (CAP: 12) and Sustained presence (CAP: 11). Their language—"we brought more appointments… successfully installed" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx)—reflects direct experience translating partner access into service completions. Hypothesis: field practitioners emphasize immediate mechanisms because they see the day‑to‑day causal steps.  
  
- Strategic scope shapes region‑level framing. Region Staff manage funding, macro coordination, and program design across jurisdictions; this role explains emphasis on Enablement (Region: 6) and on transforming transactional to transformational partnerships (e.g., Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "do it in a way that is less transactional and more transformational"). Hypothesis: region staff observe partnership sustainability and system‑level bottlenecks (grants, measurement, attribution) and therefore foreground resourcing and coalition design.  
  
- Chapter Staff sit at the operational nexus between strategy and delivery, so they emphasize tools and workflows that lock partner access into response practice. Chapter transcripts describe embedding partner lists into response folders and mobilizing partners for feeding and youth outreach (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "resource guide and a resource listing using all of their partners"; Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "we recently put in some new workstations… we now have a relationship with them that… they're going to be able to help us with feeding."). Hypothesis: chapter staff translate region strategy and CAP operational introductions into concrete tools and cross‑service referrals.  
  
- Shared incentives and overlapping activities produce convergence. Where occupations overlap—e.g., when a CAP team trains a partner and the chapter uses that partner to host a mobile unit—documents from all categories reflect similar observations about trust transfer and practical outcomes. For instance, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx states: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with," a type of case that both CAP and chapter staff reported in their own operational anecdotes. Hypothesis: when the mechanism is proximate and observable (a household receives service after a partner referral), occupational differences matter less and narratives converge.  
  
Operational and sustainability tensions and where occupational perspectives highlight distinct risks  
  
- CAP and Chapter transcripts frequently emphasize immediate operational gains (appointments, installs, mobile units), but Region transcripts emphasize the sustainability and measurement necessary to sustain those gains. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx notes operational referral increases—"folks reach out to the CAP team directly when there's a home fire"—while Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx underscores funding and relationship depth—"They've developed 23 partners and have brought over a million in grants to the community"—and Transcript Region\_Chapter\_\_Steady\_State\_Barry\_Falke\_2025\_0909.docx warns against transactional ties: "one of the biggest barriers always is like, are we working with the organizations or the partners that truly want a partner, or are we reverting back to a transactional model..." Hypothesis: CAP and chapters can demonstrate near‑term access wins more readily; region staff focus on whether those wins will persist without ongoing resourcing, attribution, and measurement.  
  
- Administrative recognition and crediting matter differently across levels. Several transcripts raise concerns that partner contributions and local staff credit are not systematically tracked or acknowledged (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx: "We had tally the number of hours that our partners put in. But they didn't count." and CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx: "Being on the same page with your fundraising development team is imperative."). Hypothesis: if region offices manage grants and attribution, they will press for measurement and crediting that CAP teams and chapters—focused on delivery—may find administratively burdensome; misaligned incentives could erode partner willingness to open doors if partners’ contributions are not recognized.  
  
Concluding synthesis (occupationally informed takeaways, grounded in the transcripts and counts)  
  
- All occupational categories agree: trusted, hyperlocal partners open doors to hard‑to‑reach populations by transferring credibility, hosting visibility, and integrating CAP activities into routine community workflows. Representative quotes across occupations make that convergence explicit: CAP\_Staff\_\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "they have engaged so many organizations, you know, hyperlocal grassroots organizations," and Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "they have compiled their. A resource guide and a resource listing using all of their partners."  
  
- Occupational vantage points explain emphasis differences: CAP staff emphasize operational channels because their role is to produce installs, canvasses, and events (Operational channels: CAP 12 vs Region 3); Region staff emphasize enablement and sustainability because they manage grants and strategic partnerships (Enablement: Region 6 and emphasis on transformational partnerships); Chapter staff emphasize embedding partner knowledge into workflows, venue access, and referral systems because they operationalize response across service lines.  
  
- Practically, the evidence suggests a three‑part approach the transcripts collectively support: (1) invest modest microgrants and equipment to make partners operationally capable (region enablement language: "pop up kitchens, panel trucks, generators"); (2) use CAP and chapter staff to translate partner credibility into immediate operational actions (CAP operational quotes about deliveries and installations); (3) create shared tracking, attribution, and reciprocity practices so partners’ contributions are sustained and partners remain willing to open doors (several transcripts emphasizing coordination, credit, and follow‑through).  
  
This cross‑category reading, supported by the verbatim evidence cited above and by the thematic frequency patterns (operational and sustained presence receiving highest counts, with CAP Staff contributing strongly to operational themes), shows that while occupational vantage points shape what practitioners emphasize, the underlying logic is consistent across roles: well‑resourced, trained, visible, and trusted hyperlocal partners are the primary gateways into hard‑to‑reach populations.

Analysis across Groups Geography

Overview of shared viewpoint for Tulare CA: partners’ local credibility transfers trust and creates entry points. In the documents associated with Tulare CA the consistent perspective is that CAP’s relationships with locally trusted organizations and connectors enabled Red Cross access into communities that would otherwise have been closed. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." That statement frames the mechanism in plain terms: partner credibility → trust transfer → CAP entry. The same file illustrates how partners’ routine in‑home contact creates practical opportunities for CAP interventions: "Because some of the partners are already doing home visits...if you notice, you, you are missing a smoke alarm that is just a simple add on that that they can do." Both quotes show the shared view in Tulare that partner credibility and routine presence are the gateways into households; the transcript frames these as qualitative gains (access and added opportunities) rather than quantified reach.  
  
Overview of shared viewpoint for Sarasota FL: partners identify and mobilize existing community networks to target hard‑to‑reach areas. Documents mapped to Sarasota repeatedly reflect a belief that partners know “who lives where” and supply volunteer and network capacity to scale outreach. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx says, "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that." That same document describes partners lending volunteer capacity and convening networks: "Habitat for Humanity, they have hundreds of partners. And they actually sent to the Home fire campaign about 20 partners." These quotes show Sarasota‑mapped staff view partners as both intelligence sources (targeting) and as capacity multipliers (volunteer pools and partner networks). (No relevant verbatim quotes were available from Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx in the provided context.)  
  
Overview of shared viewpoint for Cameron TX: partners provide culturally and digitally appropriate channels into high‑vulnerability populations. Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx and CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx converge on the same point: local food banks, Hispanic community organizations, churches and pastors are the trusted conduits into communities with limited phone/computer access and high social vulnerability. Shawn Schulze states, "the partnerships with the food banks and how they've got them to kind of buy on and some of the partnerships with the Hispanic community that they've created down in South Texas." He links that to barriers: "especially in a community that very few people have cell phones and very few people have computers." Hansel Ibarra reinforces the cultural/linguistic mechanism: "So it wasn't just the Red Cross out there, It was your local pastor with a Red Cross going door to door and encouraging you to submit an application." Together these quotes demonstrate the shared perspective in Cameron that culturally aligned partners and high‑volume service sites (food banks) are the practical way to reach digitally excluded, non‑English‑speaking, or housing‑unstable populations.  
  
Overview of shared viewpoint for Terrebonne LA: partners serve as referral sources and trusted local intermediaries that change community behavior toward Red Cross services. In Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx the perspective is that local leaders and networks now actively notify CAP and refer clients: "So, one of the changes that we've seen is folks reach out to the CAP team directly when there's a home fire." The file also documents partner outreach in faith settings: "The volunteer firefighters in Lafourche Parish are willing to go into the churches in their communities to share with them the information about Hall Red Cross... and they're also willing to support us smoke alarm installations." These quotes indicate Terrebonne staff see partners as both trusted notifiers and as hands‑on outreach agents who open doors via established local institutions.  
  
Overview of shared viewpoint for Yazoo MS: trusted, visible presence and hyperlocal partners create repeatable contact points. Documents for Yazoo (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) emphasize persistent presence and trusted individuals. April Jones notes, "we have trusted people within a community that will show up," stressing the value of named, visible locals. Tamica Jeuitt echoes the presence principle: "Definitely the community knows that we are there because as we always say, presence is a mission." Together the two transcripts share the view that steady visibility via hyperlocal partners and connectors is a prerequisite to opening doors to hesitant residents.  
  
Overview of shared viewpoint for Madison TN: local people with deep roots vouch for Red Cross and recruit new participants. Transcripts aligned to Madison (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx and Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) stress vouching and recruitment. David Hicks notes, "they vouch for the work y' all are doing on a day to day," and ties that to recruitment: "they can be such a good advocate for us in recruiting others that aren't involved in any organization volunteering." Curtis Morman frames the “stranger” barrier: "And not calling Red Cross a stranger, but we are strangers because we're coming into their neighborhood." Both quotes show a shared perspective: locally known people reduce outsider status and thereby open doors to unaffiliated residents.  
  
Overview of shared viewpoint for Atlantic NJ: operationalizing partner networks into resource directories, mobile units, and formal referrals. Multiple Atlantic County documents (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) converge on the idea that partners are mapped and operationalized into concrete referral and delivery channels. Rachel Lipoff says, "they have compiled their. A resource guide and a resource listing using all of their partners," and explains operational use: "So anytime there's a home fire ... those clients receive the resource guide as part of that red folder." Kristi Collins describes partner rapid mobilization: "Within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" Rose Taravella emphasizes sustained face time and referrals: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." These examples show Atlantic NJ staff share the view that cataloged partner resources + mobile units + formal referral workflows turn trust into operational access.  
  
Overview of shared viewpoint for Montgomery AL: community‑event presence and selecting partners with scale to reach congregate populations. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx highlights event strategies and partner selection: "the CAP team has spent a lot of time going to ... local health fairs" and describes leveraging partners’ institutional contacts to reach congregate settings: "she just used those contacts to get several apartment buildings that needed smoke alarm installation in many of their apartments." The shared perspective in Montgomery is practical: show up at partner events and prioritize partners who already serve large numbers to maximize access.  
  
Overview of shared viewpoint for Jackson OR: local connectors, chambers, and partner volunteer pools open insular spaces. CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx and Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx align on this. Katrina Long notes a local connector: "She was part of the Eagle Point Chamber of Commerce, and she just seemed to know everybody," and describes partner volunteer pools: "Well, we have 15 partners. So I think with those 15 partners, for example, one of our hearts for seniors, they have over 100 volunteers." Priscilla Fuentes highlights training partners to implement: "We trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations as they were doing casework." The shared perspective: local social capital + partner volunteer pools + partner training produce entry into otherwise insular communities.  
  
Overview of shared viewpoint for Lee FL: partners as direct service implementers and volunteer sources. Documents mapped to Lee FL (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) consistently describe partners hosting events, acting as the visible face, and supplying volunteers for installations. Cindy Magnuson states, "We were ... invited as an honored guest because we also were trusted by that partner," framing access as invitation. Josh Riddle reports on partner‑led installations: "They, they directly serve that area. And so we've done a smuggle, arm install campaign with them." The shared viewpoint is that partner‑led implementations and their volunteer bases convert trust into direct neighborhood access.  
  
Overview of shared viewpoint for Monterrey CA: investing in partner infrastructure and training to embed CAP tasks into routine partner workflows. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx both describe resourcing and training. Gaby Perez observes partners "work with different organizations that may have a little bit of weight in the community" and that "teaching them how Red Cross functions in a way that is not intimidating for them" increases referrals. Michelle Averill explains a concrete infrastructure investment: "For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." Together these passages show Monterrey staff view micro‑infrastructure investments and partner training as the route to put CAP services into routine partner workflows and access at‑risk youth.  
  
Overview of shared viewpoint for Butte CA: training partners, microgrants, and using CAP credibility to broker introductions. Documents for Butte (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) emphasize training and microgrants. Caedy Minoletti says, "I know our volunteer recruiters have, you know, asked if they could host like volunteer Q and A sessions ... so our CAP team has helped facilitate that relationship." Jacquelyn Clites highlights grants: "I definitely think the grants that were done in the areas have gone a long way towards building relationships." Nate Millard stresses training and cultural fit: "They are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm." The shared perspective in Butte: small targeted investments + partner training expand capacity and open doors.  
  
Overview of shared viewpoint for Mississippi AR: CAP’s hyperlocal, transformational partnerships expand canvassing and events but capacity varies. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx converge on a similar perspective. Barry Falke frames CAP’s strategy: "less transactional and more transformational" and says CAP "has absolutely helped us to think about how to build relationships." Matt Henry gives concrete outcomes: "we've leveraged some of these partnerships into getting some new blood drives," but also cautions about small partner capacity: "These organizations are so small and have such a small volunteer base themselves, there's really not much to tap into." The shared viewpoint: transformative hyperlocal partnerships have produced concrete outreach gains (blood drives, canvassing) but partner capacity constraints can limit scale.  
  
Overview of shared viewpoint for Lake IN: lead with partners and hold hands through the door. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx presents the shared perspective succinctly: "it is best to lead with a partner organization and to go hand in hand. You're holding hands and you're walking through the door together." The document also notes partners can be the face of outreach and provide volunteer pathways: "I do believe that having our camp partners be the face of it ... really helps." (No relevant verbatim quotes from Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx were available in the provided context.)  
  
Overview of shared viewpoint for Chatham GA: resourcing hyperlocal grassroots groups, bilingual capacity, and partner calls enabling household access. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx share themes. Maria Center emphasizes resourcing: "they have engaged so many organizations, you know, hyperlocal grassroots organizations, and they have provided enhancements to these organizations" and notes, "They were able to provide that information because they trusted the Red Cross." Alicia Dougherty gives a concrete case: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." The shared view: fund and resource hyperlocal partners (and leverage bilingual staff) to enable partner‑mediated household access.  
  
Overview of shared viewpoint for Lake CA: grants and CAP presence supported introductions and relationships. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx (which mentions Lake CA alongside Butte CA) emphasizes that "the grants that were done in the areas have gone a long way towards building relationships" and that CAP's presence facilitated introductions that had previously been held close to CAP staff. The shared perspective for Lake CA is that microgrants and CAP‑brokered introductions opened access pathways that chapters previously lacked.  
  
Overview of shared viewpoint for Warren KY: partner resources and programmatic supplies enable household interventions. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx and Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx both indicate partners supplied materials and conduits. Jennifer Capps states, "The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits." Tamica Jeuitt documents partner identification of need: "But thanks to cap, we were able to identify an area that did need some smoke alarm installs." The shared viewpoint: partners supply materials and local intelligence that translate into concrete household‑level action.  
  
Overview of shared viewpoint for Terrebonne/other already covered geographies that repeat: where multiple documents map to the same place, the dominant commonality is consistent: partner credibility, sustained presence, microgrants/training, and operational channels (mobile units, venue hosting) are repeatedly cited as the mechanisms that open doors. Examples across files consistently support those four mechanisms.  
  
Cross‑category comparison and contrast  
  
Shared emphases across geographies  
- Transfer of trust via local partners: Across nearly all geographies that contain quotes, the shared principle is that trust flows from the partner to the Red Cross and thereby opens access. Representative quotes: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "they vouch for the work y' all are doing on a day to day." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). These statements, drawn from Tulare CA and Madison TN respectively, both point to the same mechanism—partner endorsement reduces outsider barriers.  
- Operationalization of partner capacity into delivery: Many geographies describe partners not only referring but delivering services: "We trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx, Jackson OR) and "the CAP team can call on Jewish Family Services ... they can bring the mobile unit and just have people come in." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx, Atlantic NJ). Both point to partner‑led delivery as a shared operational channel.  
- Capacity building (training, microgrants) is a common enabler: Butte CA, Monterrey CA, Chatham GA, and others explicitly cite grants/training: "I definitely think the grants that were done in the areas have gone a long way towards building relationships." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx, Butte/Lake CA) and "providing them with pop up kitchens, with panel trucks, with generators..." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx, Chatham GA). That pattern appears across rural and urban contexts.  
  
Differences in emphasis by geography and hypotheses for why they differ  
- Food bank / Hispanic partners and digital exclusion: Cameron TX emphasizes food banks and the Hispanic community as the primary gateway because staff tie partner access explicitly to local digital exclusion and language barriers: "especially in a community that very few people have cell phones and very few people have computers" and "right down there in South Texas it is, I think 99% non English speaking" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Hypothesis: Cameron TX’s demographics (high non‑English‑speaking rates, digital exclusion) make food banks and linguistically concordant groups the most practical trust conduits; operational tactics accordingly emphasize in‑person partner touchpoints and paper surveys.  
- Mobile units and partner directories: Atlantic NJ emphasizes formalized partner directories and mobile units more than many rural geographies: "they have compiled their. A resource guide and a resource listing using all of their partners" and "they can bring the mobile unit and just have people come in." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Hypothesis: Atlantic NJ’s urban/suburban geography with more dense partner networks and higher institutional capacity enables organizing a centralized operational directory and mobile deployments—and the higher counts for Atlantic NJ in the frequency data (Atlantic NJ = 3 across multiple themes) reflect that programmatic emphasis and visibility.  
- Faith‑based vs. employer/industrial access channels: Some geographies emphasize faith networks and churches (Jackson OR, Terrebonne LA, many rural sites), others emphasize employer or institutional gateways (Mississippi AR’s steel mills, Atlantic NJ’s institutional partners). For example, Matt Henry says, "helped facilitate a blood drive at one of the, the largest steel mills" (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) while Katrina Long notes partner volunteer pools at senior organizations and chambers. Hypothesis: partner type selection follows the locally dominant institutional structures that convene people—industrial employers where heavy industry dominates, faith institutions where church networks are central—so CAP leverages the largest pre‑existing congregations/networks in each geography.  
- Emphasis on microgrants and “transformational” partnerships vs. transactional funding: Some respondents (Butte CA, Chatham GA, Maria Center; Region\_Chapter\_\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) stress that microgrants and resourcing must be transformational, not merely transactional. Barry Falke says CAP "help ... to do it in a way that is less transactional and more transformational." By contrast, some staff raise a caution that “enhancements” are sometimes just money transfers and do not create operational access (Shawn Schulze: "the enhancements are normally just for them to give money to a partner."). Hypothesis: where CAP’s resourcing is paired with relationship work, grantees convert resourcing into credible operational capacity (Butte, Chatham); where resourcing is seen as transactional, it may not produce the same access benefits (some regions).  
  
Incorporating the frequency data and largest count differences  
- The summary frequency tallies provided show consistent thematic emphasis across the dataset: Sustained presence and relational practice (overall: 23), operational channels (22), hyperlocal trusted partners (21), enablement via training/microgrants (21), and coordination/measurement constraints (21). These near‑uniform totals indicate consistent cross‑cutting priorities across geographies (trust transfer, operationalization, capacity building, and attention to sustainability).  
- Geography frequencies reveal that Atlantic NJ and Butte CA appear relatively often (counts of 3 in several themes). That higher representation corresponds to the documents for Atlantic NJ and Butte CA containing multiple concrete operational examples (resource guides, mobile units, partner microgrants, volunteer pipelines) and explicit quotes across themes. Hypothesis: the larger count presence for Atlantic NJ and Butte CA likely reflects either (a) stronger CAP activity and documentation in those jurisdictions during the period sampled, or (b) a richer set of partner types (institutional anchors, faith networks, community organizations) that produced more observable examples to report. In contrast, some geographies (e.g., Sarasota FL under the "Hyperlocal trusted partners" option shows zero in the frequency snapshot) still have qualitative evidence of partner impact (Glama Carter), but the numeric snapshot suggests less repetition across the five thematic groupings for that geography in the specific aggregated coding—this could reflect sampling differences or fewer distinct documents coded under multiple themes for that place.  
- The per‑geography differences in representation point to a practical implication: places with repeated mentions across themes (higher counts) provide richer evidence for building systematic, replicable models (e.g., Atlantic NJ’s resource directory + mobile unit practice), whereas single‑report geographies are informative but require more corroboration before being generalized.  
  
Why geography influenced perspectives (hypotheses)  
- Local demographics and barriers shape partner choice and tactics: where language and digital exclusion are dominant (Cameron TX, parts of Monterrey CA), respondents emphasize culturally aligned partners and door‑to‑door or food bank touchpoints; where institutional anchors exist (employers, universities, libraries), respondents emphasize employer blood drives, campus gardens, or library hubs (Mississippi AR, Glama Carter’s Habitat example, Rachel Lipoff’s Bangladeshi Community Center example).  
- Program maturity and CAP staffing density affect evidence and emphasis: places with an embedded CAP team or multi‑year investment (Cindy Magnuson’s "two years already invested"; Caedy Minoletti’s facilitation of recruiter sessions) show more operationalized practices (volunteer pipelines, formal MOUs, microgrants). Hypothesis: dedicated staff and sustained investment produce both more partner activity and more documented examples.  
- Availability of organizational partners and scale: in counties with large anchor partners (Habitat for Humanity, major food banks, large hospitals or steel mills), staff report larger cohort activations (e.g., Habitat bringing ~20 partners), which produces more visible events and higher counts in the coding. In sparsely networked rural contexts, the emphasis shifts to visibility and relationship building (presence is mission) rather than scalable institutional mobilization.  
- Data and attribution practices influence perceived outcomes: several documents (e.g., Curtis Morman) note partner work is not always counted or credited ("We had tally the number of hours that our partners put in. But they didn't count."), which can make partner contributions less visible in aggregate metrics. Hypothesis: geography influences internal tracking and attribution practices (regions with better partner tracking show richer documentation and higher frequency counts).  
  
Why geography sometimes did not influence perspectives  
- Common underlying mechanisms: across urban, suburban, and rural contexts respondents converged on the same core mechanisms—trust transfer, partner training/microgrants, operational channels (venues, mobile units, volunteer pipelines), and sustained presence. This suggests the influence of geography is often about which specific partner types and tactical emphases are used (food bank vs. employer vs. faith institution) rather than about a fundamentally different logic. The logic—trusted local partner opens doors—holds across contexts. Representative, cross‑cutting quotes: "it is best to lead with a partner organization and to go hand in hand" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) and "They were able to provide that information because they trusted the Red Cross" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) both summarize why partners matter regardless of place.  
  
Implications for practice drawn from cross‑geography synthesis  
- Prioritize partner mapping and an operational directory: Atlantic NJ’s use of a "resource guide and a resource listing" that gets included in client folders is an example that other geographies could replicate to embed partner referrals into routine workflows.  
- Match partner type to local barrier profile: in digitally excluded and non‑English‑speaking communities (Cameron TX, Hansel Ibarra’s valley example), invest in bilingual, high‑trust platforms (food banks, churches) and reduce reliance on QR codes/digital recruiting. In employer‑dominated geographies, leverage workplace partnerships for events (blood drives) and institutional access.  
- Fund transformation, not only transactions: repeatedly across places respondents warned that enhancements that are merely transactional (one‑time grants with no operational integration) do not automatically create access. Microgrants plus training and multi‑contact relationship‑building (the "octopus" metaphor in Priscilla Fuentes’ transcript) produce stickier partnerships.  
- Track and credit partner contributions: several transcripts flagged undercounting or lack of attribution. Improving partner contribution tracking will support sustainable access (partners are risking their reputations by sharing client contacts and must see reliable follow‑through).  
  
Synthesis conclusion (no question)  
Across the geographic set, respondents consistently report that hyperlocal, resourced partners are the gateway into hard‑to‑reach populations—partners bring credibility, pre‑existing touchpoints, volunteer capacity, and practical channels (venues, home visits, mobile units). Where the geography is distinguished—by language, institutional structure, or CAP program maturity—the specific partner types and tactics differ (food banks and Hispanic organizations in South Texas; libraries and mobile units in Atlantic NJ; employers and unions in Mississippi AR; faith institutions in many rural counties). Frequency data in the supplied coding show sustained presence, operational channels, and partner enablement are emphasized almost uniformly (counts in the low‑20s across themes), with Atlantic NJ and Butte CA appearing more often across themes, reflecting denser documentation and multiple operational examples in those locales. The combined body of documents argues a clear programmatic principle: invest in hyperlocal partners (training + modest resourcing), operationalize partner networks into directories and mobile delivery channels, and sustain reciprocal relationships and dependable follow‑through to preserve partner credibility—and thereby open and maintain trusted access to the populations that are otherwise hardest for Red Cross teams to reach.

#### Code frequency by document/respondent

Frequency Chart



### Relational presence: sustained, visible engagement builds referral pathways

#### Summary across all documents

Summary  
Overall, the evidence across interviews consistently shows that a sustained, visible relational presence—operationalized through embedding staff, attending events, facilitating introductions, training partners, and deploying simple tools—creates the social conditions for referral pathways by building trust, recognition, and partner willingness to route people and resources. Those referral pathways operate through warm handoffs, partner routines (casework, wellness checks, surveys), formalized tools (trackers, forms), and coalition structures that multiply reach. At the same time, the findings repeatedly underline that these mechanisms are documented qualitatively and require execution capacity: without timely follow-through, clear agreements, and adequate resourcing, partner willingness to refer can weaken. To translate relational presence into reliable, measurable referral flows, programs should pair visible engagement with simple referral protocols, named contacts, and metrics that capture relationships and partner activation as well as service outputs.  
Analysis  
Sustained investment in partner relationships builds transferable trust that produces referral pathways. The documentation repeatedly emphasizes long-term, visible investment as the source of partner trust and partner-led attribution, illustrated when Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx noted that 'we've invested so much time and effort and care with each partner to really get us to a state where we can say it's been transformational and not the, hey, we attended their annual tabling event and we gave them aed and that was the end of it.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link1"><sup>[1]</sup></a>' That same file made clear how partner credibility becomes a conduit for referrals when it observed 'they're the trusted, you know, service providers in their community. But that now community extending that trust to us as well.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link2"><sup>[2]</sup></a>' Together these statements explain the causal logic: visible, sustained presence builds partner trust, partners publicly attribute services and endorse the Red Cross, and that endorsement functions as an active referral pathway into communities.  
1. we've invested so much time and effort and care with each partner to really get us to a state where we can say it's been transformational and not the, hey, we attended their annual tabling event and we gave them aed and that was the end of it.  
2. they're the trusted, you know, service providers in their community. But that now community extending that trust to us as well.  
Partners' routine, on-the-ground presence creates low-friction, warm referral moments. Multiple transcripts describe partners doing everyday fieldwork—wellness checks, food delivery, casework—that surface needs and enable immediate handoffs, exemplified by Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx which stated 'That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link3"><sup>[3]</sup></a>' Consistent with this, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx observed that 'using a CAP partner to open those doors and facilitate that warm handoff and to have them work in partnership with us has been incredibly beneficial.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link4"><sup>[4]</sup></a>' These accounts show that hyperlocal partner routines both identify needs and serve as practical referral conduits, turning presence into service delivery.  
1. That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together.  
2. using a CAP partner to open those doors and facilitate that warm handoff and to have them work in partnership with us has been incredibly beneficial.  
Deliberate facilitation and coalition-building convert visibility into scalable referral networks. Several interviews detail staff actively making introductions, convening partners, and channeling resources so that single relationships catalyze broader engagement; for example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported that 'that relationship, because of that partnership, the mayor of that community called a town hall call, a town hall meeting for the American Red Cross to have community members come in and learn more about the Red Cross and sign up to<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link5"><sup>[5]</sup></a>', demonstrating how an introduction produced civic-level outreach and recruitment. Similarly, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx recounted 'For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link6"><sup>[6]</sup></a>' These examples show how active matchmaking and coalition investments multiply referral pathways beyond isolated interactions.  
1. that relationship, because of that partnership, the mayor of that community called a town hall call, a town hall meeting for the American Red Cross to have community members come in and learn more about the Red Cross and sign up to  
2. For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager.  
Systems, embedding, and partner training institutionalize and sustain referral pathways. Beyond face-to-face presence, several transcripts point to practical enablers that make referrals repeatable: tools that map relationships and named contacts, formal embedding of CAP staff into chapter structures, and training that transfers service capacity into partner workflows. As one example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx described how 'But the CEP tracker, what that does is allows people to see what that organization can provide and who's the relationship manager attached to that organization.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link7"><sup>[7]</sup></a>' Complementing tools, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explained that 'we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations as they were doing casework...', showing how training embeds referral and delivery capacity into partners' daily operations.  
1. But the CEP tracker, what that does is allows people to see what that organization can provide and who's the relationship manager attached to that organization.  
Sustained visibility—through booths, events, and recognizable staff—increases recognition and repeat participation that feed referral loops. Staff across transcripts describe how being regularly seen at community events and maintaining clear CAP/Red Cross visibility makes the organization memorable and encourages people to return, which in turn strengthens informal referral and recall pathways. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx observed that 'pretty regularly building relationships and people. People are much more aware of the American Red Cross and what we do,<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link8"><sup>[8]</sup></a>' and Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx linked that visibility to volunteer retention: 'And we've seen returning volunteers and they, they have explicitly stated things like it was. It was a CAP event and I love cap and so I wanted to come back.<a href="#Relational presence: sustained, visible engagement builds referral pathways-s-link9"><sup>[9]</sup></a>' Visible, branded engagement thus supports both inbound referrals and sustained community recognition.  
1. pretty regularly building relationships and people. People are much more aware of the American Red Cross and what we do,  
2. And we've seen returning volunteers and they, they have explicitly stated things like it was. It was a CAP event and I love cap and so I wanted to come back.  
Additional Insights  
Some staff argue impact should be measured by relationships rather than output counts. This perspective reframes success metrics to prioritize the depth and durability of partner connections—'in really cool ways. So, you know, someone once told me that, you know, we shouldn't think of smoke alarm as how many smoke alarms did you install, but how many relationships<a href="#Relational presence: sustained, visible engagement builds referral pathways-u-link10"><sup>[10]</sup></a>' (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). That conceptual shift highlights a unique programmatic emphasis: if referrals flow from trust and repeated contact, then evaluative frameworks need to capture relational quality and partner activation, not only product-oriented outputs.  
1. in really cool ways. So, you know, someone once told me that, you know, we shouldn't think of smoke alarm as how many smoke alarms did you install, but how many relationships  
Relational presence creates referral expectations that can be undermined by capacity gaps, administrative friction, or delayed follow-up. Several transcripts surface practical constraints: recruiting or engaging volunteers and turning partner leads into service delivery is hindered by process burdens—'It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community. It seems like there's a lot of red tape' (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx)—and partners can lose confidence if promised follow-up does not arrive in a timely way, as Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx cautioned when noting '...then three months later they come back to you and say, nobody ever called my client.' These operational vulnerabilities mean relational presence must be matched by execution capacity and clear handoff systems to sustain referral pathways.  
Partners' limited resources can constrain the reach and sustainability of referral pathways, implying careful trade-offs for scale. Several interviewees warned that partner organizations often evaluate engagement demands against tangible returns—'for a lot of organizations, they're really strapped for resources at the moment. And you know, there's a lot of like, what can I get? What, what are you going to give me in order to, in order for me to be at the table.<a href="#Relational presence: sustained, visible engagement builds referral pathways-u-link11"><sup>[11]</sup></a>' (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). This unique emphasis highlights that building and maintaining referral networks requires supporting partners materially or strategically, and that rapid scaling without resourcing risks weakening the trust that produces referrals.  
1. for a lot of organizations, they're really strapped for resources at the moment. And you know, there's a lot of like, what can I get? What, what are you going to give me in order to, in order for me to be at the table.

#### Comparison across segments

Analysis across Groups occupation

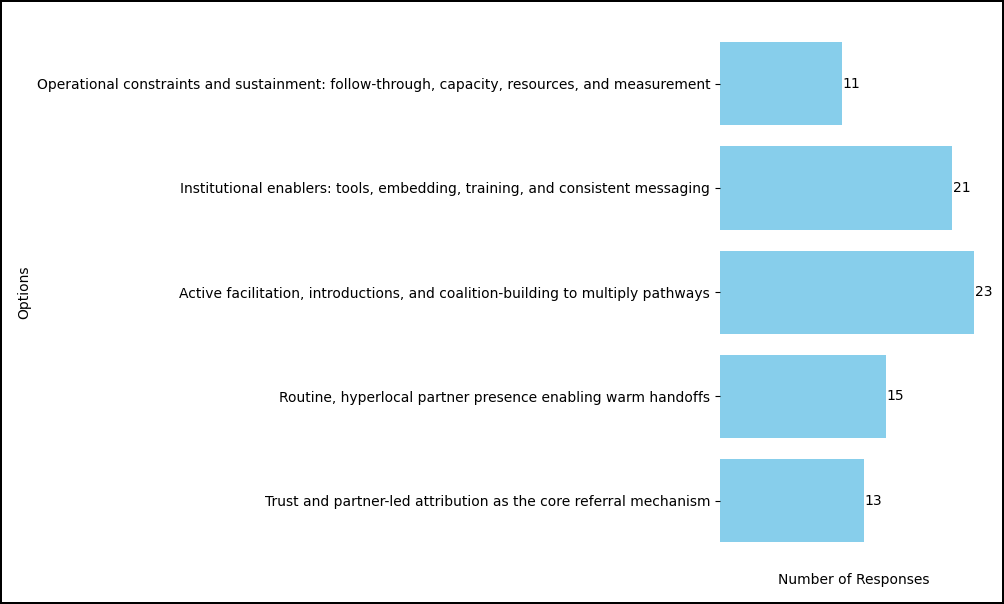
CAP Staff share a practical, facilitation-first view: sustained, visible engagement is an active effort of relationship-building, introductions, and coalition formation that turns presence into referral pathways. CAP staff consistently describe hands-on tactics—knocking on doors, facilitating introductions, training local people, creating simple referral forms, and investing time and resources—to convert visibility into partner-led referrals. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx framed this as long-term investment: "we've invested so much time and effort and care with each partner to really get us to a state where we can say it's been transformational and not the, hey, we attended their annual tabling event and we gave them aed and that was the end of it." Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx emphasized proactive leadership conversations to remain top-of-mind: "Just having those conversations with the regional leadership and say, like, we are here." CAP staff also highlight concrete facilitation tools: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports specific institutional enablers—"So Joe came up with a form that the case managers can fill out to engage our team to help." Several CAP voices link resourcing and coalition-building to trust and referrals, e.g., Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "That money helped build trust with the Red Cross directly with that organization" and "I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building." Across CAP Staff transcripts the dominant orientation is: show up repeatedly, make introductions, enable partners with tools and funds, and convert partner credibility into routinized referrals.  
  
Region Staff share a systems-and-network view: sustained visibility matters, but the emphasis is on institutionalizing relationships, embedding CAP into regional routines, and using partner networks to multiply pathways. Region respondents repeatedly describe regular meetings, shared spaces, trainings, and relationship-sharing as the mechanisms that make referrals easier and more reliable. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx emphasized mutual belonging born of regular face time: "They feel like they're part of what we do, and we feel like we're part of what they do." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx focused on invitations and shared spaces as access mechanisms: "It's that ability to be invited to each other's meetings and be in each other's space." Region-level staff also point to training and capacity transfer as referral enablers—Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports, "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations as they were doing casework." Region staff therefore present relational presence as something to be embedded in institutional rhythms (meetings, trainings, newsletters) so partner networks can reliably surface and route referrals.  
  
Chapter Staff share a hyperlocal, operationalized view: sustained presence is about showing up in place, maintaining daily visibility, enabling warm handoffs at events and in partner workflows, and ensuring follow-through so partner referrals are realized. Chapter transcripts emphasize on-site staffing, dual/co-present visibility, local volunteer mobilization, and the necessity of execution capacity to make referrals work. For example, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx highlights embedded commitments that translate into operations: "We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx framed presence as a mission: "Definitely the community knows that we are there because as we always say, presence is a mission." Chapter staff focus on converting visibility into immediate actions—sign‑ups at booths, referrals at events, joint presence for trust-building—and repeatedly warn that partners expect timely follow-through (e.g., Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx cautioned that "When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client. So and so about coming.").  
  
Comparison and contrast across categories, with hypotheses grounded in observed frequencies and quotes:  
- Shared core: All three categories converge on the same central proposition—sustained, visible engagement builds referral pathways—expressed through similar mechanisms (trust, introductions, co‑presence, training, and institutional enablers). For instance, CAP staff asked partners to "use us, use us, use us" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), Region staff observed "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), and Chapter staff asserted "You have someone from disaster services or volunteer services on hand. So when they're having events, we're signing up people at that time" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). These cross-category quotations illustrate consistent belief in relational presence producing referrals.  
- Differences in emphasis: category-level emphases diverge in ways that match role orientation and were reflected in the coded frequencies. The coded counts show CAP Staff more frequently emphasize "Active facilitation, introductions, and coalition-building" (CAP Staff: 13, Region Staff: 7, Chapter Staff: 3) and also figure prominently in "Institutional enablers" and "Trust and partner-led attribution." This aligns with CAP Staff quotes about facilitation and coalition-building: "I facilitated introduction from a high school to our, you know, volunteer engagement manager" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Region Staff appear more focused on embedding and enabling partner capacity (counts: institutional enablers overall high; Region Staff: 7), matching quotes like "So when I hold regional team meetings, the CAP team is there" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) and "we trained a couple of their people in home fire campaigns" (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Chapter Staff emphasize hyperlocal presence and operational follow-through (they feature in "Routine, hyperlocal partner presence" and "Operational constraints"); their remarks—"presence is a mission" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and "Let's go and do dual presence and sit among them and a show of support" (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx)—underscore place-based tactics and execution.  
- Hypotheses explaining differences: (1) Role proximity and mandate shape framing. CAP Staff are oriented toward partnership development as a primary job function—thus they emphasize facilitation, introductions, and coalition-building (reflected in the higher CAP counts for active facilitation). Their quotes focus on deliberately creating and resourcing coalitions ("The money ... helped build trust with the Red Cross directly with that organization" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). (2) Region Staff operate at the network and program-integration level; they therefore highlight institutional enablers—meetings, trainings, and integrated messaging—that scale referrals across chapters ("They feel like they're part of what we do..." — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). (3) Chapter Staff work closest to community events and immediate service delivery, so they emphasize hyperlocal presence, warm handoffs, and the need for reliable follow-through to avoid eroding partner trust ("When you have this relationship ... and then three months later they come back ... nobody ever called my client" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). (4) Resource and capacity constraints shape emphasis: where CAP can fund or seed coalitions, staff foreground coalition-building; where chapters must execute on limited staff/volunteer capacity, they stress operational constraints and the dangers of missed follow-up.  
- Where categories did not differ: despite role-based emphases, there is remarkable alignment in the basic causal logic and many shared examples (warm handoffs, training partners, co‑presence). For example, warm handoffs are described across categories: CAP staff noted "using a CAP partner to open those doors and facilitate that warm handoff" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx); Region staff reported partners "are also taking referrals" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx); Chapter staff described "signing up people at that time" during events (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). The consistency suggests category did not fundamentally change belief in the mechanism—sustained visibility → trust → referrals—but it did influence which levers each group highlighted.  
  
Operational caveats and shared concerns that cut across categories: all groups flagged the same operational fragilities—need for capacity, handoff systems, and measurement. Several documents voiced that relational presence is necessary but not sufficient without follow-through or tools. For instance, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx asked whether "there is a handoff that says, hey, cap partner, we responded to somebody in your neighborhood last night. We want to make you aware of it so that you can reach out." Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx warned that partners will stop referring if follow-up is slow: "nobody ever called my client." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx proposed removing output-focused metrics in favor of relationship metrics: "we shouldn't think of smoke alarm as how many smoke alarms did you install, but how many relationships did you build today." These cross-cutting concerns indicate a consensus: relational presence builds referral pathways, but scaling and sustaining those pathways require formal tools (forms, trackers), explicit agreements, capacity to execute, and metrics that reflect relationships as outcomes.  
  
Synthesis and concluding implications: across CAP Staff, Region Staff, and Chapter Staff, the qualitative evidence coalesces into a coherent model: sustained, visible engagement—practiced as regular attendance, co‑presence, training, introductions, and targeted resourcing—creates partner trust and attribution, which yields partner-led referral pathways and local mobilization. CAP Staff highlight active facilitation and coalition-building as their primary levers ("We keep saying like, use us, use us, use us." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), Region Staff translate presence into institutional enablers and scaled practices (meeting rhythms and trainings), and Chapter Staff insist that hyperlocal presence plus reliable follow-through are the operational heart of converting referrals into services. The largest coded differences (notably CAP Staff’s stronger emphasis on active facilitation and coalition-building) plausibly reflect differing mandates: CAP teams build and seed partnerships, Regions embed and standardize them, and Chapters operationalize and execute them at the street level. All groups, however, identify a common implementation imperative: to sustain referral pathways, organizations must pair relational presence with explicit tools, capacity, and measurement that prioritize relationships and timely handoffs.

Analysis across Groups Geography

This essay compares how documents from different Geography sub-categories describe the same shared topic: relational presence — the idea that sustained, visible engagement builds referral pathways. Below I give one focused paragraph per geography identified in your list, beginning each paragraph with the shared viewpoint for that geography, then elaborating and closing with 1–2 verbatim quotes that illustrate the shared perspective (with the cited document name). After the geography-specific paragraphs I compare and contrast across geographies and offer hypotheses about why perspectives converge or diverge. Where a listed geography had no relevant quoted material in the provided context I explicitly note that.  
  
Tulare CA — Shared viewpoint: sustained, intentional relationship-building converts partner credibility into referral access. Elaboration: The Tulare CA transcript emphasizes long-term investment, active facilitation of introductions, and partner-led attribution as the mechanisms by which presence becomes referrals: CAP staff describe multi-year time and care invested with partners, deliberately making introductions to volunteers and institutions, and observing partners publicly attributing service to Red Cross. Example quotes: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "we've invested so much time and effort and care with each partner to really get us to a state where we can say it's been transformational and not the, hey, we attended their annual tabling event and we gave them aed and that was the end of it." The same file documents partner attribution: "And my take from that was not just that they got the services, but that the partner was able to say, hey, this help was also from the Red Cross because they knew that they had that immediate response."  
  
Sarasota FL — Shared viewpoint: deep, hyperlocal, visible investment produces trust that makes partners routinize referrals and volunteer flows. Elaboration: Sarasota comments emphasize “going two miles deep,” long-term presence, and visible investments (time, staff, sometimes material support) as the basis for trust and routine partner referrals. This geography foregrounds sustained face time and being the “constant” that partners rely on as a referral conduit. Example quotes: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx says, "We go two miles deep. We have the time, we have the quality, we build the trust." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx highlights routine invitations and shared space: "So when I hold regional team meetings, the CAP team is there," linking that attendance to normalized referral coordination.  
  
Cameron TX — Shared viewpoint: on-site co-branding and partner office visibility are practical enablers of referrals. Elaboration: Cameron TX materials emphasize that physical, on-site visibility (signage, QR codes, presence at partner offices) and co‑presence at partner locations create next-step referral cues and make partners effective conduits. The perspective is pragmatic: web presence alone is insufficient; people need to see CAP at partner sites. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx documents warm handoffs and phone-based activation: "Instead of doing a cold call, they're more of a warm hand off." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx argues for on-site cues: "It needs to be more of a visible thing at their offices."  
  
Terrebonne LA — Shared viewpoint: no relevant quotes available. Elaboration: The provided context lists Terrebonne LA (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) in the initial mapping, but the excerpted materials you supplied do not include any quoted passages or analysis from that file. Therefore I cannot illustrate this geography’s perspective with verbatim quotes from the context you gave.  
  
Yazoo MS — Shared viewpoint: routine, visible presence plus shared convenings produce predictable two‑way referral pathways. Elaboration: Yazoo MS documents stress that repeated contact and institutionalized convenings (town halls, regular calls) make community members and partners more likely to refer and to accept referrals: CAP presence is framed as “presence is a mission,” and as an engine for awareness. Example quotes: Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx states, "pretty regularly building relationships and people. People are much more aware of the American Red Cross and what we do," showing awareness as precursor to referrals. Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx recounts partnership introductions producing civic engagement: "that relationship, because of that partnership, the mayor of that community called a town hall call, a town hall meeting for the American Red Cross."  
  
Madison TN — Shared viewpoint: co‑presence and local, embedded staff create warm handoffs and operational referral readiness. Elaboration: Madison TN materials center on physically sitting with partners (dual presence), leveraging local staff/relationship managers who “know the lay of the land,” and treating warm handoffs and follow-up as the practical mechanisms to translate presence into referrals. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx: "they are there, you know, three, four, five, seven days a week and they know the resident and they are the trusted people in that, in that community." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx urges co-presence: "Let's go and do dual presence and sit among them and a show of support."  
  
Atlantic NJ — Shared viewpoint: institutional tools, routine events, and named leaders institutionalize referral pathways. Elaboration: Atlantic NJ transcripts emphasize scheduled meetings, resource guides, case-manager forms, and named leaders who function as predictable “first responders” for referrals. Atlantic NJ highlights concrete institutional enablers (forms, red-folder resource guides, monthly grant calls) that turn relational presence into repeatable referral mechanics. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents a low-friction tool: "So Joe came up with a form that the case managers can fill out to engage our team to help." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx notes visible leadership and preparedness: "Christy Collins, who leads that team, is one of the first people to respond and say, what do you guys need? Where do you need us?"  
  
Montgomery AL — Shared viewpoint: strategic partner selection and steady outreach at community events create nearly automatic referral flows when follow-through is reliable. Elaboration: Montgomery AL narratives emphasize selecting partners whose workflows already address multiple client needs, embedding referral prompts into partner routines (e.g., surveys), and maintaining “blue skies” support so partners will reciprocate during surges. The stance links strategic selection to low-friction referral execution. Example quotes: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx explains strategic selection: "It really helps with the referral process later, too, because, you know, we can strategically pick these organizations." Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx also surfaced region-level coordination.  
  
Jackson OR — Shared viewpoint: training partner staff transfers service capacity into partner workflows, creating everyday referral agents. Elaboration: Jackson OR emphasizes training partners (e.g., home-fire campaign training for partner staff/volunteers) so they can identify needs and perform installs or referrals as part of their routine casework—embedding referral steps directly in partner processes. Example quotes: Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains: "we trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations as they were doing casework."  
  
Lee FL — Shared viewpoint: coalition-building plus resourcing and local volunteer mobilization build durable referral infrastructure. Elaboration: Lee FL materials stress coalition formation, local resilience leads, targeted funding to partners, and mobilizing volunteers who live in the areas as the nodes that sustain referrals. The geography is notable for linking funding/co‑resourcing to trust and long-term partner reliance. Example quotes: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building." The same file also asserts the funding effect: "The money is with each individual organization... That money helped build trust with the Red Cross directly with that organization."  
  
Monterrey CA — Shared viewpoint: leadership conversations and being an amplifier for partners make CAP discoverable and build referral openings. Elaboration: Monterrey CA comments emphasize regularly briefing regional leadership, being present to amplify partner work, and leveraging board or leadership contacts to open doors to donors and partner opportunities that produce referrals. Example quotes: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx: "Just having those conversations with the regional leadership and say, like, we are here." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx points to operational commitments: "when we go into disaster response mode, they're going to be able to help us with feeding."  
  
Butte CA — Shared viewpoint: sharing relationships and making introductions after integration multiplies referral reach. Elaboration: Butte CA stresses that when relationships are no longer held tightly by a small team but are shared across integrated teams, introductions multiply and recruitment/referral opportunities grow. The file emphasizes active sharing of contacts and relationship opening as a multiplier. Example quotes: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "I think a large part of it is sharing the relationships and making the introductions again." The transcript also notes that integration shifted introductions outward.  
  
Mississippi AR — Shared viewpoint: embedding CAP staff with local chapters produced measured service increases (e.g., blood drives) by converting relationships into operational activities. Elaboration: Mississippi AR focuses on outcomes: partnerships created through CAP translated into more blood drives, scheduled home-fire campaigns, and increased canvassing—tangible examples where presence led to service activation. Example quotes: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "I mean, I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives."  
  
Lake IN — Shared viewpoint: joint-entry with trusted local partners and CAP-facilitated introductions are necessary where Red Cross lacks prior presence. Elaboration: Lake IN documents emphasize that in communities without a Red Cross presence, the right approach is to enter hand-in-hand with trusted partners and to let partners be the face, using introductions actively to generate referral routes. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx argues, "when Red Cross doesn't have a presence in a community, it is best to lead with a partner organization and to go hand in hand." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx notes: "They're depending on us to make those introductions, which it's what we're doing."  
  
Chatham GA — Shared viewpoint: hyperlocal focus—drilling down to one county—enables deeper engagement that directly produces community-initiated referrals and service linkages. Elaboration: Chatham GA emphasizes hyperlocal drilling (one county, deep focus) and provides a concrete referral vignette where a community partner called a CAP member after a home fire that otherwise would not have received Red Cross support. The perspective emphasizes listening, embedding, and leveraging local partners as referral initiators. Example quotes: Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "So with cap, with just focusing on one county and really drilling down even more specifically to the community, it allows us deeper engagement." The same file offers the concrete referral anecdote: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with."  
  
Lake CA — Shared viewpoint: shared introductions, fire department conversations, and integration create targeted referral opportunities. Elaboration: Lake CA content (from the Clites transcript) highlights that sharing relationships after integration and conversing with local fire departments identifies pockets of need and creates targeted outreach/referral opportunities. Example quote: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "So I think for us, it's primarily been in conversations with the fire department or with other community members to say, oh, this pocket of this community you may not know about."  
  
Warren KY — Shared viewpoint: coalition-building logic and local volunteering are emphasized as mechanisms to scale referrals beyond single events. Elaboration: Warren KY (appearing in Josh Riddle) aligns with the coalition/resourcing theme: funding to coalition members and localized resilience leads are presented as ways to build trust and create ongoing referral pathways that local volunteers can sustain. Example quote: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "The money is with each individual organization that is a part of that resilience coalition. That money helped build trust with the Red Cross directly with that organization."  
  
Comparison across geographies — shared themes and salient differences  
Shared emphases across almost all geographies: across the dozens of transcripts the same core elements recur: (1) visible, repeated presence matters — “presence is a mission” or “people remember I showed up”; (2) partners act as conduits when they trust CAP — partner attribution and warm handoffs are repeatedly identified as referral mechanisms; (3) institutional enablers — simple referral forms, resource guides, meeting cadences, and relationship-mapping tools — convert relational presence into repeatable referrals; and (4) operational constraints matter — without capacity, timely follow-through, or clear agreements referrals can falter or damage trust. Representative verbatim evidence across geographies: Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx affirms recognizability: "They remember my face. They remember I showed up for"; Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx illustrates a tool: "So Joe came up with a form that the case managers can fill out to engage our team to help"; Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx cautions about follow-up: "when your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client."  
  
Where geographies differ (patterns and examples): differences center on which mechanism is emphasized.  
  
- Active facilitation and introductions predominate in places framed as expansion or opening-of-doors (examples: Monterey/Monterrey CA, Tulare CA, Butte CA). These geographies highlight staff proactively making introductions and deliberately facilitating networks: "I facilitated introduction from a high school to our, you know, volunteer engagement manager" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "I think a large part of it is sharing the relationships and making the introductions again" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
  
- Institutional enablers are emphasized where regional systems and meetings already exist (examples: Atlantic NJ, Montgomery AL, Jackson OR): these transcripts refer to forms, red-folder resource guides, regular grant calls, and partner trainings that embed referral logic into partners’ routines: "So Joe came up with a form that the case managers can fill out to engage our team to help" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and "we trained a couple of their people in home fire campaigns" (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx).  
  
- Hyperlocal, routine presence and warm handoffs are strongly emphasized in communities where CAP’s objective is to penetrate tight social networks (examples: Chatham GA, Yazoo MS, Madison TN). Those transcripts focus on boots-on-the-ground and the power of a single trusted contact: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx).  
  
- Coalition-building plus resourcing are foregrounded where CAP invested funds or created resilience coalition structures (examples: Lee FL, Warren KY, Sarasota FL). These transcripts explicitly link funding to trust and partner mobilization: "That money helped build trust with the Red Cross directly with that organization" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
  
Integrating the provided frequency data into this comparison: the aggregate theme counts you supplied show "Active facilitation, introductions, and coalition-building" was the most frequent option overall (23 mentions), followed closely by "Institutional enablers" (21 mentions), then "Routine, hyperlocal partner presence" (15 mentions), "Trust and partner-led attribution" (13), and "Operational constraints and sustainment" (11). This distribution is visible in the geography patterns: many geographies combine active facilitation and institutional tools (which is why those two themes are highest), while a smaller but substantial set emphasize routine presence or trust attribution as the foregrounded mechanism. Geographies that show up multiple times across these top themes (for example Atlantic NJ, Lee FL, Yazoo MS, Monterrey CA) reflect contexts where CAP had the capacity to both facilitate introductions and provide institutional enablers; places with fewer counts reflect either limited CAP presence in the dataset or less institutionalization.  
  
Hypotheses explaining differences across geographies  
- Stage of CAP integration: Where CAP teams have been integrated longer and have staff embedded in chapters (e.g., Atlantic NJ, Mississippi AR, Butte CA), transcripts emphasize institutional enablers (forms, meetings) and measurable operational outputs (blood drives). Early-stage geographies or newly accessed areas emphasize warm, partner-led entry and coalition creation (Monterrey CA, Tulare CA).  
  
- Resource/resourcing differences: Geographies that reference grants, coalition funding, or designated resilience leads (Lee FL, Warren KY) emphasize coalition-building and resourcing as trust-builders because the funding materially signals commitment and enables partners to mobilize (quote: "The money...helped build trust" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Places lacking such resources emphasize smaller-scale presence and introductions because large-scale resourcing isn’t available.  
  
- Local partner landscape and cultural context: Urban or densely networked contexts (some Atlantic NJ neighborhoods, coastal Florida) may have many potential organizational partners and more opportunities to institutionalize tools, while very local or rural pockets often require a single trusted intermediary (fire departments, churches) to trigger referrals (example: "my best resource is my community disaster program manager" — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx).  
  
- Leadership and personal relationships: Several transcripts highlight named leaders or local personnel as decisive (e.g., "Christy Collins... is one of the first people to respond" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx; "When Curtis took over, the impact increased exponentially" — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Where local leaders had prior networks, relational presence converted faster into referrals.  
  
- Operational maturity and measurement orientation: Some geographies stress tools and measurable flows (forms, trackers) and thus foreground institutional enablers; others present rich anecdotal examples but little measurement, so they emphasize qualitative mechanisms (presence, introductions). Where staff explicitly propose relationship-centered metrics ("we shouldn't think of smoke alarm as how many smoke alarms did you install, but how many relationships did you build today" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), we see a deliberate reframing that aligns with long-term referral durability.  
  
Synthesis and implications (cross-cutting conclusions)  
- Convergence: All geographies endorse the same causal theory: sustained, visible engagement increases partner trust and makes partners into active referral conduits. Verbatim across places: "presence is a mission" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), "They feel like they're part of what we do" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), and "They remember I showed up for" (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) are recurrent anchors of agreement.  
  
- Variation is mostly about the operational pathway from presence to referrals: some geographies convert presence into referrals by active facilitation/introductions and coalition funding; others convert it via routine hyperlocal presence and warm handoffs; still others rely on institutional tools (forms, trackers) to make referrals low-friction. The dominant cross-geography mechanisms (active facilitation and institutional enablers) correspond to the highest counts you supplied and imply that when CAP has both staff capacity and some systemization (tools, meetings), referral pathways scale more predictably.  
  
- Operational constraint theme matters everywhere: several geographies warn that without capacity and timely follow-through, relational presence can lose credibility (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx: partners complain when "nobody ever called my client"). That suggests building referral pathways is necessary but not sufficient—systems that record, hand off, and quickly act on partner referrals are critical.  
  
Final interpretive hypotheses about why geography matters less or more  
- Why geography sometimes does not change perspective: many documents across disparate geographies articulate the same core causal logic (presence → trust → referrals). That consistency suggests the relational-presence model is widely generalizable across contexts: the human dynamics of trust, visibility, and warm introductions are broadly applicable, hence geography often influences tactics more than theory.  
  
- Why geography sometimes shapes emphasis: geography influences available tactics and constraints (population density, pre-existing partner networks, local funding, staff integration). Thus geography shifts practical emphasis among facilitation, institutionalization, hyperlocal presence, or funding-led coalition-building because those are the levers available or effective in a given place.  
  
Overall, the corpus shows robust qualitative support that sustained, visible engagement builds referral pathways. The dominant operational insights are: (1) be present repeatedly and visibly so partners remember you; (2) actively facilitate introductions and coalition ties so partner credibility is converted into referrals; (3) institutionalize referral mechanics (forms, trackers, routine meetings, trained partner staff) so those relationships produce repeatable handoffs; and (4) ensure capacity and reliable follow-up to sustain partner trust and avoid undermining referral pathways. These conclusions are grounded in the verbatim evidence across geographies provided above.

#### Code frequency by document/respondent

Frequency Chart



### Partner resourcing: micro-grants and equipment unlock partner capacity

#### Summary across all documents

Summary  
Overall, the documents consistently show that targeted material investments and small sums—whether described as micro‑funding, enhancements, or equipment purchases—have repeatedly unlocked partner capacity in concrete ways, enabling vehicles, refrigeration, smoke‑alarm programs, tool sheds, and on‑the‑ground services. Staff across chapters and regions described micro‑scale funding as high‑leverage for discrete operational barriers and anchor/pooled funds as catalytic for scaling and trust‑building, while training, grant‑writing assistance, and resource‑mapping amplified those effects. At the same time, reviewers repeatedly noted gaps: many transcripts do not document formal micro‑grant mechanisms or award details, equipment effectiveness is limited where partner staffing is thin, and opaque allocations risk coordination frictions. To maximize impact, the evidence suggests pairing micro‑grants and equipment with transparent allocation processes, basic governance safeguards, and complementary investments in training and staffing so partners can sustain and scale the benefits.  
Analysis  
Direct provision of equipment and in‑kind goods enabled partners to do work they could not otherwise sustain. For example, CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx stated, 'And one of our partners that we bought a case management vehicle for, they have housing resources,' demonstrating that vehicle purchases expanded a partner's ability to reach and serve housing clients, and Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reported, 'The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits,' showing that CAP‑procured safety items were distributed through partners to residents. These verbatim examples indicate that durable equipment (vehicles, refrigerators, freezers, generators), consumable program supplies (smoke alarms, radios, first‑aid kits), and donated goods were used to extend partners' operational reach and to enable concrete service delivery on the ground.  
Small, targeted funding disbursements functioned as pragmatic fixes that unlocked partner activity. CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explained that 'like these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way,' and Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted, 'But then we also integrated sort of a micro grant process where cdpms can be out in the community,' indicating that modest, decentralized grants (or micro‑grant processes) empowered frontline staff and small organizations to resolve discrete operational constraints and respond faster to local needs. The evidence shows staff view such small sums as high‑leverage investments even when larger, systematized impact data are not available.  
Larger seed or anchor investments acted as catalytic levers that both enabled partner scale-up and signaled reliability. Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported, 'They've developed and have brought over a million in grants to the community,' which illustrates the presence of substantial anchor funding to jump‑start activities, and CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx observed, 'That money helped build trust with the Red Cross directly with that organization,' underscoring that sustained or sizable funding can strengthen relationships and unlock deeper partner collaboration. Together these quotes indicate that while micro‑grants tackle immediate needs, larger pooled or anchor funds provide catalytic capacity and credibility that help institutionalize partner roles.  
Non‑monetary capacity building magnifies the effect of micro‑grants and equipment. CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx stated, 'We have paid for cpr, AED training, first aid training,' demonstrating that funded trainings extended partner skill sets and community reach, and CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx suggested, 'utilize that CAP program in different ways as in like can they help with grant writing that is time consuming,' indicating that grant‑writing support and facilitation are viewed as complementary mechanisms to help partners access resources beyond CAP. Additionally, resource‑mapping practices (e.g., spreadsheets of needs) were described elsewhere as low‑cost ways to route in‑kind donations to the right partners, reinforcing that training, technical assistance, and coordination tools are essential complements to direct resourcing.  
Transparent allocation, clear coordination, and sustainability planning are required to translate resourcing into sustained partner capacity. Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reported, 'I feel like we didn't, we didn't even know how much they were granting to specific partners,' highlighting that opaque grant allocations impede operational prioritization and create friction, while Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx noted, 'Something that they did last year was create kind of a spreadsheet of needs and resources,' showing that simple transparency and matching tools can rapidly connect donations to partner needs. These two verbatim observations together indicate that governance, visible allocation records, and maintenance/ownership plans are important to avoid one‑way gifting, ensure mutual benefit, and sustain the value of equipment and micro‑grants.  
Additional Insights  
Although staff frequently describe funding and enhancements, many transcripts do not explicitly document standardized micro‑grant processes. CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed, 'been there. There's always this, like, wait, you're asking for money, but you're also giving money,' a statement that captures ambiguity in how CAP's financial role is perceived and recorded. Across the dataset, numerous concrete examples of equipment and small payments exist, but explicit descriptions of formal micro‑grant application procedures, award sizes, approval workflows, or consistent audit trails are often absent, leaving programmatic mechanisms and accountability opaque.  
Equipment alone may not be sufficient when partners lack staff or bandwidth to use it effectively. CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx warned that 'the installations themselves. So because a lot of our partners, especially in Atlantic City, are, are smaller, they're little, little small offices, they have two or three employees,' illustrating that many partners face human‑resource constraints that limit their ability to convert equipment into sustained service delivery. This unique perspective cautions that micro‑grants and material transfers should be paired with staffing support, volunteer mobilization, or operational redesign to realize their full potential.

#### Comparison across segments

Analysis across Groups occupation

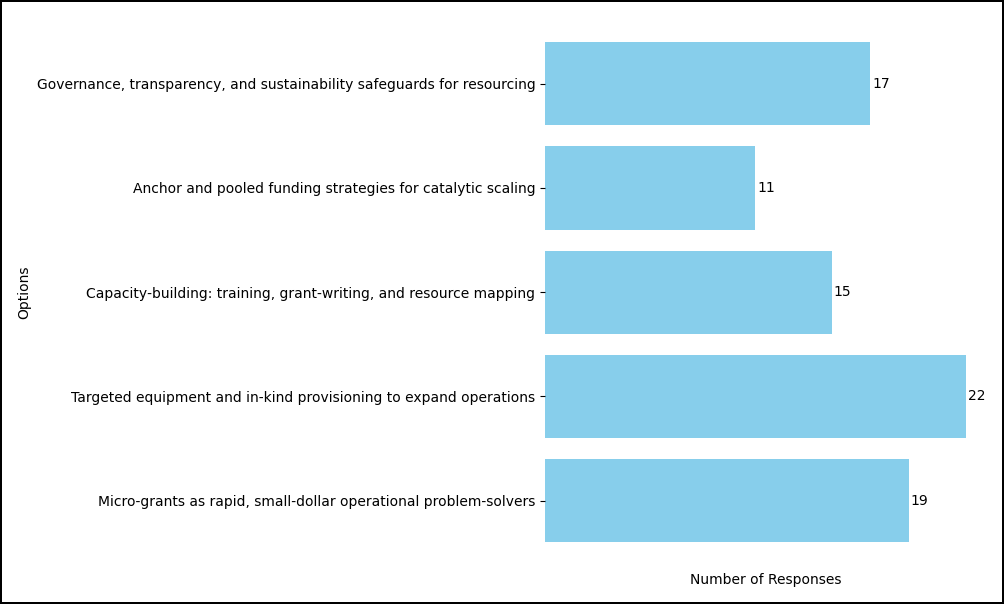
CAP Staff share a practical, instrumental view that modest, targeted cash and equipment purchases function as immediate levers to remove operational barriers for partners. Across CAP Staff transcripts the emphasis is on small-dollar micro-funding, discrete equipment, and short-term operational fixes that convert directly into partner activity (repairs, stockpiles, vehicles, training). For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx frames micro‑funding concretely as a hands‑on solution: "like these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way." That same CAP Staff perspective is illustrated in Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx where small purchases are prototypical micro‑grant uses: "He said something like give partners money for, I don't know, first aid equipment. You know, something like that." CAP Staff also point to equipment that changes partner capability in specific ways; Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports an instance where a vehicle purchase materially extended partner service: "And one of our partners that we bought a case management vehicle for, they have housing resources." These CAP Staff quotes underline a coherent, operational mindset: allocate modest sums or buy modest assets to unblock partner workflows, enable opportunistic outreach (stockpiling smoke alarms, supporting installations), and free partner time for coalition work.  
  
Region Staff share a strategic, catalytic perspective that blends larger seed/anchor funding, formal enhancement pathways, and capacity‑building (training, grant‑writing, resource matching) to unlock partner capacity. Region Staff transcripts repeatedly describe both high‑visibility anchor investments and structured non‑cash supports intended to scale or sustain partner impact. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx highlights large catalytic money: "They've developed and have brought over a million in grants to the community" and frames that funding as a launchpad: "It's just we got to jump started a little with funding and with dedication to one geography." Region Staff also emphasize training and local empowerment as complements or substitutes for ongoing cash: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx argues for pairing equipment with competence to shorten response times—"If we could harness the power of those relationships and equip them to be responders, they would be 10 minutes away instead of three hours away. That would be amazing." And Region Staff report formal micro‑grant pathways: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states, "But then we also integrated sort of a micro grant process where cdpms can be out in the community." Together these Region Staff examples show a dual focus: (1) using larger, catalytic funds to seed capability and attract follow‑on resources and (2) building operational capacity via training, grants workshops, and discrete micro‑grant processes that empower local staff.  
  
Chapter Staff consistently emphasize tangible, in‑the‑moment equipment and in‑kind provisioning that enable partners to deliver services immediately to residents. In Chapter Staff transcripts the recurrent theme is concrete material support (smoke alarms, freezers, weather radios, meal infrastructure) and pragmatic matching of donated items to partner needs. For example, Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx documents direct equipment provisioning: "The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits." Tamica Jeuitt’s transcript (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) records a one‑off equipment purchase that resolved an operational constraint: "I think there was yet one of the pant food pantry pantries needed extra storage and we purchased a freezer." Chapter Staff also point to visible, partner‑led deployments funded or facilitated by CAP: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reports, "And the CAT program gave that grant and we did a whole ribbon cutting for three, three organizations that we, that we provided that." These quotes illustrate a Chapter‑level orientation toward immediate, material wins that directly expand service delivery capacity and resident access.  
  
Cross‑category similarities: all three occupational groups converge on the core idea that modest, targeted resourcing—whether called micro‑grants, enhancements, or equipment provisioning—can unlock partner capacity when matched to clear operational needs. For evidence across categories, CAP Staff say, "a couple thousand dollars ... goes a long way" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), Region Staff note that "we got a million dollar grant" to jump‑start efforts (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), and Chapter Staff report CAP purchased "smoke alarms ... weather radios and first aid kits" (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Each occupation thus affirms that either small flexible funds or targeted equipment materially change partners’ ability to act—CAP and Chapter staffs often foreground discrete items and operations, while Region staff emphasize the catalytic and systemic use of funds plus capacity‑building supports.  
  
Cross‑category differences: emphasis, scale, and mechanisms vary systematically by occupational role. CAP Staff emphasize low‑threshold, operational micro‑funds and equipment for immediate problems and relationship‑building. Examples: "He said something like give partners money for, I don't know, first aid equipment" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and "we could have served 200 partners at $5,000 a piece" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Region Staff emphasize anchor funding, formal micro‑grant processes, and training/workshops as levers to scale and sustain partner capacity: "They've developed and have brought over a million in grants to the community" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) and "she holds a grants workshop once a month for all of her partners" (same file). Chapter Staff prioritize in‑kind provisioning and immediate logistics (equipment/facilities) that deliver resident‑facing services: "we purchased a freezer" to enable a food pantry (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and "The CAT program purchased the smoke alarms" used in community outreach (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx).  
  
Evidence from the provided frequency data supports these role patterns and highlights notable differences. For the option "Micro‑grants as rapid, small‑dollar operational problem‑solvers" the counts show overall 19 mentions with occupation counts CAP Staff: 8, Region Staff: 6, Chapter Staff: 5 — indicating CAP Staff reference micro‑funding slightly more often in these excerpts. For "Targeted equipment and in‑kind provisioning" the occupation counts are CAP Staff: 10, Region Staff: 7, Chapter Staff: 5 — CAP Staff mention equipment frequently, but Region Staff also report equipment investments; Chapter Staff emphasize immediate use of such items. For "Capacity‑building: training, grant‑writing, and resource mapping" the striking distribution is CAP Staff: 7, Region Staff: 8, Chapter Staff: 0 — Region Staff lead on capacity‑building mentions and Chapter Staff show no mentions in that category within the coding, underscoring Region Staff’s greater focus on systemic training and grant‑writing facilitation. These numeric patterns align with the qualitative examples above: Region Staff talk more about workshops and formal micro‑grant processes ("grants workshop once a month" — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), CAP Staff speak to practical micro‑funds and equipment placements ("a couple thousand dollars ... goes a long way" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), and Chapter Staff narrate immediate equipment deployments that reach residents ("purchased the smoke alarms" — Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx).  
  
Hypotheses explaining occupational perspective differences:  
- Role and fund access differences: CAP Staff often operate with programmatic discretionary enhancement budgets or local micro‑funds and therefore emphasize immediate uses (“we'll have to dip into some CAP resources probably to provide that to our partners” — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Region Staff oversee larger geographic strategies and externally sourced anchor funding, so they emphasize catalytic investments, structured grant processes, and training that scale beyond single events ("They provided a million dollar, you know, anchor funding for this program" — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Chapter Staff work closest to service delivery and therefore highlight in‑kind items and tangible assets that directly enable community‑facing work ("we purchased a freezer" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx).  
- Time horizon and sustainability concerns: Region Staff perspective favors upfront seed capital and capacity‑building to create replicable, sustainable models ("Now we can replicate it a little bit more on the community mobilization side" — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). CAP Staff and Chapter Staff foreground immediate operational relief and relationship building—shorter horizon wins that build trust ("That money helped build trust with the Red Cross directly with that organization" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
- Administrative and fiscal constraints shape narratives: several Region and CAP transcripts reference timing, fiscal year limits, and governance/visibility concerns that influence how resourcing is described and applied—e.g., "we were not able to spend it all ... we just kind of ran out of the fiscal year" and requests for greater transparency, "I feel like we didn't, we didn't even know how much they were granting to specific partners" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). These constraints plausibly push front‑line staff toward immediate, small purchases, while regional leaders emphasize pooled strategies and donor engagement.  
  
Points of convergence that moderate occupational differences: despite role‑based emphases, all groups voiced a shared caveat that resourcing alone is insufficient without coordination, transparency, training, and mutual accountability. For example, CAP Staff warned equipment will not be used without awareness and coordination: "But if they don't look into it, if they don't talk amongst themselves ... then the ice machine is ... basically going to stay there" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Region Staff highlighted the need for trust and equitable governance: "I feel like we didn't, we didn't even know how much they were granting to specific partners" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Chapter Staff signaled the same operational imperative by showing how coordinated provision enables broad distribution: "those resources have been made available to all of the residents" (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). These cross‑cutting quotations show a shared understanding that micro‑grants and equipment are necessary but not sufficient conditions for partner capacity growth; complementary governance, awareness, and training matter.  
  
Policy and programmatic implications derived from the comparative evidence and quotes:  
- Preserve flexible, small‑dollar micro‑funding at the field level to resolve immediate partner barriers (supporting CAP Staff operational logic): "a couple thousand dollars ... goes a long way" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and "He said something like give partners money for ... first aid equipment" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx).  
- Invest regionally in seed/anchor funding and formal capacity‑building to leverage follow‑on investment and scale sustainable models (supporting Region Staff logic): "They've developed and have brought over a million in grants to the community" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) and institutionalize grant workshops: "she holds a grants workshop once a month for all of her partners" (same file).  
- Ensure equipment provisioning is paired with coordination, awareness, and training so assets are used (a consistent recommendation across occupations): "But if they don't ... mention that to the volunteers that there's an ice machine ... then the ice machine is ... basically going to stay there" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "create kind of a spreadsheet of needs and resources" to match donated items to partners (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
- Design transparent allocation and mutual‑benefit expectations to avoid one‑way resourcing perceptions and to coordinate priorities across chapters and regions: "I feel like we didn't, we didn't even know how much they were granting to specific partners" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) and cautions that "it's not a win win that becomes a win only it's a win for that organization, not, not for the Red Cross" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx).  
  
In sum, the documents collectively portray a consistent, occupation‑inflected logic: CAP Staff emphasize immediate micro‑funds and equipment framed as relationship‑building and operational fixes; Region Staff emphasize catalytic anchor funding, formal micro‑grant processes, and capacity‑building to scale impact; Chapter Staff emphasize in‑kind equipment and local logistics that directly expand resident‑facing services. The qualitative quotes and the coded frequency counts reinforce these patterns (e.g., higher Region Staff mentions for capacity‑building, higher CAP Staff mentions for targeted equipment), while also revealing common concerns about coordination, transparency, and sustainability that should be addressed in any micro‑grant or equipment strategy to ensure these resources reliably unlock partner capacity rather than creating confusion or under‑utilized assets.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: small, targeted equipment gifts and mini‑grants are portrayed as concrete, replicable enablers of partner service delivery in Tulare. In the documents mapped to Tulare, staff describe equipment that removed operational barriers and small competitive mini‑grants that seeded partner activities. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reports a durable equipment outcome—"had provided laundry, like washer and dryer to a partner and they were able to offer laundry services to home fire client." That same file frames small grants as catalytic for startups: "Or a mini grant that hey, you get a competitive sort of mini Grant for schools who would like to start a club." Both statements illustrate a shared perspective that modest material investments enable partners to run new services and prompt replication by others.  
  
Sarasota FL — Shared viewpoint: dedicated enhancement budgets and early “money carrots” are used to jump‑start partner engagement and then shift toward technical mobilization. Documents tied to Sarasota emphasize that having a budgeted enhancement stream was instrumental to initial partner buy‑in and that later work leaned more on expertise and mobilization. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states, "One is very tangible, which is definitely having the budget to help our partners increase their capacity," and reports scale: "I do n't know , whatever , 900,000 , I think it 's a million dollars in Sarasota in the last two years." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx confirms the incentive logic: "the CAP in their, their first year had that, that money carrot to dangle, right is we're going to give you funding for this enhancement." Together these quotes show Sarasota practitioners view early targeted funding as the lever that builds trust and capacity, after which knowledge‑driven replication becomes feasible.  
  
Cameron TX — Shared viewpoint: regional enhancements are perceived as primarily small grants/equipment to partners but raise questions of mutuality and governance. The Cameron TX documents emphasize that CAP “enhancements” often take the form of passing money or assets to partners to increase resilience; they also warn of the risk that resourcing becomes one‑way. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx notes equipment placement examples: "So one of the one of the most recent, one of the newest enhancements ... is a purchasing of ice machines," and reflects on relationship work: "it wasn't just Hansel sprinkling funds elsewhere, but developing relationships." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx frames use clearly: "they have all these enhancements and the enhancements are normally just for them to give money to a partner. And that's great. They're helping them get more resilient and take care of the community." Those passages convey agreement that micro‑resourcing/equipment unlocks local capacity while also surfacing design questions about reciprocity and oversight.  
  
Terrebonne LA — Shared viewpoint: finance constraints and stakeholder perceptions about “giving things away” shape how resourcing is discussed and delivered. In the Terrebonne materials, staff identify lack of financial capacity as a central barrier and report community beliefs about CAP material giving. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, "I think the greatest barrier that I experienced, well, I'll say this twofold. I don't know, financially, the capacity to be able to do this right." The file also records perception dynamics: "People think that cap. Some people think that we just go in and we. We buy things and we give things away, you know, and we give money and things like that." These quotes show the local perspective ties resourcing effectiveness to both funding availability and sensitivity to community perceptions.  
  
Yazoo MS — Shared viewpoint: small capital purchases for partner operations and modest event budgets function like micro‑grants and can produce visible operational wins, but visibility can create tensions. Documents mapped to Yazoo emphasize that targeted purchases resolve immediate constraints, enable events, and trigger conversation about fairness. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx provides an equipment example: "I think there was yet one of the pant food pantry pantries needed extra storage and we purchased a freezer." The same file notes event funding effects: "Like thanks to cap, you know, the community, they had dollars for a. A meet and greet kind of a listening session that we had. So they took care of the food because they had the budget for it." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx (mapped here per your list) records the financial element: "the financial grant component of the original CAP ... it wasn't something that we could fully sustain at the level, but I still think it was." Together these excerpts show a shared view that modest, targeted funds and purchases enable partners to act immediately while also creating the need for transparent allocation practices.  
  
Madison TN — Shared viewpoint: micro‑grants and small equipment purchases are framed as practical, immediate capacity enhancers and training investments broaden reach. The Madison documents underscore pragmatic uses of small funds and capacity building. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx says CAP directed enhancements "for partners in the community" and gives concrete equipment examples: "He said something like give partners money for, I don't know, first aid equipment. You know, something like that." The same file documents training investments: "We have paid for cpr, AED training, first aid training." These quotes indicate the shared perspective that combining modest material/instrument grants with training expands partner functionality and community reach.  
  
Atlantic NJ — Shared viewpoint: a combination of anchor funding, vehicle/equipment donations, and grant workshops were used to catalyze partner roles and public visibility. Atlantic New Jersey accounts emphasize both large catalytic gifts and tactical equipment/in‑kind provisioning that enhance partner capacity and visibility. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports large catalytic funding and public ceremonies: "They've developed and have brought over a million in grants to the community" and "We had a nice press conference when we gave three partners each and an urban style vehicle." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx conveys an equipment outcome: "And one of our partners that we bought a case management vehicle for, they have housing resources." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx links grant support to partner centrality: "And the CAT program gave that grant and we did a whole ribbon cutting for three, three organizations that we, that we provided that." Collectively, these passages reflect the shared belief that visible, material investments (vehicles, grants, drives) both extend partner logistics and signal commitment to the community.  
  
Montgomery AL — Shared viewpoint: small payments and local enhancements are practical tools for partner access; where direct funds are limited, convening and relationships are the fallback. Montgomery documents stress micro‑payments as enabling access and recommend leveraging relationships when funds are scarce. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx documents tactical micro‑funding: "I've paid a chamber of commerce dues, which is almost nothing, but it's not in the chapter's budget. That gives them the open door to events in the community that they wouldn't have had without it." Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx offers the relationship alternative: "The strategy for CMTs without direct funding is to leverage strong community relationships." These complementary quotes show Montgomery practitioners view modest expenditures as high‑leverage and relationships as the necessary strategy where funding is absent.  
  
Jackson OR — Shared viewpoint: training plus materials unlock partner capacity in rural settings, and modest sums can be transformative. Jackson OR materials foreground that equipping and training local partners produces sustained local delivery. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports a combined model: "So we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations..." The same file quantifies rural impact: "$10,000 is like a life changing amount of money in a small rural community like Burns, Oregon." These quotes indicate the shared local view that the right combination of equipment, materials, and training — even at modest cost — meaningfully changes partner readiness.  
  
Lee FL — Shared viewpoint: placing small supplies locally and investing in partner staff/time are effective resourcing approaches that build trust and enable opportunistic interventions. Lee FL documents emphasize stockpiles and targeted investments that relieve partner burdens and create trust. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explains opportunistic delivery: "If they can just keep a stockpile of smoke alarms in their tool shed ... they can just do these one off smoke alarm installs as they come up." Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states funding practice: "we'll have to dip into some cap resources probably to provide that to our partners." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reflects the incentive role: "the CAP in their, their first year had that, that money carrot to dangle." Together these quotes show the shared perspective that local supply placement plus targeted funds that free partner time are practical means to unlock sustained partner action.  
  
Monterrey CA — Shared viewpoint: CAP as a facilitator of grant‑writing and tangible equipment investments are both seen as mechanisms to strengthen partners. Monterrey documents emphasize facilitation (grant‑writing/donor introductions) and explicit equipment investments at partner sites. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx suggests facilitative resourcing: "utilize that CAP program in different ways as in like can they help with grant writing that is time consuming." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx supplies a concrete equipment example: "For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going." These paired quotes show a shared view that CAP’s value includes both enabling partners to access external funds and supplying material investments when appropriate.  
  
Butte CA — Shared viewpoint: formal micro‑grant processes plus coordinated in‑kind matching and training equipment produce fast wins and empower frontline staff. Butte CA sources highlight an operationalized micro‑grant pathway and coordination tools. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports, "But then we also integrated sort of a micro grant process where cdpms can be out in the community," and shows how quick equipment fixes catalyze partnerships: "Other things certainly have been quick wins ... this food bank got a trailer, but it wasn't vented." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx illustrates the micro‑funding scale logic: "like these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx describes the coordination tactic: "create kind of a spreadsheet of needs and resources." Those quotes indicate a shared perspective that an institutionalized micro‑grant pathway plus simple coordination unlocks rapid, local capacity.  
  
Mississippi AR — Shared viewpoint: substantial, localized investment is recognized as a lever but is not seen as universally scalable; equipment/training remain necessary complements. In the Mississippi materials the emphasis is on the power of concentrated investment, tempered by recognition of limits to replication. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports scale: "we've been able to invest $1.2 million in this county of 50,000 people," and cautions replication limits: "the funds are a nice carrot, but I'm not quite sure. Obviously, that's not something we can do everywhere." Elsewhere in other documents respondents stress training/equipment complements, but this file illustrates the shared belief that large local investments change capacity while raising questions about sustainability and scalability.  
  
Lake IN — Shared viewpoint: equipment investments (kitchens, mobile health units, smoke alarms) provide credibility and practical outreach capacity for partners. Lake Indiana documents stress that tangible assets both enable services and build community credibility. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx notes visible assets: "the investments that CAP has been Able to make like with a kitchen and the. The mobile unit for health care. They're like, gosh, they're not just saying they're actually doing so." Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx shows programmatic use of supplied items: "we're getting the smoke alarms from them anyway." Together, these quotes show staff see equipment as a way to operationalize services and demonstrate commitment in communities.  
  
Chatham GA — Shared viewpoint: anchor funding and CAP’s budgeted introductions enable partners to scale services and unlock additional donor support, but perception of CAP as primarily a funder emerges. Chatham GA documents highlight anchor funding and CAP as a resource attractor. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx notes anchor funding: "They provided a million dollar, you know, anchor funding for this program." Transcript Region\_Chapter\_\_Steady\_State\_\_Alex\_Taylor\_2025\_0905.docx records perception dynamics: "All these executive directors are like, well, this is just cap, but without the money." Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx affirms CAP budget support: "Because the CAP team, they do bring in resources and other things that we don't have locally. You know, they have a budget that they can help enhance services." These statements show a shared view that large seed investments and CAP facilitation unlock partner capacity while also shaping expectations about CAP’s role.  
  
Lake CA — Shared viewpoint: a formal micro‑grant process empowered CDPM staff to surface needs and deliver tailored local solutions quickly. The Lake CA material from Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx explicitly ties the micro‑grant mechanism to staff empowerment: "But then we also integrated sort of a micro grant process where cdpms can be out in the community. ... And that has empowered the cdpms to really listen differently and kind of look for a solution." The document also describes quick wins (ice machines, trailers) that built goodwill and partnerships. This reflects the shared perspective that decentralized micro‑grant authority can change frontline behavior and responsiveness.  
  
Warren KY — Shared viewpoint: CAP‑purchased safety items and equipment distributed through partners extended outreach and resident access to preparedness resources. Warren Kentucky materials emphasize direct equipment provisioning that partners used to reach residents. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports, "The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits," and adds, "And those resources have been made available to all of the residents." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx complements this operational model by showing how local stockpiles enable opportunistic installs: "they can just do these one off smoke alarm installs as they come up." These quotes reflect a shared view that in‑kind provisioning, when routed through partners, widens direct resident reach.  
  
Monterrey CA, Butte CA, Mississippi AR, Lake IN, Chatham GA and other geographies above show recurring shared themes across their local documents: micro‑grants or small equipment purchases remove discrete operational barriers; equipment paired with training unlocks local delivery; anchor or pooled funds catalyze partner formation; and visibility/transparent governance matter for coordination. The quotes above (for example, "like these little micro funding ... a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; and "If we could harness the power of those relationships and equip them to be responders, they would be 10 minutes away instead of three hours away" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) exemplify these commonalities.  
  
Cross‑category comparison and contrast — Shared viewpoint: across geographies there is consistent recognition that targeted micro‑resourcing (small grants, gift‑cards, equipment) plus training expand partner operational capacity, yet documents diverge on preferred modalities, scale, and governance. Many locales describe small purchases and equipment as high‑leverage. For instance, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx asserts "like these little micro funding ... a couple thousand dollars ... goes a long way," while Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports a formalized "micro grant process" empowering CDPMs. By contrast, some geographies emphasize large anchor gifts and visible assets: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx notes "They've developed and have brought over a million in grants to the community" and "We had a nice press conference when we gave three partners each and an urban style vehicle." These quotations illustrate a key contrast: where seed or anchor funding exists, the strategy leaned toward catalytic, visible investments; where anchor funding was absent, the practice focuses on many small, tactical investments and training.  
  
Cross‑category comparison — Shared viewpoint: governance, transparency, and coordination concerns differ in salience across geographies and shape perceptions of resourcing effectiveness. Some locales report coordination frictions when allocations are opaque. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx complains, "I feel like we didn't, we didn't even know how much they were granting to specific partners," while Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx candidly notes timing/admin limits: "I think, what is it, 50,000 a cap region. We were not able to spend it all, but I think in part that's because really by the time we got organized and started doing it, we just kind of ran out of the fiscal year." Conversely, where coordination tools were used, outcomes were described positively: "create kind of a spreadsheet of needs and resources" allowed teams to redirect supplies immediately (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "So they were able to take this spreadsheet and immediately connect the dots"). These paired examples show governance and coordination capacity materially shape whether micro‑grants/equipment translate into partner capacity.  
  
Hypotheses explaining cross‑geography divergences — Shared viewpoint: differences in local context (rural vs urban), resource scale, program stage, partner capacity, and governance/culture plausibly explain why perspectives diverge across geographies. Hypothesis 1 — rural environments make modest sums disproportionately powerful: as Priscilla Fuentes observed, "$10,000 is like a life changing amount of money in a small rural community like Burns, Oregon" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Hypothesis 2 — where anchor donors or concentrated gifts were secured (Atlantic NJ, Chatham GA), teams used larger visible investments (vehicles, major grants) to catalyze partner systems and public momentum—see "We got a million dollar gift from Merck" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Hypothesis 3 — in places with established frontline staff and coordination tools, decentralized micro‑grant authority (e.g., CDPM micro‑grants in Butte/Lake CA) produced rapid localized problem‑solving: "we also integrated sort of a micro grant process where cdpms can be out in the community" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Hypothesis 4 — where governance/communication was weaker or fiscal timing constrained use of funds, observers reported confusion or tension over allocations: "I feel like we didn't, we didn't even know how much they were granting to specific partners" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). These hypotheses align with the documented evidence across geographies.  
  
Synthesis and implications — Shared viewpoint: combining small, nimble micro‑resourcing with targeted equipment grants, training, and transparent governance is repeatedly shown across geographies to unlock partner capacity most effectively. Multiple local accounts offer convergent operational lessons: place modest supplies locally to enable opportunistic partner action ("they can just do these one off smoke alarm installs as they come up" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx); fund trainings and grant‑writing assistance to build partner sustainability ("utilize that CAP program ... can they help with grant writing" — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx); use anchor funding where available to catalyze scale and visibility ("They provided a million dollar, you know, anchor funding for this program" — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx); and institute transparent allocation and simple coordination tools (spreadsheets, micro‑grant processes) to avoid confusion ("create kind of a spreadsheet of needs and resources" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). These cross‑document quotes and observations demonstrate a coherent, evidence‑based pathway: micro‑grants and equipment purchases unlock partner capacity when paired with training, local placement of supplies, trusted relationships, and clear governance.  
  
Limitations in the evidence base — Shared viewpoint: the documentation is rich in operational anecdotes but limited on systematic amounts, formal micro‑grant procedures, and quantitative outcomes, which constrains definitive conclusions about scale and comparative effectiveness across geographies. Many transcripts offer illustrative examples and respondent judgments (for instance, "I could have served 200 partners at $5,000 a piece" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), yet programmatic details (standard award sizes, selection criteria, monitoring, and measured impact metrics) are frequently absent. Several speakers also signal administrative limits (fiscal year timing, discretionary fund ceilings) that affected utilization ("we were not able to spend it all ... we just kind of ran out of the fiscal year" — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Recognizing these gaps points to the practical next step implied by these combined viewpoints: codify micro‑grant/equipment criteria, track disbursements and outcomes, and institutionalize lightweight coordination tools so the documented operational advantages translate into replicable program design.  
  
Conclusion — Shared viewpoint: across the reviewed geographic categories, practitioners consistently report that micro‑grants, modest equipment purchases, and in‑kind provisioning unlock partner capacity when they are coupled with training, local placement of supplies, relationship‑building, and transparent coordination. Representative verbatim statements across regions capture the pattern: "like these little micro funding ... a couple thousand dollars ... goes a long way" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), "we're getting the smoke alarms from them anyway" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx), and "They provided a million dollar, you know, anchor funding for this program" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). The shared practical implication is that a blended approach—small flexible grants, targeted equipment, training, and simple transparent governance—best unlocks partner capacity across diverse geographies, while local context (rural scale, donor availability, administrative timing) determines the optimal mix and modality.

#### Code frequency by document/respondent

Frequency Chart



### Partner-led service delivery: partners facilitating smoke-alarm, home-fire, and blood-drive work

#### Summary across all documents

Summary  
Overall, the assembled interviews show that CAP-enabled partner relationships have meaningfully broadened access, trust, and practical capacity for smoke-alarm outreach, home-fire response support, and blood-drive hosting in many jurisdictions. Partners most consistently serve as trusted entry points—recruiting households, hosting events, and in many cases installing alarms or providing volunteers—while CAP investments (training, micro-grants, equipment, MOUs) materially enable those roles. However, the picture is heterogeneous: jurisdictions differ in biomedical infrastructure and partner readiness, and common constraints—partner staffing limits, coordination and data-sharing gaps, and inconsistent metrics—limit broad, sustained partner-led scale. Strengthening formal role definitions, data integration, and resourcing transparency while continuing targeted training and local resourcing would help convert demonstrated pilots into reliable, scalable partner-led delivery models.  
Analysis  
Partners act as trusted local access points that materially expand smoke-alarm outreach and installations. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described that 'it was our partners with Red Cross partners talking to people, encouraging them to submit applications. So it wasn't just the Red Cross out there, It was your local pastor with a Red Cross going door to door and encouraging you to submit an application,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx reported that 'We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents.' Together these examples show a recurring model: CAP/chapters leverage partners' local credibility and logistical reach so partners recruit, screen, or directly install alarms and return outcome information to the chapter, enabling decentralized delivery that overcomes trust and access barriers in target neighborhoods.  
Partners extend chapter capacity by supplying facilities, equipment, transport, food, and household goods during home-fire responses. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted that 'one of the most recent, one of the newest enhancements that we've done with with two of our local partners is a purchasing of ice machines. So now with that purchase of an ice machine, now DCS has access to the ice,' while Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reported that a partner 'gave them a dining room set, and I believe it was a sofa and some end tables, and they delivered it directly to the fire client.' These verbatim accounts illustrate that partners provide both consumable (meals, ice) and durable (furniture, vehicles) resources that chapters can tap in immediate recovery, enabling more holistic assistance than the chapter could supply alone.  
In multiple places CAP-enabled partner relationships translated into new or expanded partner-hosted blood drives and measurable collection gains. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reported that 'we've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area,' and Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx described how 'we started a, or helped facilitate a blood drive at one of the, the largest steel mills that started several months ago.' These statements show two complementary mechanisms: CAP brokers site-host opportunities (e.g., industry, faith, civic partners) and partners mobilize donors (presentations, hosting, ambassador programs), producing substantive increases in blood-collection activity in some jurisdictions.  
CAP frequently enables partner-led activities by providing material enhancements, micro-grants, and targeted trainings that expand partners' operational capacity. For example, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx described CAP support that 'provided them with a tool shed that basically works like a library' for neighborhood improvements, while Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx noted that 'we have paid for training as an enhancement. We have paid for cpr, AED training, first aid training.<a href="#Partner-led service delivery: partners facilitating smoke-alarm, home-fire, and blood-drive work-s-link1"><sup>[1]</sup></a>' These investments facilitate partners taking on prevention, preparedness, and some response tasks (from screening and installs to event hosting), and formal steps such as MOUs or registering partner staff as Red Cross volunteers are used in multiple sites to embed partner roles.  
1. we have paid for training as an enhancement. We have paid for cpr, AED training, first aid training.  
Additional Insights  
A consistent constraint is partners' limited staffing and operational capacity, which slows or caps partner-led scale-up. As one interviewee said in Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx, 'It's just. It all comes down to the number of staff and capacity of that staff for a lot of organizations,' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed 'I don't see that a lot of our partners have the ability to go out and do that, do the installations themselves.<a href="#Partner-led service delivery: partners facilitating smoke-alarm, home-fire, and blood-drive work-u-link2"><sup>[2]</sup></a>' These candid remarks highlight that while CAP can train and resource partners, many partners lack sufficient staff time or bandwidth to take on sustained installation, response, or regular blood-drive operational roles without ongoing support or staffing solutions.  
1. I don't see that a lot of our partners have the ability to go out and do that, do the installations themselves.  
Operational coordination, data-sharing, and measurement gaps frequently undermine partner contributions and create role confusion. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described a breakdown where 'When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client,' while Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx pointed out 'we didn't even know how much they were granting to specific partners ... so that we could prioritize that partner.' These statements document recurring problems: follow-up on partner referrals is inconsistent, funding transparency and prioritization are limited, and partner hours or contributions are not always captured in formal metrics, all of which make it hard to sustain or scale partner-led delivery systematically.  
Partner-led blood-drive activity varies dramatically by jurisdiction; in some CAP areas blood services are absent or locally led by other organizations. For instance, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx bluntly stated 'We don't have any blood services down here,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed 'No, I do here in Houston. We don't down in South Texas where they are.<a href="#Partner-led service delivery: partners facilitating smoke-alarm, home-fire, and blood-drive work-u-link3"><sup>[3]</sup></a>' These quotes underscore that CAP's ability to broker partner-hosted blood drives depends on local biomedical infrastructure and pre-existing blood-collection arrangements, so partner-led blood activity in one county may not be feasible or necessary in another.  
1. No, I do here in Houston. We don't down in South Texas where they are.

#### Comparison across segments

Analysis across Groups occupation

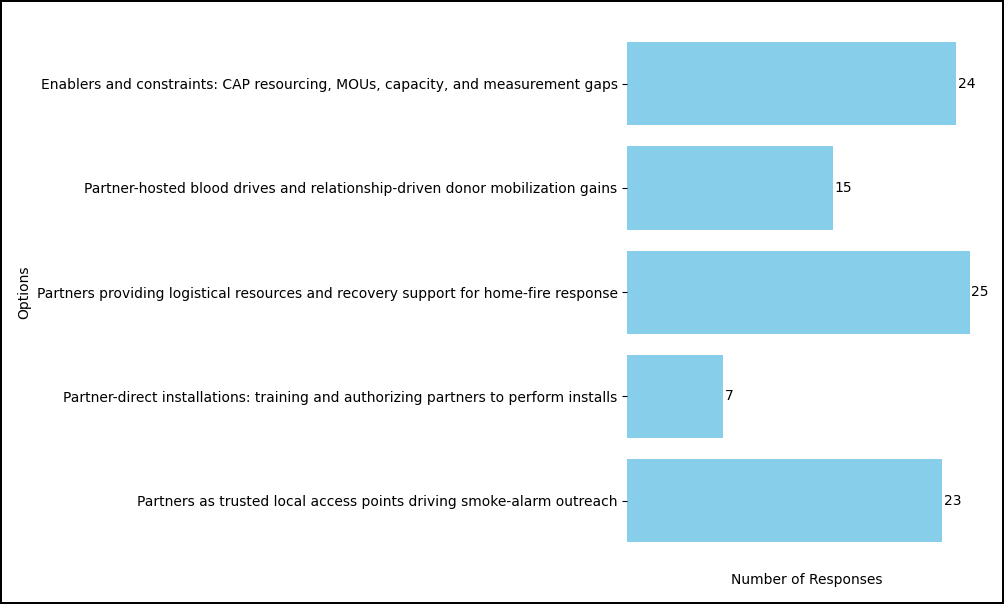
CAP Staff: emphasis on enabling partners through training, resourcing, and a partner‑direct model. CAP staff consistently describe a role of enabling partners to reach communities—training partners, supplying resources, and piloting partner‑direct installation models—while also calling out partner capacity limits. For example, Josh Riddle reports CAP investments and an explicit move to train partners so partners “can do it next time,” stating, “install campaign with them. We are working on getting them trained to be able to do the partner direct model so that, so that they can do it next time.” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Curtis Morman describes CAP funding for partner capacity building: “The money that we have gave was enhancement for partners in the community...whether it was a grant or equipment, was not for those in the Red Cross, but those who will be working alongside of the Red Cross.” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). CAP staff also frame partners as trusted access points and stress appointment/partner‑hosted models to reduce barriers: Margarita Moreno says CAP “has helped us get into communities we probably wouldn't have gotten into through our partners and relationships,” and describes an appointment model: “we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest.” (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). At the same time CAP staff repeatedly note capacity constraints—Josh Riddle cautions that scaling partner‑led delivery “all comes down to the number of staff and capacity of that staff for a lot of organizations,” and Katrina Long notes institutional limits on volunteers: “I was told, no, that this, we were saturated and did not need any more DAP volunteers.” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). These CAP Staff perspectives align with the frequency data showing CAP Staff appear most often in enabling/resourcing and partner‑direct themes (e.g., CAP Staff counts are the largest across “Partners as trusted local access points” and “Partners providing logistical resources” in the provided frequencies), which matches their descriptions of supplying micro‑grants, equipment, funded positions, and training that enable partners to act.  
  
Region Staff: emphasis on partner operationalization, brokering, and measurable local outputs. Region staff collectively emphasize converting CAP‑brokered relationships into tangible partner actions—partner training, partner receipt of supplies, partners installing alarms, and notable blood‑drive gains—while highlighting measurement gaps and the need to convert transactional contacts into sustained capabilities. For example, Region staff describe partner‑led installations and supply provision: Shawn Schulze states, “We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents,” and quantifies an example: “I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Rachel Lipoff emphasizes resource mapping and mobilization: “they have compiled their. A resource guide and a resource listing using all of their partners... So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder” (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Region staff also report measurable blood‑collection increases tied to partnerships: Barry Falke reports, “But we've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area.” (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Simultaneously, region respondents note gaps in formalization and measurement—they praise partner uptake but emphasize that “Rapid partner uptake expanded services and resources, yet sustained measurement and formalization were limited” (e.g., “they caught on like a house of fire...,” Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Region staff perspectives thus stress operational partner deployment and visible outputs (including a concrete install count example), combined with concerns about documenting and formalizing partner contributions. Frequency counts support this: Region Staff show strong representation in partner‑resource/logistics and enablers/constraints themes (Region Staff counts appear consistently in the mid to high range across options).  
  
Chapter Staff: emphasis on local integration, referrals, mobile access, and partner‑hosted events. Chapter‑level respondents consistently emphasize partners as embedded local actors who host events, supply volunteers and venues, provide referrals, and operate mobile or programmatic outreach—practical, day‑to‑day enabling of smoke‑alarm, home‑fire recovery, and some blood‑drive activities. Rachel Lipoff (Chapter/Region) reported partners “attend home fire campaign, sound the alarm events” and that partner mobilization “we were able to make more homes safer because of the CAP program because they rallied their partners and volunteers through their partnerships to come help out that day.” (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Jennifer Capps (Chapter) notes CAP purchased materials “the smoke alarms and they also purchased weather radios and first aid kits” that were made available through partner channels and that “one of the coordinators was able to use her partnership and influence with the NAACP and they did a sickle cell blood drive.” (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Michelle Averill describes training partners embedded in food delivery to screen homes for alarms: “they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food.” (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Chapter staff narratives emphasize trusted relationship leverage, mobile assets, localized referral guides, and making partner roles routine; they also report local constraints (staffing, scheduling) that limit blood‑drive scaling: “Sometimes we have too many folks eager to host one and like not as many staff or dates.” (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Chapter perspectives are coherent with the frequency data showing chapters appear across partner logistic and blood‑drive themes and often highlight on‑the‑ground programmatic integration.  
  
Cross‑category comparison — convergences on trust, partners as access, and capacity/measurement limits. All three categories share core perspectives that partners provide trusted local access, surface needs, and enable programs in ways Red Cross alone cannot. For example, Cindy Magnuson (CAP Staff) explains trust enabled access: “They already trusted the partner and we were able to capitalize on that trust to be able to increase the results,” (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx), while Alicia Dougherty (Region) similarly reports a referral that would not have occurred absent partner trust: “That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with,” (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Across CAP, Region, and Chapter files multiple respondents emphasize that partners open doors and overcome mistrust; this shared emphasis explains why “Partners as trusted local access points” appears frequently across occupations (frequency breakdown: CAP Staff 10, Region Staff 7, Chapter Staff 6). All levels also record operational constraints: Josh Riddle (CAP) warns “It all comes down to the number of staff and capacity of that staff,” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), and Shannon Randolph (CAP) recounts follow‑up failures—partners gather names but later “nobody ever called my client,” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx)—mirrored by chapters reporting limits on blood‑drive staff/dates (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). These shared themes indicate that irrespective of role, staff see partners as essential to reach and trust, but all face capacity, coordination, and measurement gaps.  
  
Cross‑category comparison — contrasts in emphasis and concrete outcomes. CAP Staff emphasize enabling and scaling partner capacity (training, micro‑grants, resourcing, partner‑direct pilots) more than Region or Chapter staff. Evidence: CAP interviewees repeatedly describe CAP investments and partner‑direct training as priorities—Josh Riddle: “We are working on getting them trained to be able to do the partner direct model...” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx); Matthew Henry (CAP) explicitly endorses giving chapters/leeway and partner takeover: “We want them to take over and do a sound the alarm campaign,” (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Frequency data corroborate this tilt: CAP Staff counts are highest for “partner‑direct installations” and for “partners providing logistical resources” (CAP Staff: 4 and 12 respectively, larger than Region and Chapter in those specific categories). Region Staff emphasize brokering, documentation, and measurable outputs (e.g., Shawn Schulze’s reported ~150–200 alarms installed by partners and Barry Falke’s “hundreds and hundreds of more units” of blood collected). Chapter Staff stress local, everyday integration—partners hosting events, training food‑bank volunteers to screen homes, and receiving CAP‑supplied mobile assets and resource guides (e.g., Rachel Lipoff’s resource guide used in “red folder” client packets). Where differences matter: CAP Staff speak about scaling partner autonomy and policy changes; Region Staff point to measurable jurisdictional gains (blood units, large partner‑driven install counts); Chapter Staff describe the pragmatic, relationship‑driven day‑to‑day work converting partner trust into appointments, referrals, and local events.  
  
Hypotheses explaining category differences. Role and remit explain much of the pattern:  
- CAP Staff (program architects/funders) are task‑oriented toward creating scalable partner capacity (training pipelines, micro‑grants, partner‑direct pilots). Their job is to design and resource models, so they naturally report on training and resourcing (“we were able to provide them with a tool shed... part of their salary... because of the money that we have given the library,” Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
- Region Staff (brokers and coordinators) operate at a geographic scale where they observe and measure regional outputs; they therefore emphasize partner operationalization, brokering across systems, and visible metrics (e.g., “we have seen hundreds and hundreds of more units collected,” Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; “150 or... 200 alarms,” Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx).  
- Chapter Staff (local implementers) work day‑to‑day in communities and therefore foreground partners’ roles in routine screening, event hosting, and referrals (“they are working with the Monterey Food bank and training their workers...,” Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Their perspective naturally centers on practical access, follow‑up, and local scheduling constraints.  
  
Alternate hypothesis: categories sometimes do not produce divergent perspectives because the underlying operational reality is shared—trust is a cross‑cutting enabler and capacity/measurement constraints are universally observed. Multiple documents across occupations explicitly mirror one another on these points (e.g., CAP’s Cindy Magnuson: “capitalize on that trust to be able to increase the results,” Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; Region Rachel Lipoff: “they have compiled... a resource guide... So anytime there's a home fire... those clients receive the resource guide,” Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Those shared lines indicate that while emphases differ by role, many conclusions—partners are trusted, partners can be trained to install or refer, and measurement/volunteer bottlenecks constrain scale—are broadly agreed.  
  
Incorporating frequency differences into interpretation. The provided theme counts (summarized earlier) show CAP Staff are most frequently associated with enabling/resourcing and partner‑direct themes (e.g., CAP Staff = 10 mentions for “Partners as trusted local access points” vs Region 7, Chapter 6; CAP Staff = 12 mentions for “Partners providing logistical resources” vs Region 7, Chapter 6). This distribution supports the interpretation that CAP Staff narratives prioritize capacity‑building and policy/process design (training, micro‑grants, partner‑direct pilots). Region Staff and Chapter Staff show relatively higher or comparable presence in operational and output themes (Region’s concrete install/blood figures), which fits their roles translating CAP support into field activity and observing local outcomes. In short, the count differentials align with role‑based emphases: CAP architects, Region coordinators, Chapter implementers.  
  
Synthesis and implications. Across occupations the dominant pattern is complementary: CAP supplies training, funding, and policy permissiveness (enabling partner‑direct models); Region actors broker and sometimes document measurable gains (installs, blood units); Chapter staff operationalize partnerships in events, food deliveries, and referral workflows. Verbatim evidence across categories demonstrates both pilot successes and persistent constraints—trust and partner volunteering increase access (“your local pastor with a Red Cross going door to door,” Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), partners have been trained and can run installs or readiness activities (“we trained a couple of their people in home fire campaigns... and then let them go ahead and do the installations,” Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and partners have hosted blood drives that improved donor yields (“One of the partners of the CAT partners did a blood drive...helps us a lot with our African American sickle cell goal,” Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Yet all levels also report the same limiting frictions: staffing/capacity, volunteer‑registration friction, coordination snafus, and measurement gaps (e.g., “we were saturated... did not need any more DAP volunteers,” Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; “When you have this relationship... then three months later they come back to you and say, nobody ever called my client,” Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
  
Overall conclusion (no question): CAP Staff, Region Staff, and Chapter Staff present a coherent, multi‑layered account of partner‑facilitated smoke‑alarm, home‑fire, and blood‑drive work: CAP staff emphasize enabling partners via training, micro‑grants, and partner‑direct pilots; Region staff emphasize brokering, operational deployment, and observable outputs (and the need to document them); Chapter staff emphasize daily, trust‑based referrals, partner‑hosted events, and integrating partner workflows for outreach and recovery. All three groups converge on the importance of partner trust and the persistent constraints—staffing, coordination, MOUs/data flows, and measurement—that must be addressed to scale partner‑led service delivery.

Analysis across Groups Geography

Introduction: This essay compares how partner-led service delivery—partners facilitating smoke-alarm work, home-fire response/recovery, and blood drives—is discussed across Geography sub-categories in the supplied transcripts. I present a focused paragraph for each geography named in your list, beginning each paragraph with the shared viewpoint or theme found across documents tied to that geography, then elaborating and citing verbatim quotes (document name included). If a named transcript from a geography had no relevant quotes in the supplied material, I state that explicitly. After the per-geography paragraphs I compare and contrast patterns across geographies and offer hypotheses explaining differences and similarities, integrating the frequency information you provided (noting, for example, the 23 overall mentions of partners as trusted local access points and the uneven geographic counts associated with that theme).  
  
Tulare, CA — Partners as access points and appointment-based smoke-alarm outreach. Documents from Tulare emphasize that CAP-enabled partner relationships open access to communities and enable appointment-driven smoke-alarm follow-up. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." The same document describes partner-triggered notifications that route responders: "when there was a home fire... they called us first and our debt responders were going out, but they didn't know where to go." These quotes show partners function both as trusted access points that surface needs and as venues/hosts that convert outreach into appointment-based installs (the respondent: "we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest."). The Tulare material also records explicit plans to formalize partner installer roles: "hoping to get authorized providers via partners to support with the home installation," while noting the presence of a wait list for on-demand services.  
  
Sarasota, FL — No relevant quotes in supplied material. The two documents you flagged for Sarasota (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx and Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx) were listed but no relevant verbatim excerpts about partner-led smoke-alarm, home-fire, or blood-drive delivery appear in the provided context; therefore I cannot quote from them here.  
  
Cameron, TX — Partners supply logistics, perform installs, and can report counts. Cameron-area transcripts emphasize partners supplying materials/alarms, doing installations, and reporting results. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recounts partner-supplied logistics and teams: "we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers," and gives the partnership-activation model: "the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church. And then they can all go ahead and activate as a team if they have the ability." Region-level reporting in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx is concrete about partner installs and supply flows: "We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents," and the same speaker noted numeric outputs: "I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers." Cameron’s materials therefore reflect partners as both resourced implementers and accountable reporters of installation outputs.  
  
Terrebonne, LA — Partners increasing referrals/notifications and delivering post-fire support. The transcripts tied to Terrebonne focus on partners notifying Red Cross and delivering concrete post-fire aid. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, "One of the changes that we've seen is folks reach out to the CAP team directly when there's a home fire" and gives an example of an active partner: "There's one partner that we have that supports families after they have home fires, which is HAP." The document also reports local volunteer fire departments supporting prevention work: "The volunteer firefighters in Lafourche Parish ... are also willing to support us [with] smoke alarm installations." Terrebonne’s theme is partner referrals plus partner-provided recovery supports, with less evidence of partner-run blood drives in this jurisdiction ("No" when asked about blood drives).  
  
Yazoo, MS — Partners resourced and delegated to install; local fire department installs supported by CAP materials. Yazoo transcripts report partners being trained, resourced, and—in at least one instance—local fire departments performing installs with CAP support. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx describes: "The CAP team has supported that program by helping install smoke alarms in the area," and reports that "Fire Department has, has been doing some installs outside of Red Cross... it's giving them the resources and they're responding to install some of those alarms in the area." The pattern is CAP resourcing enabling partners (including public-sector partners such as fire departments) to do installs and follow-up; the transcripts show partner-led execution backed by CAP supplies and relationships.  
  
Madison, TN — Partners as early notifiers, co-hosts for Sound the Alarm, and volunteer sources. Madison-area documents emphasize partners arriving on scene and co-leading Sound the Alarm activities. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx describes a church partnership: "we are actually doing it in partnership with one of the CAP originated partners, Gospel Temple Church," and notes volunteer recruitment benefits: "we're about to recruit out of that church, some recruiting new volunteers for our chapter as a whole." Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx describes a planned pilot: "it's going to take place in our October is to have a CAP partner led home fire campaign where they actually get the training from the local chapter... and they're going to actually go out canvas the neighborhood... so that they can do the fire alarms." Madison shows partners both as referral/notification sources and as trained implementers for piloted partner-led campaigns.  
  
Atlantic, NJ — Deeply integrated partners, partner-attended home‑fire campaigns, and partner resource mapping. Atlantic County documents present strong, sustained partner integration and concrete partner support for Home Fire and blood-drive outreach. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx notes partners "feel like they're part of what we do, and we feel like we're part of what they do," illustrating deep institutional integration. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx includes vivid examples of material aid delivered via partners: "no one Hungry... gave them a dining room set... and they delivered it directly to the fire client," and details a created referral process: "So Joe came up with a form that the case managers can fill out to engage our team to help." Region-level coordination is also explicit: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx describes a distributed resource guide: "they have compiled... a resource guide and a resource listing using all of their partners... anytime there's a home fire... those clients receive the resource guide as part of that red folder." Atlantic illustrates partners embedded in referral cascades, material recovery, and campaign staffing.  
  
Montgomery, AL — Partners as recruitment/venue hosts, formalized partner volunteers, and some blood-drive support. Montgomery-area material emphasizes outreach at community events, formalization of partner volunteers, and both successful and fragile partner contributions to blood drives. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx says CAP "go to as many health fairs or community gatherings as we can... mostly so that we can meet other vendors" and reports partners "respond positively." The same file notes partner formalization: "we have a couple of CAP partners ... who have become official volunteers" and that partner leaders "came to adapt boot camp ... he is DAT trained and in volunteer connection." On blood drives, the same transcript records both success and coordination snafus: "they did meet their goal for units collected" but also "There was a blood drive... the blood drive was canceled and we didn't know it and so it was kind of a snafu." Montgomery shows partner integration into volunteer and event pipelines but also coordination fragility.  
  
Jackson, OR — Partners sign up residents for Sound the Alarm and are trained for installations; CAP support converts sign-ups to installs. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states, "We used partner events to sign people up for, for sound the alarm and had teams go out and install them," and also notes training pilots: "And we were told no because it wasn't an official Red Cross activity... we did have some partners get trained for that." Region-level Transcript Region\_Chapter\_\_Steady\_State\_Priscilla\_Fuentes\_\_2025\_0909.docx documents training plus delegation: "we trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations as they were doing casework." Jackson shows partners integrated into both sign-up/outreach and delegated installation when trained.  
  
Lee, FL — Partners as trusted local access points; active move toward partner-direct install model. Lee-area transcripts emphasize trust leverage and CAP training to push a partner-direct model. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx highlights trust: "we were able to capitalize on that trust to be able to increase the results," and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx states an explicit training objective: "We are working on getting them trained to be able to do the partner direct model so that, so that they can do it next time... I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future." Lee shows a strategic push to train partners to perform installations independently and to leverage partners’ local credibility.  
  
Monterrey (Monterey), CA — Partners embedded in food-distribution workflows, training for detection/installation screening, and recurring partner-hosted blood drives. Monterey-area documents highlight embedding smoke-alarm screening into partner services (food distribution) and partner-hosted recurring blood drives. Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx explains, "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food" to identify smoke-alarm needs. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports "We have been promoting it with our partners, bringing more awareness," and notes blood-drive cadence: "That blood drive is going to happen quarterly with one of the large churches." Monterey demonstrates embedding prevention screening in routine partner interactions and recurring partner-hosted blood-drive models.  
  
Butte, CA — Partners trained to deliver preparedness and smoke-alarm activities; CAP uses micro-grants to enable partner capacity. Butte-area transcripts describe partners being trained and resourced to deliver preparedness (CPR/Pedro/Sound the Alarm). Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx states, "They are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm," and advocates leveraging local programs (CAA) for installations. The region also uses small cash infusions: "these little micro funding... a couple thousand dollars to a small organization... goes a long way," showing CAP’s micro-grant approach to enabling partner service delivery.  
  
Mississippi, AR — Partners linked to substantial increases in blood collection and growing partner‑enabled home‑fire canvassing. Region-level Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx asserts, "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives... But we've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." The same transcript describes strategic movement toward mobilizing communities for smoke-alarm campaigns and scheduling more home-fire events: "we definitely began to grow partnerships, began to intentionally schedule home fire campaign events... canvassed more homes and neighborhoods." Mississippi AR is therefore notable for reported measurable blood collection gains and for CAP-driven partner mobilization for fire prevention outreach.  
  
Lake, IN — Partners as lead-in to outreach and sign-up conduits for smoke-alarm events. Lake IN transcripts emphasize starting outreach with partners and using partner sign-ups to organize installations. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx states a guiding principle: "it is best to lead with a partner organization and to go hand in hand... our community partners are known within the community and so residents know them." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx adds, "they're knocking it out of the park with smoke alarm installations," though attribution in that file is sometimes to chapter staffing. Lake IN shows partner-led sign-up and community-trust approaches used to increase home-safety outreach.  
  
Chatham, GA — Partners as bilingual/trust bridges, direct volunteers for installs, and blood-drive hosts reaching targeted donors. Chatham transcripts stress partners resolving mistrust and language barriers, volunteering at installs, and hosting blood drives that reach priority units. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx recounts, "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together," and reports partners "have volunteered and done home fire install... the education piece they've been a part of it." Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx adds that "One of the partners of the CAT partners did a blood drive... definitely helps us a lot with our African American sickle cell goal." Chatham thus exemplifies partners bridging trust/language gaps, participating directly in installs, and enabling targeted blood-collection gains.  
  
Lake, CA — No relevant quotes in supplied material. The document(s) mapped to Lake CA were listed but no relevant verbatim excerpts about partner-led smoke-alarm, home-fire, or blood-drive delivery appear in the provided context.  
  
Warren, KY — Partners co‑hosting home-fire campaigns and CAP-supplied preparedness items. Warren transcripts cite direct partner co-hosting of home-fire campaigns (e.g., Hotel Inc.) and CAP furnishing materials for partner-led distribution. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports, "we have partnered with Hotel Inc. And done two home fire campaign" and that "the program purchased the smoke alarms and they also purchased weather radios and first aid kits." Warren’s pattern is partner co-hosting of outreach plus CAP-provisioned material support.  
  
Other geographies from your list with insufficient relevant quotes in the provided material — Sarasota FL (previously noted), Terrebonne/others covered above; where you included multiple files for a geography but the supplied materials did not present relevant verbatim quotes, I have explicitly stated that.  
  
Cross-geography comparison and interpretation  
  
Shared patterns across geographies  
- Partners as trusted local access points and outreach multipliers. Across many geographies (e.g., Tulare CA, Lee FL, Jackson OR, Chatham GA, Atlantic NJ, Monterey CA, Madison TN) documents explicitly describe partners enabling access and overcoming trust barriers: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "we were able to capitalize on that trust to be able to increase the results" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). This consistent narrative aligns with the frequency data you provided: the “Partners as trusted local access points driving smoke-alarm outreach” option was recorded 23 times overall, indicating it is the single most frequent theme and appears in many geographies.  
- CAP as enabler (training, micro-grants, materials) rather than full replacement of chapters. Many transcripts describe CAP funding, training, or equipment enabling partners to act: "we were able to provide them with a tool shed... part of their salary... because of the money that we have given the library" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) and "The CAP program purchased the smoke alarms and they also purchased weather radios and first aid kits" (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). The “Enablers and constraints” theme was tallied 24 times overall in your counts, reflecting these frequent mentions of CAP resourcing.  
- Partners performing or being trained to perform smoke-alarm installations in several jurisdictions. Examples with explicit handoffs exist across geographies (Cameron TX, Jackson OR, Yazoo MS, Lee FL, Butte CA, Priscilla Fuentes’ region): "we trained a couple of their people in home fire campaigns... gave them the materials and then let them go ahead and do the installations as they were doing casework" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx); "They are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). The "Partner-direct installations" theme, while much less frequent (7 overall), does appear across multiple geographies where conditions permitted.  
  
Systemic constraints and recurring differences  
- Volunteer capacity, staff time, and institutional approvals limit partner-led scale. Several transcripts across geographies cite staffing and volunteer-connection barriers: "It's just. It all comes down to the number of staff and capacity of that staff for a lot of organizations" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx); "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); "I was told, no, that this, we were saturated" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Those constraints were reflected in the "Enablers and constraints" frequency counts and recur in many geographies.  
- Blood-drive impacts are geographically uneven and tied to local partners, Biomed engagement, and employer/industry partners. Several geography-specific transcripts report notable blood-drive gains when CAP brokered partners or when Biomed/industry were involved: "we have absolutely led to an increase in blood drives... we've seen literally hundreds and hundreds of more units collected" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx); "we started conducting regular blood drives... at one of the largest steel mills" (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Other geographies reported no blood activity: "We don't have any blood services down here" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) or "So we are not a blood state" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Your “Partner-hosted blood drives” counts (15 overall) and their geographic distribution (e.g., Mississippi AR: 2, Atlantic NJ: 2, Chatham GA: 2, Monterey CA: 2) mirror this variability.  
- Where partners appear to lead installs or many activities, a common enabling factor is either CAP-provided materials/training or an existing partner workflow that naturally accommodates home visits (food bank deliveries, caseworker visits, faith-based outreach). For example, Monterey: "training their workers or their volunteers when they're out delivering food" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) and Tulare: partners who already do home visits could add smoke-alarm checks as "a simple add on" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx).  
  
Why geographies differ (hypotheses grounded in the transcripts and frequency patterns)  
1) Pre-existing partner capacity and roles. Where partners already perform routine home visits, run food distribution, or host community events (e.g., Monterey, Jackson OR, Chatham GA, Warren KY), CAP’s job is often to insert smoke-alarm screening or supplies into those routines. The transcripts show CAP training and resourcing was able to leverage existing partner workflows (e.g., "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food." Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Where those routines don’t exist, CAP must create new workflows, which is harder and slower.  
2) Local presence of alternative blood-collection providers and market dynamics. In jurisdictions where a local blood bank or major employer (steel mill, HBCU) already organizes drives, CAP/partners could either support or be excluded depending on local arrangements. For instance, Tulare’s local blood bank leads and CAP "let them lead everything" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), while Mississippi AR reports industry-hosted drives that CAP helped facilitate and that produced substantial unit gains (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx).  
3) Chapter staff and CDPM/DPS capacity and priorities. Several regions with active partner-led installs cite a strong CDPM or chapter engagement (e.g., Lake IN, Curtis Morman's planned pilot in Madison TN). Conversely, when chapters report staffing shortages or institutional hesitancy ("we were saturated," "we have not involved our partners in home fire responses... they haven't figured out how to filter information directly to that partner" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx), partner-led scale stalls. The frequency counts show CAP resourcing is often present, but local capacity and coordination determine whether resourcing translates to partner-led scale.  
4) Formalization (MOUs, volunteer-connection onboarding) and measurement systems. Where MOUs are signed and partners are onboarded as volunteers or authorized providers, partner-led delivery is more advanced (e.g., Montgomery had partners "in volunteer connection" and DAT-trained partners; Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Conversely, where data-sharing or volunteer-connection processes are burdensome, partners are less likely to become sustained, system-integrated implementers (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "volunteer connection... is a little laborious for some of our partners").  
  
Why geographies sometimes show similar perspectives despite different contexts  
- Across urban and rural jurisdictions many respondents center the same core assumptions: partners are trusted intermediaries, CAP provides enabling resources, and volunteer/staff capacity is the primary bottleneck. That consistent framing appears in documents from geographically diverse places (e.g., "it is best to lead with a partner organization"—Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx; "It's just... the number of staff and capacity..."—Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). That uniformity suggests CAP’s programmatic approach (partner-convening + micro-resourcing + training) produces a common conceptual model across geographies even though outcomes vary locally.  
  
Notable geographic differences linked to frequency counts you gave  
- The “Partners as trusted local access points” theme (23 mentions) appears across many geographies but had concentrated counts in Madison TN (3), Atlantic NJ (3), and several others. In practice we saw those geographies exhibit stronger anecdotal evidence that partners both open access and mobilize volunteers (Madison’s Gospel Temple Church example; Atlantic’s integrated partner network).  
- The “Partner-direct installations” theme (7 mentions) clusters in geographies where CAP trained partners and/or chapters piloted the model (Tulare CA mentions authorized providers; Lee FL and Jackson OR mention trainings for partner direct installs; Yazoo MS and Butte CA appear in that list). That matches the transcripts above that explicitly discuss authorized partner installers or training handoffs.  
- The “Partners providing logistical resources and recovery support” theme (25 mentions) is widespread (present in Cameron TX, Atlantic NJ, Madison TN, Monterey CA, Lake IN, and others), showing partners commonly supply venues, food, furniture, and vehicles—consistent with many verbatim examples: "no one Hungry... gave them a dining room set" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and "Chatham County CAP RCAP got two vans... they've been wrapped and two very worthy organizations have these now" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Synthesis and implications  
- Where CAP invested in training, micro-grants, material supplies, and relationship brokering, partners were frequently able to (a) surface needs and refer clients, (b) host events and recruit or supply volunteers, and (c) in several contexts, perform installs and run or host blood drives. Representative quotes include direct evidence of all three: referral/notification ("they called us first and our debt responders were going out" — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), hosting/volunteering ("we used partner events to sign people up for... sound the alarm" — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), and partner-delivered installations with counts ("We give them direct supply of smoke alarms and they go put them in... maybe 150 or 200 alarms" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx).  
- However, consistent constraints cut across geographies: volunteer and staff capacity, cumbersome onboarding (Volunteer Connection), unclear data-sharing flows for post-incident handoffs, and locally dominant blood-collection providers. Where these constraints were unresolved, partner-led scale remained anecdotal or pilot-level even where enthusiasm was high (e.g., Katrina Long’s jurisdiction: "we did have some partners get trained for that... but institutional limits prevented expanded partner volunteer involvement," Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
  
Concluding integrated assessment (no further questions): The supplied transcripts show a broadly consistent CAP strategy—use local partners as trusted access points, equip them with training and supplies, and aim to shift some delivery to partner-direct or partner-led models when feasible. That strategy is visible across diverse geographies, but local realization differs. In some places (Cameron, Jackson OR, Lee FL, parts of Atlantic NJ, Chatham GA, Mississippi AR) you can point to partner-led installations, partner-hosted blood drives, or measurable blood-unit gains; in others the work is still referral- and event-based with pilots, training, and enabling supports but without sustained handoff or scalable throughput. The largest count differences you provided (e.g., 23 mentions for partners as trusted access points vs. 7 for partner-direct installations) match the qualitative pattern: partners most commonly function as entry points and multipliers; fewer locales have reached the point where partners are consistently authorized and resourced to independently perform installs or run blood-collection programs at scale. Overall, the documents portray partner-led service delivery as promising and often effective at the outreach and referral level, with scaling into sustained partner-direct operationalization contingent on staffing, formalization (MOUs/onboarding), measurement systems, and alignment with local blood-collection ecosystems.

#### Code frequency by document/respondent

Frequency Chart



### Early formal integration: onboarding playbooks and joint briefings with chapter leadership

#### Summary across all documents

Summary  
Overall, interviewees across CAP, regional, and chapter roles converge on the need for earlier, leadership‑inclusive onboarding and routine joint briefings: a mandatory initial orientation (with refreshers), day‑one briefings for EDs and regional execs, recurring operational check‑ins, and onboarding content that explains organizational context and essential disaster trainings. At the same time, several respondents reported that much integration succeeded through relational, experiential tactics (co‑location, attending meetings, joint presentations) and warned that staffing, timing, and meeting design (retrospective versus forward‑looking) shape whether a formal playbook will be used. Practical, replicable patterns already exist—weekly chapter success meetings, biweekly leadership touchpoints, quarterly executive briefings and co‑location examples—that a concise onboarding playbook could codify, while recognizing the resource constraints and turnover that limit large, prescriptive manuals. To be effective, a playbook should be short, visual, tied to planning cycles (start of fiscal year), assign clear owners (regional exec/ED roles), include agenda templates for forward‑looking briefings, and provide core content (mission, incident command, unified messaging) that supports both rapid experiential integration and consistent leadership alignment.  
Analysis  
There is a clear, repeated demand for a mandatory, structured onboarding that includes an initial orientation and leadership‑inclusive briefings. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stated, 'I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recommended 'Best practices, an orientation plan. And I just think the ED needs to be brought in.' Together these verbatim observations indicate stakeholders expect an onboarding playbook that mandates an upfront orientation, brings disaster/regional officers into learning activities, and explicitly involves executive directors to align expectations from the outset.  
Stakeholders insist joint briefings should happen immediately and include executive directors, regional execs, and key local leaders to avoid surprises and set shared expectations. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed 'I think it has to start from the day they start, the day they begin,' while Transcript Region\_Chapter\_Staff\_Steady\_State\_David\_Hicks\_2025\_0829.docx urged to 'Get everybody around the table and make sure you include all staff, current staff members, all board members, all CBLs.' These verbatim statements show a shared belief that day‑one, inclusive briefings are essential to orient CAP staff and chapter leadership together and reduce later friction.  
Practitioners describe frequent, scheduled joint briefings and practical embedding (including co‑location) as the most effective integration mechanisms. For example, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx noted that CAP 'report at every Georgia region meeting, as well as all the RLT meetings,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recounted 'We gave them an office in our office. So they sat in our office with us daily.<a href="#Early formal integration: onboarding playbooks and joint briefings with chapter leadership-s-link1"><sup>[1]</sup></a>' These verbatim examples indicate that routine representation in leadership forums plus proximate working arrangements are core, repeatable components of early formal integration even when a written playbook is not present.  
1. We gave them an office in our office. So they sat in our office with us daily.  
Interviewees identify clear content gaps that an onboarding playbook should fill: organizational context, unified messaging, and core disaster/operational trainings. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx said 'I think if they had been offered or even been required to take disaster related trainings at the beginning of their role,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx urged moving away from CAP‑first labels: 'get away from saying cap partners... and just get to Red Cross.' Together these verbatim quotes point to onboarding modules that should explain Red Cross mission and services, teach incident command/disaster basics, and provide ready messaging to present CAP work as integrated Red Cross activity.  
Respondents argue integration should be timed, owned, and measured—preferably aligned with planning cycles and embedded in leadership accountabilities. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx recommended 'I don't know if I would integrate mid year... I would integrate it at fiscal year,' and the same file suggested 'I think the ED role could definitely play a big part... I think it could be written into the ED performance Goals.' These verbatim recommendations imply an onboarding playbook must define responsibilities (who does what), align launch timing with chapters' planning calendars, and include leadership performance expectations to sustain joint briefings and follow‑through.  
Additional Insights  
Some staff emphasize that proving value through relationships and experiential participation can substitute for formal playbooks in practice. For example, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described the approach as 'we just put our foot in the door... we really started inviting ourselves to things,' indicating in some contexts CAP teams achieved integration by informal presence, relationship‑building, and demonstrating utility rather than by following a scripted onboarding manual.  
A recurring caveat is that developing and operating a formal onboarding playbook requires dedicated time and staffing, which were often limited. As Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx cautioned, 'I understand, though, that that takes an incredible amount of time and amount of staffing,' underscoring that resource constraints and turnover make it difficult to produce or maintain comprehensive, standardized onboarding materials despite broad appetite for them.  
Practitioners note that while joint meetings exist, their retrospective focus limits onboarding value unless agendas are made action‑oriented. For example, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx observed 'I just don't think they've structured the meetings to be talking about forward looking action items. It's More on a report out of what's happened,' indicating that codifying forward‑looking agenda templates in a playbook could increase the strategic usefulness of routine briefings.  
Some chapters already use compact, operational meeting templates that function like practical onboarding touchpoints. Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx described a standing 'chapter success plan' meeting: 'every Tuesday at 11 o'clock... the disaster program manager, myself and the CAT manager... sit at a table' to coordinate weekly activities, illustrating an actionable, lightweight routine that a formal playbook could recommend and replicate.

#### Comparison across segments

Analysis across Groups occupation

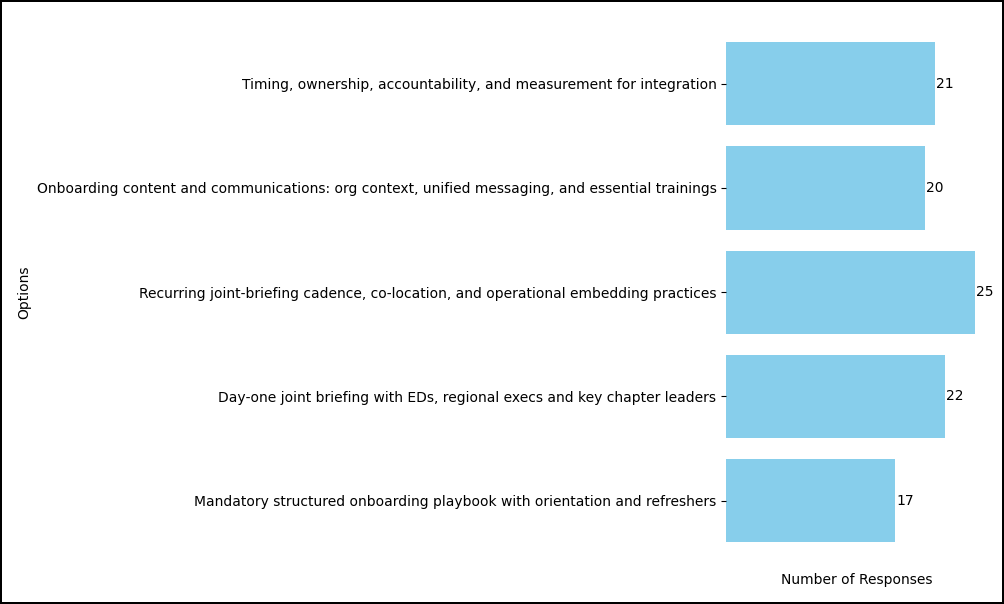
CAP Staff: shared viewpoint — early integration is achieved mainly through proactive outreach, experiential activities, and recurring presence rather than a uniformly applied, centralized written playbook. Across CAP Staff transcripts there is a consistent orientation toward getting into regional and chapter forums quickly, running joint activities that let partners “see and feel” CAP work, and building recurring touchpoints that substitute for or precede formalized playbooks. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports that "Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting. So we would go to the meetings and immediately met with our volunteer services, our executive directors, and so the support was there immediately and we brought it into part of our program." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx endorses routine, informal relationship-building as onboarding touchpoints: he explains they "had quarterly lunches with each of the lines of service and spent more time learning the lines of service better and," which frames onboarding as repeated, social learning. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx prescribes early convenings with chapter leaders: "work with the ed, the cdpm, and then leadership within that area and bring the CAP manager and CAP coordinators to all the table," emphasizing early shared goal-setting in conversational settings. At the same time CAP Staff acknowledge gaps or the absence of a single formal playbook: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx describes event-based onboarding—"we've implored our chapter ... we have what we call mini home fire campaign"—and also notes the onboarding process can be long: "I mean, I would say it's almost a full. It's over a full year before anybody has, you know, gone through all the steps and the mechanisms and everything that they need." These quotes, taken together, show CAP Staff favor action-first, relationship-driven integration (meetings, joint events, trainings) and seek recurring leadership attendance as the practical mechanism to orient chapters, even when formalized playbook artifacts are not present.  
  
Region Staff: shared viewpoint — region staff emphasize mandatory orientation, day‑one inclusion, and establishing standing leadership briefings to prevent surprises and create accountability. Region-level transcripts repeatedly raise the need to institutionalize onboarding through leadership touchpoints and periodic refreshers so executive directors and regional executives are informed and can manage expectations. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx is explicit: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does. That should have brought in the disaster officer and had them spend two hours with them, go on a tour and see what the disaster operations does, understand what blue sky and gray sky and steady state is." Shawn Schulze also stresses day‑one protection for EDs: "I think it has to start from the day they start, the day they begin. It's got to be a what is. What should have been. Instead of two separate programs, it should have been, let me introduce you to the executive director for this section. They're in charge of everything in the section." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documents standing cadences and reporting: "My regional executive is pretty phenomenal in that she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out," which shows the region uses recurring leadership meetings as integration venues. Region staff also link onboarding to governance and accountability: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx argues "I think the ED role could definitely play a big part in strengthening that national versus regional relationship" and suggests embedding expectations into ED performance. Where Region Staff speak less of packaged playbooks and more of mandated orientation, recurring briefings, and formal ownership, they consistently call for leadership-level structures (day‑one briefings, standing meetings, mandated orientations) that would make integration predictable and measurable.  
  
Chapter Staff: shared viewpoint — chapter staff emphasize immediate operational briefings, concise orientation materials, and hands-on integration (co‑location, weekly operational meetings) to make CAP part of chapter workflows and to remove confusion about roles. Chapter transcripts report early experience of being surprised or insufficiently briefed and recommend short, visual playbooks plus recurring operational meetings that include EDs and DPMs. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recounts delays and calls for leadership orienting: "So, again, there was no formal format to communicate." and prescribes "Best practices, an orientation plan. And I just think the ED needs to be brought in. The RE and the ED need to be brought in." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx provides a concrete operational cadence that functions as onboarding: "every Tuesday I have, we put together, we call it a chapter success plan. That is where every Tuesday at 11 o', clock, the team and I, which is the disaster program manager, myself and the CAT manager, we sit at a table, we discuss, you know, okay, is there any future activities happening within the week?" By contrast, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx both describes CAP giving useful overviews—"They speak to all of our lines of service. They have an excellent way of giving an overview, even if it's brief"—and reports missed basic orientation: "We were never informed or brought around the table for a basic orientation." Chapter staff therefore prioritize concise, practical orientation materials (story‑maps, short visual playbooks), mandatory inclusion of EDs in early briefings, and standing operational check‑ins that clarify roles and reduce siloing.  
  
Cross‑category comparison and synthesis: shared emphases and meaningful distinctions. Shared emphases across CAP, Region, and Chapter Staff are evident and supported by multiple transcripts: all three occupational groups repeatedly endorse early joint briefings (day‑one or near‑day‑one visibility), recurring leadership engagement, and onboarding content that clarifies organizational context and role expectations. For example, Region Staff emphasized day‑one leadership inclusion—Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "I think it has to start from the day they start, the day they begin." CAP Staff described embedding through meeting attendance and recurring social touchpoints—Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "we immediately started engaging with the region through our quarterly regional meeting." Chapter Staff recounted operational weekly briefings—Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx: "we put together, we call it a chapter success plan. That is where every Tuesday..." These aligned perspectives explain why the coded frequencies show strong overall counts for related options: Recurring joint‑briefing cadence, co‑location, and operational embedding had the largest overall count (25) with CAP Staff contributing 10, Region Staff 9, and Chapter Staff 6; Day‑one joint briefing option likewise scored high overall (22) with Region Staff 9, CAP Staff 8, and Chapter Staff 5. These numbers reflect a cross‑occupational consensus that ongoing meetings and leadership visibility matter.  
  
Differences in emphasis map to occupational vantage points. Region Staff more strongly stress formalized, mandatory orientations, executive inclusion and accountability—e.g., Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "I think it could be written into the ED performance Goals." This aligns with Region Staff’s higher relative counts on timing/ownership (region: 8 vs CAP: 7, Chapter: 6) and day‑one briefings (region: 9 vs CAP: 8, Chapter: 5). CAP Staff emphasize rapid outreach, experiential onboarding, and proving value through joint activities—Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "we've implored our chapter ... we have what we call mini home fire campaign"—consistent with CAP’s slightly higher contributions to recurring joint‑briefing counts (CAP: 10). Chapter Staff articulate the practical consequences of weak onboarding—surprise, role confusion—and therefore ask for concise orientation artifacts and mandatory inclusion of EDs in briefings—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "Best practices, an orientation plan. And I just think the ED needs to be brought in." Chapter Staff counts are lower across options (e.g., recurring briefings Chapter: 6; day‑one briefings Chapter: 5), which reflects both the smaller number of chapter transcripts sampled for coding and the fact that chapter perspectives often describe lived gaps rather than prescribe centralized solutions.  
  
Hypotheses explaining why occupations diverge (or converge) in perspective  
- Role and accountability lens shapes prescriptions: Region Staff operate at the governance layer and therefore view standardized, mandatory orientation and measurement as levers they can and should use (e.g., writing expectations into ED goals). This explains their stronger emphasis on formalized, day‑one executive briefings and governance‑level onboarding. Supporting quote: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "I think the ED role could definitely play a big part in strengthening that national versus regional relationship."  
- Operational proximity drives CAP’s action‑first stance: CAP Staff are focused on partner engagement and on-the-ground execution; they therefore prioritize showing up, doing joint events, and establishing recurring operational touchpoints to build credibility. This is illustrated in Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "we could have easily had quarterly lunches with each of the lines of service and spent more time learning the lines of service better..." Those tactics produce practical embedding faster than waiting for centralized playbook development.  
- Experience of being surprised leads chapters to request concise, mandatory orientation: Chapter Staff report being surprised or under‑informed (e.g., Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "We were never informed or brought around the table for a basic orientation."), so they call for short, visual playbooks and mandatory early briefings that directly prevent surprises and clarify who is accountable for what.  
- Resource constraints and personnel turnover limit playbook development: multiple transcripts point to staffing limits and turnover that make creating or consistently applying a central onboarding playbook difficult. For instance, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx notes leadership churn—"they've gone through four executive directors in three years and four CDPMs in three years as well." Where staffing, time, and leadership stability are limited, actors default to relationship‑driven or ad hoc integration (meetings, shadowing), which shows up as CAP and some region responses favoring pragmatic, meeting‑based onboarding.  
- Implementation timing and sequencing affect perceptions: those who experienced mid‑year rollouts reported worse outcomes and stronger calls to align integration with planning cycles; Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx states, "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year." This timing hypothesis explains why timing/ownership was a recurring theme across occupations (overall count 21 with relatively even occupational distribution).  
  
Why categories sometimes did not strongly influence perspectives: the coded frequencies show relatively even distributions across occupations for the “mandatory structured onboarding playbook” option (CAP 6, Region 6, Chapter 5) and for onboarding content/communications (CAP 8, Region 7, Chapter 5). That pattern supports the idea that the practical problem—confusion about CAP’s role and the need for ED inclusion—was visible to all actors regardless of role. Common exposure to the same operational friction (surprises, siloing, unclear messaging) produced convergent solutions: day‑one briefings, concise orientation materials, recurring joint meetings. For example, both a Region Staff and a Chapter Staff voice the same remedy in different language: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "I still think orientation is so important." and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "Best practices, an orientation plan." The similarity suggests the categories themselves do not fully predict perspective because the lived problem (miscommunication, siloing) is shared.  
  
Implications from the largest count differences and the qualitative quotes  
- Recurring joint briefings, co‑location and operational embedding scored highest overall (25); CAP Staff contributed a plurality (10) to that count. This aligns with on‑the‑ground tactics CAP staff describe—quarterly lunches, attending regional meetings, and embedding in chapter offices (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "we could have easily had quarterly lunches..." and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "We gave them an office in our office. So they sat in our office with us daily.").  
- Day‑one joint briefing counted 22 overall (Region 9, CAP 8, Chapter 5), which matches Region Staff’s emphasis on executive‑level day‑one inclusion (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "whoever's in that CAP position needs to understand that the executive director is the face of that community and they can't be surprised by things.").  
- The more even distribution for a mandatory structured onboarding playbook (overall 17; CAP 6, Region 6, Chapter 5) suggests cross‑occupational agreement that a playbook would help, but qualitative evidence shows that actors are already pursuing workarounds (meetings, coaching, training series) because creating and institutionalizing a playbook requires resourcing and stability that some regions/chapters lack (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "I understand, though, that that takes an incredible amount of time and amount of staffing.").  
  
Concluding synthesis (no questions): across CAP, Region, and Chapter Staff transcripts there is strong convergence on the problem (confusion, surprise, siloing) and on the broad set of remedies (early ED/RE briefings, concise onboarding materials, recurring leadership meetings, and embedding CAP into chapter routines). The occupational differences are systematic and explainable: Region Staff default to governance levers and mandatory orientation; CAP Staff default to relationship‑driven, experiential integration and recurring presence; Chapter Staff emphasize concise, practical onboarding artifacts and weekly operational coordination to eliminate day‑one surprises. The coded frequencies corroborate these patterns (highest counts for recurring briefings and day‑one briefings; fairly even interest in a structured playbook), while the verbatim quotes above illustrate how those high‑level themes appear in practice: from "I think there should have been a mandatory orientation" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) to "we immediately started engaging with the region through our quarterly regional meeting" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) to "we put together, we call it a chapter success plan. That is where every Tuesday..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Together these findings suggest a pragmatic route forward: develop a concise, visual onboarding playbook (story‑map) that prescribes a short day‑one executive briefing, a set of week‑one orientation steps (including disaster‑training touchpoints and partner mapping), and a recurring leadership cadence (weekly or biweekly operational check‑ins plus quarterly executive reviews). Such a modular playbook would align with region governance needs, support CAP’s outreach tactics, and give chapters the concise materials they request—while acknowledging that resourcing, timing (preferably at fiscal‑year starts), and local leadership sponsorship will determine whether the playbook is consistently used and sustained.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: early onboarding and launch materials were tactically packaged and relied on existing regional/chapter forums rather than a pre-written, standardized playbook. In Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx the speaker described a condensed, action‑packed startup window and an intent to produce a consolidated launch artifact: "there's so much to do in those 90 days. You're doing onboarding and you're doing, you know, training and learning and at the same time, the discovery." The same file explained a deliberate choice to hold materials until they were packaged: "We waited till we had it in a package to be like, hey, here's our launch plan. Would you like to see it? Get your eyes on it?" These two quotes together characterize Tulare’s approach as paced and package‑oriented—integration depended on attending regional calls and chapter chats "from day one," supplemented by extra emails for visibility—rather than on a distributed, mandatory, templated onboarding playbook.  
  
Sarasota FL — Shared viewpoint: routine leadership meetings provide visibility but often function as retrospective report‑outs rather than a forward‑looking onboarding cadence; in practice onboarding has been informal and virtual in places. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx notes a gap in face‑to‑face executive introductions: "I haven't met yet with my regional executive director. We have talked virtually." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx documents standing meetings for information sharing but questions their forward focus: "There's a meeting every Friday morning with DCS and cap and so there's good information being shared." The two statements show Sarasota’s consistent practice of recurring meetings and virtual contact but also document a shortfall: meetings are often retrospective report‑outs and in‑person executive orientation is limited, implying an informal onboarding approach rather than use of a mandatory, formal playbook.  
  
Cameron TX — Shared viewpoint: chapter‑level operational cadences and a weekly/bi‑monthly “chapter success” rhythm anchored integration; staff advocated mandatory orientation and early executive briefings. Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx describes a concrete weekly operational forum: "every Tuesday I have, we put together, we call it a chapter success plan. That is where every Tuesday at 11 o', clock, the team and I, which is the disaster program manager, myself and the CAT manager, we sit at a table, we discuss, you know, okay, is there any future activities happening within the week?" Complementing that operational cadence, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx urged stronger formal orientation: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does." The Cameron documents therefore align on recurring joint briefings as the practical mechanism, while also calling for a prescriptive, mandatory orientation to prevent role confusion.  
  
Terrebonne LA — Shared viewpoint: early involvement of DPS/EDs in briefings builds trust and aligns messaging; onboarding content should include organizational context. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx recommended senior inclusion: "I think having our DPS on at the beginning and keeping her involved in what we're doing adds another layer to that trust building." That file and others in this geography emphasize bringing chapter leaders into early conversations so CAP activities are understood as part of chapter operations rather than separate initiatives.  
  
Yazoo MS — Shared viewpoint: joint public presentations with chapter leadership and daily meeting presence were the core integration tactics; one assigned transcript in this geography did not provide quoteable onboarding artifacts. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx documents external-facing joint briefings as a primary tactic: "We did a lot of joint presentations in the area." It also stressed routine presence and daily contact: "She knew that she could hop on the chapter meetings and share what's going on. If there was anything that we could do to assist her or her team, they were always invited to chapter events." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx is listed for Yazoo MS in the inventory but no relevant verbatim quotes were provided from that file in the dataset.)  
  
Madison TN — Shared viewpoint: chapter‑level inclusion and an insistence that CAP be around the leadership table from the outset; several speakers describe absence of initial orientation and advocate inclusive kickoff briefings. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx records routine staff tables: "In our local chapter, we have a bi weekly staff meeting. So we're all at the table sharing information and also sharing upcoming events." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx pleaded for an inclusive regional kickoff: "Simply come in as regional leadership. Get everybody around the table and make sure you include all staff, current staff members, all board members, all CBLs, and that's quite a crowd." In contrast, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829 also reported that some leaders felt excluded historically: "We were never informed or brought around the table for a basic orientation." The cluster in Madison highlights both the practice of standing coordination meetings and the recurring recommendation that a formal day‑one briefing convene staff, boards, and partners.  
  
Atlantic NJ — Shared viewpoint: immediate integration via existing quarterly regional meetings and executive‑level coaching sessions; CAP led executive briefings to orient EDs. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx explains early regional engagement: "Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx documents executive coaching: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." Atlantic NJ demonstrates a model where recurring regional forums and targeted executive coaching function as onboarding and joint‑briefing mechanisms, though speakers did not point to a formal written playbook.  
  
Montgomery AL — Shared viewpoint: integration timing and tools mattered, but explicit onboarding playbook artifacts were not quoted in the available material. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx—mapped to Montgomery AL in the inventory—reported a defined integration event: "we integrated in January, the teams into the region. And what I have seen is just a real, even more of an engagement." The files assigned to Shannon Randolph and Lisa Johnson in the inventory were referenced but did not supply relevant quoteable excerpts in the dataset provided here.  
  
Jackson OR — Shared viewpoint: proactive weekly attendance at regional leadership meetings and a push to codify onboarding as written workflows were prominent themes; local interviewees sought formalization. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated: "Priscilla did say she wants me to start attending the regional leadership meetings every week." Transcript Region\_Chapter\_\_\_Steady\_State\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reported a lack of clarity from the interviews: "I was included on the interviews and then I don't think I ever really got a sense of like what the expectations were that were being set for the CAP program." Together these quotes show Jackson OR practitioners striving for routine leadership presence and written workflows because earlier launches left expectations unclear.  
  
Lee FL — Shared viewpoint: practical, event‑based experiential integration and cross‑department engagement were preferred over heavy playbook documents; early training sessions were used. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx described event‑based onboarding: "we've implored our chapter and we worked with some really strong chapter leadership about a year and a half ago, and we've done it three times, very successfully, where we have what we call mini home fire campaign." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx also recorded routine meetings: "There's a meeting every Friday morning with DCS and cap and so there's good information being shared." Lee FL is characterized by hands‑on activities and established meeting rhythms rather than an explicit single‑page mandatory playbook in the quoted content.  
  
Monterrey CA — Shared viewpoint: early shared goal‑setting via convenings of ED, CDPM and CAP leadership was recommended, plus weekly leadership check‑ins were used as day‑to‑day integration. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx urged early convening: "work with the ed, the cdpm, and then leadership within that area and bring the CAP manager and CAP coordinators to all the table and say, what is one goal that is going to be shared for all of us so they can come together and work at the table with a shared goal towards community mobilization." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reinforced weekly leadership check‑ins: "I've set up a weekly meeting so that Patsy and Gabby and I can sit down and talk about where are we?" Monterrey’s materials emphasize coordinated goal‑setting conversations and regular check‑ins rather than a universal, centralized onboarding script.  
  
Butte CA — Shared viewpoint: repeated emphasis on mandatory orientation, quarterly cross‑service engagement, and integrating CAP into regional structures; respondents strongly recommended formal onboarding components and early embedding. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx stated plainly: "Best practices, an orientation plan. And I just think the ED needs to be brought in." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx added the value of cross‑service engagement: "had quarterly lunches with each of the lines of service and spent more time learning the lines of service better and." Butte contributors thus emphasized both a structured playbook element ("orientation plan") and recurring relational practices (quarterly lunches), aligning with the frequency data that shows Butte CA appeared repeatedly in counts advocating structured onboarding and joint briefings.  
  
Mississippi AR — Shared viewpoint: embedding CAP staff into chapter action teams and delivering multi‑session training series functioned as onboarding‑adjacent mechanisms; formal playbooks were not quoted. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reported embedding: "we're integrated, are all embedded now with various chapters for our chapter action plans." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx described early arrival and execution focus: "We were kind of unique in that we had came in early and we were trying to execute the program for the first two years." These excerpts show Mississippi AR relied on embedding and structured training to operationalize onboarding goals; explicit playbook documents were not provided in the quoted material.  
  
Lake IN — Shared viewpoint: advocate embedding CAP into chapter leadership conversations and formalizing responsibilities (including possible ED goals). Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx urged close leadership integration: "Definitely working hand in hand with the chapter leadership team or actually being a part of the chapter leadership team, that would actually be ideal." That same region argued for leadership accountability to institutionalize integration; quotes in the dataset show the preference for being present in core leadership conversations rather than standalone CAP briefings.  
  
Chatham GA — Shared viewpoint: day‑one inclusion and monthly check‑ins institutionalized CAP as part of the chapter team; onboarding focused on identity and messaging alignment. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx explained: "We've just, from day one, set the tone that they're part of our team," and noted standing check‑ins: "we also have a standing monthly meeting between the CAP manager, my RDO, and I to touch base and say, hey, what are you seeing? Are you having any challenges?" Chatham was explicit about day‑one inclusion and messaging training as onboarding activities, though a formal written playbook was not quoted.  
  
Lake CA — Shared viewpoint: early regional embedding was recommended to avoid siloing and clarify expectations; no playbook text was quoted. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx said: "if there's a way to integrate them again more into the region from the beginning instead of having them feel siloed." The document recommended embedding and periodic RLT engagement; it advocated writing integration responsibilities into ED performance goals but did not supply playbook text.  
  
Warren KY — Shared viewpoint: late integration and program isolation undermined volunteer awareness; there was no evidence of an onboarding playbook in the quoted excerpts. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reported delayed regional integration: "we're one of the last ones to integrate into the region." It also observed low volunteer awareness: "I don't know that our current volunteers understand the CAP program because it's so specific to one county." These statements signal gaps in onboarding reach and distribution, with no quoted standardized playbook material.  
  
(For geographies listed in the inventory where no quoteable material was provided in the dataset: Hansel Ibarra / Cameron TX (specific doc), April Jones / Yazoo MS (specific doc), Shannon Randolph / Montgomery AL, Lisa Johnson / Montgomery AL, Maria Center / Chatham GA, and any other mapping that the inventory assigned but that yielded no verbatim excerpts in the provided materials — no direct quotes are available from those specific files in the dataset, so I have not attributed quotes to them.)  
  
Cross‑category comparison and hypotheses about variation  
  
Shared patterns across geographies  
- Recurring practical mechanism: across almost all geographies with quoteable data, recurring meetings (weekly, biweekly, monthly, quarterly) and direct attendance at chapter/regional leadership meetings served as the de facto onboarding and joint‑briefing mechanism. Examples: "every Tuesday ... chapter success plan" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx) and "There's a meeting every Friday morning with DCS and cap" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx).  
- Demand for early executive involvement: many geographies recommend or practice bringing ED/DPS/RE into early briefings to build trust: "I think having our DPS on at the beginning and keeping her involved ... adds another layer to that trust building." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) and "Best practices, an orientation plan. And I just think the ED needs to be brought in." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
- Playbook gap: consistently, interviewees described needs for concise orientation materials, role clarity, and messaging scripts but did not provide verbatim examples of a centrally issued, standardized onboarding playbook. For instance, several respondents asked for short visual "story map" type materials (Caedy Minoletti) or packaged launch plans (Margarita Moreno) rather than quoting a distributed national playbook.  
  
Where geographies differed (examples and likely causes)  
- High advocacy for mandatory orientation and structured playbooks (Butte CA, Cameron TX, Madison TN): Butte CA repeatedly appears in the frequency data and in quotes pressing for mandatory orientation: "Best practices, an orientation plan. And I just think the ED needs to be brought in." (Caedy\_Minoletti). Cameron TX examples include Shawn\_Schulze’s call: "I think there should have been a mandatory orientation..." and Kayla\_Gonzalez’s structured weekly chapter success plan shows a practice‑first approach. Hypothesis: these geographies experienced earlier confusion or role overlap (e.g., "The real confusion was APP basically does. Can do what an executive director can do and what a DPM can do" — Kayla\_Gonzalez) and therefore prioritized prescriptive, mandatory orientation to resolve boundary issues.  
- Relationship‑driven vs. playbook‑driven integration (Alex Taylor / Chatham GA, Tamica Jeuitt / Yazoo MS, Cindy Magnuson / Lee FL): several geographies reported integration achieved by CAP staff "inviting themselves" into meetings, joint presentations, and shadowing local leaders rather than by reliance on a formal playbook. Examples include Alex Taylor: "we just put our foot in the door... we really started inviting ourselves to things." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) and Tamica Jeuitt: "We did a lot of joint presentations in the area." Hypothesis: where experienced local staff or pre‑existing relationships exist, teams relied on interpersonal approaches and experiential onboarding; where CAP launched into less prepared hosts, the call for formal playbooks was louder.  
- Timing and planning cycle sensitivity (Butte CA and Nate Millard emphasized start‑of‑year integration): Nate Millard argued "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Hypothesis: chapters that were integrated mid‑cycle experienced operational friction and therefore urged alignment of onboarding to fiscal/planning cycles to ensure pre‑work was complete (Jacquelyn\_Clites: "really kind of making it so that all the pre work is done and you are ready to go at integration.").  
- Staffing, turnover, and capacity shape local needs and feasibility of playbooks: Glama Carter’s Sarasota file noted rapid turnover—"they've gone through four executive directors in three years and four CDPMs in three years as well."—which increases the demand for standardized artifacts to preserve continuity, yet also complicates the timing of in‑person briefings. Where staffing capacity and champions existed (e.g., Atlantic NJ’s Christy Collins meeting quarterly with three EDs), teams could operationalize coaching and recurring briefings without necessarily producing national playbooks.  
- Co‑location and embedding as a local enabler (Shawn\_Schulze / Cameron TX, Barry\_Falke / Mississippi AR): co‑location or embedding CAP staff in chapter offices was mentioned as a powerful enabler: "We gave them an office in our office. So they sat in our office with us daily." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) and "are all embedded now with various chapters for our chapter action" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Hypothesis: geographies that embedded CAP staff physically and organizationally had smoother joint briefing rhythms and thus felt less urgent need for an elaborate formal playbook.  
  
Incorporating the inventory frequency differences into interpretation  
- Measured counts in the dataset show certain geographies recur as proponents of structured onboarding / day‑one briefings / recurring cadences. For example, Butte CA and Madison TN appear repeatedly in the frequency tallies for multiple options (Butte CA appears with a count of 3 for several items; Madison TN also shows counts of 3 for some options). That numerical signal matches the qualitative pattern: respondents tied to Butte CA (Caedy\_Minoletti, Nate\_Millard, Jacquelyn\_Clites) and Madison TN (Curtis\_Morman, David\_Hicks, Joel\_Sullivan) provided multiple, concrete recommendations for mandatory orientation, day‑one briefings, recurring joint meetings, and alignment with planning cycles. Conversely, Tulare CA’s quotes prioritized packaged launch materials and scheduled participation in regional calls rather than calls for mandatory orientation; Tulare’s inventory count in the "Mandatory structured onboarding" column was zero, consistent with the interview content that emphasized packaged launch plans and paced rollout rather than prescriptive mandates.  
  
Synthesis and actionable implications (drawn from cross‑geography evidence)  
- Common near‑term priority: create a concise, visual, single‑page "launch map" or one‑page orientation that chapters and REs can use at a day‑one briefing. Multiple speakers across geographies urged short, readable materials (e.g., Caedy Minoletti’s "story map" idea and Margarita Moreno’s "package" approach). Those artifacts would bridge the relationship‑driven practices (joint presentations, co‑location) and the need for consistent expectations that surfaced in regions calling for mandatory orientations.  
- Operational cadence matters: establish a minimal set of recurring joint briefings (e.g., an initial in‑person day‑one executive briefing + weekly operational check‑ins for the first quarter, then monthly leadership check‑ins) because many regions already use such rhythms effectively (Kayla\_Gonzalez’s weekly "chapter success plan"; Alicia\_Dougherty’s monthly check‑in). That hybrid model preserves relationship work and institutionalizes expectations.  
- Targeted playbook elements rather than monolithic manuals: create modular playbook components that local teams can adopt depending on context—(1) day‑one executive briefing script and slides, (2) a 30‑ and 90‑day checklist for host readiness aligned to fiscal/planning cycles, (3) a short incident‑command & disaster‑training primer, and (4) guidance for co‑location and meeting cadences. This responds to respondents who asked for concise, pictorial materials rather than long reports ("not... a report of 17 pages" — Caedy\_Minoletti).  
- Leadership accountability and metrics: several respondents urged encoding integration responsibilities into ED/RE performance goals to drive adoption (Jacquelyn\_Clites: "I think it could be written into the ED performance Goals."). Embedding measurable asks—meeting attendance, joint outreach events, and inclusion of CAP objectives in chapter roadmaps—helps translate playbook recommendations into action.  
  
Conclusion  
Across the geographic categories, interviewees converge on the same problem statement: chapters need early, visible, and routine joint briefings with CAP and clearer onboarding materials so EDs, REs, DPMs and staff are not surprised or left to "hunt and peck" for context. The modal solutions differ by place depending on host readiness, staffing, and pre‑existing relationships: where relationships and co‑location existed, teams favored experiential onboarding and recurring meeting rhythms; where early confusion and mid‑cycle rollouts occurred, respondents demanded mandatory orientations, day‑one briefings, and alignment to planning cycles. The empirical voice from the dataset consistently calls for short, practical, leadership‑facing onboarding artifacts combined with predictable joint‑briefing cadences—an approach that would reconcile local practice with the observed gap in formalized playbooks.

#### Code frequency by document/respondent

Frequency Chart



### Clear roles and MOUs: defined reporting lines to prevent duplication and confusion

#### Summary across all documents

Summary  
Overall, interviewees consistently agree that clarifying roles and using MOUs is central to preventing duplication and confusion, but they report that practice often falls short: MOUs are frequently used to secure access or describe partner tasks without explicitly codifying reporting lines, escalation pathways, shared metrics, or enforcement. The dominant operational workarounds are relational coordination, single-point intake mechanisms, and inclusive onboarding convenings, all of which reduce overlap in practice but are fragile when personnel change. Where CAP staff were embedded under regional leadership or where single-point notification systems were adopted, respondents reported materially improved alignment and fewer duplicated efforts, while bottlenecks in approval chains and absent performance integration undermined MOU effectiveness. To be durable, stakeholders recommended pairing MOUs with explicit reporting diagrams or dotted-line assignments, clear escalation protocols, shared metrics included in performance systems, and mandatory, early onboarding that introduces CAP to local leadership and partners.  
Analysis  
MOUs are widely used to communicate partner functions but interviewees report that they too often stop short of codifying reporting lines, escalation paths, and enforceable responsibilities. For example, CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed that 'Whenever they are signing an MOU and saying like we are doing what in a disaster? Like okay, now they are in power to know that oh I know how the system goes and wherever our enhancements we can utilize for this,' which shows MOUs are treated as the mechanism to explain who does what operationally; at the same time Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx recommended 'I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated,' underscoring that stakeholders view MOUs as the right vehicle to make duties explicit. Together these accounts indicate broad agreement that MOUs are necessary and useful but also imply a common gap: MOUs are often created as access or role statements without the accompanying, explicit reporting-line diagrams, escalation rules, or shared metrics required to reliably prevent internal duplication and confusion.  
Across regions and chapters, staff emphasize ongoing relationship-building, permission-seeking, and routine communication as the primary means to avoid duplication, rather than relying on formalized reporting instruments. For instance, CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx advised 'I think it just local leadership overall, it's like, let's have a chat, let's have some coffee, talk about it. I think that is a must,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx framed alignment as 'Communication, I mean, as it's as long as you can talk to DCS, to the DS team and show them that we're both trying to do the same thing...communication,' which together show a pattern of relying on interpersonal rhythms to surface and resolve overlap. Those informal norms are practical and often effective locally, but stakeholders repeatedly noted that they are not a substitute for MOUs that explicitly allocate reporting lines or institutional escalation processes that would make deconfliction durable across personnel changes.  
A recurrent source of confusion is where CAP staff sit in the organizational chart: NHQ reporting often left chapters uncertain about oversight and how to coordinate, and many interviewees reported that embedding CAP under regional leadership or creating dotted-line relationships clarified responsibilities. For example, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx noted 'They report to nhq. It's sort of separate from the chapter, from the region,' which helps explain why local staff felt disconnected, while Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx recommended 'I think I would have put them under the regional executive to begin with,' pointing to embedding as a practical remedy that many saw as reducing the sense of separateness and thereby lowering duplication risk. The shared insight is that reporting placement matters: where reporting is ambiguous or external, informal turf and missed handoffs increase, whereas regional integration (or clearly documented dotted-line relationships) improves operational alignment.  
Practitioners reported that centralizing notifications — a single intake form or a simple known phone pathway — materially reduces duplication and missed handoffs, and they recommended embedding such single-point channels into MOUs. For instance, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx described that 'Joe came up with a form that the case managers can fill out to engage our team to help,' and Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx captured the aspiration, 'It's as simple as calling 1-800-Red Cross.' These operational measures create a predictable routing mechanism that can be referenced in MOUs so partners and internal teams know who is responsible for intake, thereby preventing multiple actors from responding to the same incident or letting referrals fall through the cracks.  
Interviewees repeatedly argued that early, mandatory onboarding, inclusive leadership convenings, and sensible timing for integration (e.g., start of fiscal year) are key practical levers to clarify who owns which relationships and tasks. As Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommended, 'There should have been a mandatory orientation where they learn all about the region, all the work that the region does,' and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx advised 'I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year,' showing that participants see onboarding scope and timing as essential to preventing ad hoc overlap. When convenings include executive directors, DPMs, and CAP managers and when expectations are captured in MOUs or role annexes, duplication is far less likely.  
Stakeholders confirm that MOUs are frequently used to secure partner roles and facility access (for example, shelter agreements), but they also reported that MOUs often omit measurable commitments, shared metrics, resource transparency, and enforcement mechanisms that would prevent duplication. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx noted that 'The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities,' and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx observed that partners 'to partner with CAP and to sign the mou. And they had never done that<a href="#Clear roles and MOUs: defined reporting lines to prevent duplication and confusion-s-link1"><sup>[1]</sup></a>,' which shows MOUs exist and are valuable for access but that their content and operational follow-through are often unspecified in practice. Several interviewees warned that unless MOUs include explicit responsibilities, reporting expectations, metrics, and a shared understanding of consequences or review processes, they will do little to stop duplication beyond signaling intent.  
1. to partner with CAP and to sign the mou. And they had never done that  
Additional Insights  
A subset of CAP staff argued that centralizing MOU vetting at national (NHQ) level reduces bureaucratic delays and prevents stalled partner formation that can cause duplicated outreach efforts. As CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx stated, 'I like it being on the national better the vetting process that we had on nationals. I like it a lot better than I do region,' which reflects the view that fewer approval layers can accelerate agreements and reduce windows where multiple actors pursue the same partners independently. This perspective contrasts with others who favor regional embedding, and it highlights a trade-off between speed (national vetting) and local alignment (regional control).  
Some regional leaders reported that once CAP staff were integrated under regional structures, coordination and impact rose dramatically, suggesting embedding is a practical remedy to duplication. Barry Falke in Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said 'I think I would have put them under the regional executive to begin with,' and later described outcomes after integration that 'The work that has been happening post integration is 10 times anything that I saw before because we're now able to basically leverage those employee resources,' which illustrates a concrete case where clearer reporting relationships and local embedding reduced confusion and enabled more coherent use of resources. This unique viewpoint emphasizes that organizational placement—not just MOU language—can be decisive in preventing duplicated effort.  
Some stakeholders cautioned that MOUs are insufficient unless paired with transparent resource commitments, shared metrics, and inclusion in performance reviews; otherwise they become nominal and unenforced. Priscilla Fuentes explicitly warned in Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx that 'If it's not in the agreement, they know they don't have to do it and there's no repercussions for that,' highlighting the risk that unsigned expectations or vague MOUs will not prevent duplication or unmet responsibilities. This view underscores the unique need to pair MOUs with accountability mechanisms—shared targets, reporting obligations, and review processes—if they are to reliably reduce overlap.

#### Comparison across segments

Analysis across Groups occupation

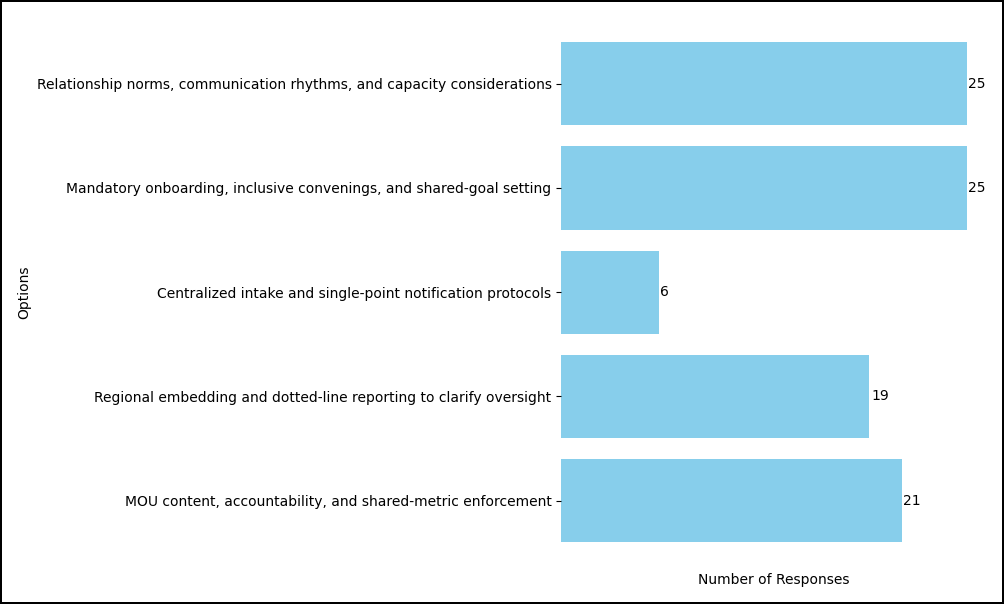
This essay compares how three occupational categories—CAP Staff, Region Staff, and Chapter Staff—treat the topic of clear roles and MOUs (defined reporting lines to prevent duplication and confusion). I begin with a short overview of the cross-category signal and the quantitative pattern that frames the qualitative differences: across coded options, the theme “MOU content, accountability, and shared-metric enforcement” appears 21 times overall and is most frequently raised by CAP Staff (12 mentions) versus Region Staff (4) and Chapter Staff (5). Relatedly, themes about mandatory onboarding and embedding appear frequently (overall counts reported at 25, with CAP Staff again the largest single-category contributor at 12). Those frequency differences show CAP Staff raised documentable MOU-related content and onboarding concerns more often than the other occupational groups; the paragraphs below describe what members of each occupational category share in perspective, illustrated with verbatim quotes and explicit document attribution.  
  
CAP Staff shared viewpoint: CAP staff consistently emphasize MOUs, partner-role clarity, and pragmatic intake/notification mechanisms as central means to avoid duplicative outreach, while frequently reporting role ambiguity in practice. In describing MOUs as empowering partners to know “what in a disaster” they will do, one CAP staffer framed MOUs as a tool to operationalize partner participation: “Whenever they are signing an MOU and saying like we are doing what in a disaster? Like okay, now they are in power to know that oh I know how the system goes and wherever our enhancements we can utilize for this.” (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). CAP staff also report concrete single‑channel intake solutions to prevent lost notifications: “Joe came up with a form that the case managers can fill out to engage our team to help. … The form is very easy. … it just comes to me directly so that I can, you know, proceed from there.” (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). At the same time CAP staff describe adapting by self-limiting behavior when reporting lines are unclear: “we didn't want to be taking volunteers on ourselves because we thought we'd be taking away resources from the region, didn't want to be seen as taking resources from the region or volunteers that could be helping the regions that we were stealing.” (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). CAP staff also note persistent ambiguity about who sits at leadership tables: “I wasn't on the regional LAT team and I didn't realize that I was supposed to be.” (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). These CAP statements together show strong attention to MOUs and intake workflows in practice, paired with repeated experience of unclear inclusion and unclear reporting that MOUs (as currently described) do not always resolve.  
  
Region Staff shared viewpoint: Region staff emphasize embedding CAP into regional leadership, mandatory onboarding, and clear supervisory relationships (dotted-line or direct) as primary ways to establish oversight and prevent duplicated work. Region interviewees articulate that embedding and local integration mattered more than MOUs alone. One region staffer called for mandatory orientation to “learn all about the region, all the work that the region does”: “mandatory orientation where they learn all about the region, all the work that the region does. That should have” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Region leaders described setting operational ground rules and then seeing improved outcomes after integration: “I laid some very specific ground rules out of the way we were going to interact and the way we were going to move forward. … Once we integrated, that was where we started seeing the really success and the movement with the program because it became region wide.” (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Several region respondents recommended that CAP be organizationally placed under regional leadership to reduce separateness: “I think I would have put them under the regional executive to begin with, to be honest, or in the, in the region, like organizationally to begin with.” (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Region staff also explicitly endorsed MOUs as potentially useful—“I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated. … It's very articulated. This is what we're going to do. This is what you're going to do. It's not ambiguous.” (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx)—but region transcripts more often couple that endorsement with a call for local integration, oversight, and shared enforcement rather than treating MOUs alone as sufficient.  
  
Chapter Staff shared viewpoint: Chapter staff emphasize mutual awareness, routine coordination rhythms, and early inclusive convenings (shared goals and partner inventories) to reduce duplication, with frequent concern that MOUs or national-level arrangements arrived without sufficient local communication or operational detail. Chapter respondents repeatedly foregrounded the practical problem that “the left hand truly knows who, what the right hand is doing” and recommended inclusive briefings to avoid confusion: “But also they brought their questions of greater concern about we've got to make sure the left hand truly knows who, what the right hand is doing. … So at the meeting yesterday, we got to unpack. How do we avoid that in the future?” (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Chapter staff also described the need to distinguish CAP from other local programs so duplication of services is avoided: “The region doesn't know the difference between CAP and cep. So we need education there. We need a clear delineation of what CEP is doing versus what CAP is doing … because then you have duplication of services or something not getting done.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapters favor operational remedies—weekly or monthly coordination meetings, relationship-owner assignments, and shared partner lists—over reliance on remote MOUs alone: “I have a weekly team meeting where I bring in … all of our department managers. … We talk about what we're working on and where we can support each other.” (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Where MOUs are used at chapter level they are often for partner facility access or partner recognition (e.g., shelter MOUs), but chapter respondents commonly note the MOUs lack internal reporting-line clauses and that MOUs sometimes followed activity rather than preceded it: “Before they, they even signed the MOU and all that, they were on the streets working with these organizations, you know, just seeing how they operate, participating in their mission delivery.” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Cross-category comparison and contrast — shared emphases and differences: All three occupational categories share a clear, consistent emphasis that lack of clarified roles causes duplication and confusion, and that onboarding, naming of contact points, and regular convenings reduce overlap. For example, CAP staff named practical intake fixes (“Joe came up with a form … it just comes to me directly” — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), region staff urged mandatory orientation (“mandatory orientation where they learn all about the region” — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), and chapter staff demanded inclusive briefings (“Simply come in as regional leadership. Get everybody around the table and make sure you include all staff” — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Those shared remedies (intake channels, onboarding, convenings) appear across occupations as pragmatic responses.  
  
The categories diverge, however, in emphasis and in the solutions they foreground. CAP Staff most often foreground MOUs and explicit intake or notification mechanics—reflected in the frequency distribution showing CAP Staff accounted for 12 of 21 coded instances under “MOU content, accountability, and shared-metric enforcement.” CAP respondents articulated both the promise of MOUs (“Whenever they are signing an MOU … now they are in power to know …” — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) and the frustration that MOUs or partnerships sometimes lack operational reporting detail (CAP staff examples of being excluded from leadership tables or having to avoid taking volunteers). Region Staff, by contrast, emphasize embedding CAP in regional structures and clarifying supervisory lines—region respondents argued that integration under regional executives reduced the sense that CAP was “other” and improved coordination (“Now, of course, now that we've integrated, has shifted. … are all embedded now with various chapters…” — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff prioritize local situational awareness, naming relationship owners, and regular cross-department meetings (“I have a weekly team meeting where I bring in … all of our department managers.” — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). In short, CAP Staff emphasize written partner agreements and intake mechanics; Region Staff emphasize supervisory placement and embedding; Chapter Staff emphasize everyday awareness, partner inventories, and operational handoffs.  
  
Incorporating the reported frequency differences helps explain these patterns: the largest single‑category concentration in the coding set is CAP Staff’s 12 mentions of MOU/accountability themes (versus Region 4 and Chapter 5). That distribution suggests CAP personnel—who often worked as a new program model and sometimes reported functionally outside regional lines (e.g., “They report to nhq. It's sort of separate from the chapter, from the region.” — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx)—felt the strongest need to formalize partner roles and expectations in writing. Region Staff’s comparatively higher counts on embedding/onboarding themes (region coding counts reported at CAP 10, Region 5, Chapter 4 for that option) reflect their lived challenge of supervising or incorporating CAP and therefore a priority on dotted-line or direct reporting relationships and mandatory orientation (“I think I would have put them under the regional executive to begin with” — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff’s recurring emphasis on local awareness and shared goals matches their frontline role and requirement to coordinate with community partners and local DPMs (“we would get an email once, maybe a quarter, with a summary of what had been done, but no specific names” — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
Hypotheses explaining why categories differ (or sometimes do not): 1) Functional position and reporting locus: CAP staff often operated as a new program model and in many transcripts were functionally aligned to NHQ at least initially (“They report to nhq.” — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). That separation created a practical incentive for CAP staff to demand explicit MOUs and intake protocols to make their external partner interactions legible to chapters and regions. 2) Span-of-control and accountability concerns: Region staff, responsible for multiple chapters, experienced ambiguity as a loss of oversight; therefore they prioritized embedding and dotted-line reporting as governance fixes (“I think just having more oversight because the ED doesn't, he doesn't report to the ed…” — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). 3) Operational granularity and relationship management: Chapter staff operate at community scale and thus stress shared partner inventories, named local owners, and frequent meetings to prevent duplication in practice (“So maybe when they come in, maybe have some conversations … setting up some goals and having the goals also include the DPMs.” — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). 4) Timing and integration effects: multiple respondents across categories explained that timing of integration matters—mid-year introductions caused confusion and missed onboarding (“I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year.” — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Thus differences often reflect the program’s rollout stage rather than purely occupational mindset.  
  
Shared structural finding across categories: MOUs commonly exist as partner-facing instruments but often lack the internal specificity—explicit reporting lines, escalation pathways, shared metrics, and enforcement clauses—required to eliminate duplication. Several representative quotes illustrate this shared conclusion: one region staffer said MOUs can be explicit—“I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated. … It's very articulated. This is what we're going to do. This is what you're going to do. It's not ambiguous.” (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Yet others report MOUs or partner agreements were signed without clear role reporting or performance alignment: “to partner with CAP and to sign the mou. And they had never done that” (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) and “Before they, they even signed the MOU and all that, they were on the streets working with these organizations” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Multiple transcripts warn that absent shared metrics and accountability, MOUs are toothless: “If it's not in the agreement, they know they don't have to do it and there's no repercussions for that.” (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). And the operational symptom recurs: “there's sometimes, you know, who's doing what and who's responsible for what.” (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Together these verbatim reports show MOUs are part of the toolkit but rarely sufficient unless paired with named reporting relationships, shared metrics, and enforcement/oversight.  
  
Implications and synthesis: Across occupations the remedies recommended are complementary rather than mutually exclusive—CAP Staff’s demand for clearer MOU content (roles, responsibilities, and intake channels) pairs with Region Staff’s call for embedding and oversight, and Chapter Staff’s insistence on routine convenings and named relationship owners. Representative linked examples: CAP staff created a single notification form to reduce lost referrals (“Joe came up with a form … it just comes to me directly” — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), region staff improved outcomes after embedding and ground‑rules (“I laid some very specific ground rules … Once we integrated, that was where we started seeing the really success” — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), and chapter staff used weekly manager meetings and relationship‑owner lists to surface overlap (“I have a weekly team meeting … We talk about what we're working on and where we can support each other.” — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). The coding frequencies (CAP Staff leading MOUs mentions) align with CAP’s practical needs to make partner roles explicit when their reporting placement or local integration is ambiguous.  
  
Overall conclusion: All three occupational categories identify the same core problem—unclear roles and insufficiently specific agreements produce duplication and confusion—but they emphasize different levers. CAP Staff emphasize written MOUs and point solutions (central intake, notification pathways); Region Staff emphasize supervisory placement, embedding, and mandatory orientation; Chapter Staff emphasize inclusive convenings, shared partner inventories, and named local owners to operationalize handoffs. Verbatim evidence across documents shows that MOUs help but often stop short of defining reporting lines, shared metrics, and enforcement; the most durable preventative approach reflected across interviews couples precise MOU clauses (roles, escalation, shared metrics) with embedding (dotted-line reporting) and regular, documented convenings so the “who does what” question is answered both contractually and operationally.

Analysis across Groups Geography

Tulare CA—shared viewpoint: unclear inclusion in leadership tables and missed onboarding create role ambiguity that invites duplication. Multiple passages from the Tulare CA transcript express that staff were not clear where they belonged and therefore missed critical coordination opportunities. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "I wasn't on the regional LAT team and I didn't realize that I was supposed to be." That single-sentence admission underscores the category’s common thread: people expecting to be engaged were omitted, generating confusion about who should act and who should be informed. The Tulare interview also describes compensatory communications used to compensate for those omissions (extra visibility efforts and follow-up), showing that in this geography the response was to repair gaps through ad hoc outreach rather than through documented MOUs or formalized reporting lines.  
  
Sarasota FL—shared viewpoint: relational continuity is valuable but title/label confusion and reorganization undermine formal role clarity. Two documents tied to Sarasota articulate similar perspectives. Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx emphasizes relational steadiness as a mitigating factor: "The relationship constant with the Red Cross is our CAP relationship with them because they know we're there." At the same time, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx highlights labeling confusion: "CAP partners? They're Red Cross partners. And I'm like, you're right, they are." Together these quotes show Sarasota interviewees rely on stable, person-to-person relationships to reduce duplication but are seeing that reorganizations and inconsistent names (CAP partner vs Red Cross partner) create perceived divides and ambiguity about who owns partner relationships.  
  
Cameron TX—shared viewpoint: deference and ongoing conversations with local departmental leads, plus calls for mandatory orientation, are used to avoid duplication when formal reporting is unclear. Documents tied to Cameron TX present both pragmatic deference and an explicit call for structured onboarding. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says, "I can go ahead and do it, but always asking DCS first because you don't want to step on to post," and adds, "Communication, I mean, as it's as long as you can talk to DCS, to the DS team..." These show reliance on permission-seeking to avoid role conflict. The region/staff view in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx complements that, recommending institutionalized orientation: "mandatory orientation where they learn all about the region, all the work that the region does." Cameron TX perspectives therefore converge on practical conversation-based safeguards plus a clear desire for formal onboarding to reduce duplication.  
  
Terrebonne LA—shared viewpoint: make partner-facing contact pathways explicit and rely on simple, known points of access to avoid duplication and confusion. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx emphasizes simple, conventional notification and the risk of role spillover: "The way to get the family connected to Red Cross services is for them to call 1-800-Red Cross." The same document also notes practical spillovers from local presence: "it was not a goal of CAP to work on fire response, but Erica's working in the community, and because, you know, Erica, people have been contacting her." Terrebonne’s perspective stresses the dual need for clear, simple reporting/contact channels while recognizing that on-the-ground CAP visibility creates informal demand that must be managed—again solved mostly through practice rather than codified MOUs.  
  
Yazoo MS—shared viewpoint: boundary confusion with established programs and territorial responses drive the need for clear delineation and ground rules; local onboarding and close chapter collaboration are recommended. Several documents connected to Yazoo MS echo this theme. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx bluntly states, "The region doesn't know the difference between CAP and cep. So we need education there." Region leadership agrees that early ground rules helped: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx recounts, "I laid some very specific ground rules out of the way we were going to interact and the way we were going to move forward." Complementing these, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx recommends local partnership: "the best strategy, I think is working close with the local chapter. You gotta, you know, know what is going on." Yazoo documents consistently indicate duplication risk when scope is unclear and recommend education, ground rules, and embedded chapter collaboration rather than relying solely on ad hoc contact.  
  
Madison TN—shared viewpoint: lack of initial orientation and onboarding produced duplication anxieties; convenings to ensure mutual awareness are the preferred fix. Two documents in this geography stress onboarding gaps and corrective convenings. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx says, "But also they brought their questions of greater concern about we've got to make sure the left hand truly knows who, what the right hand is doing," and warns, "We never were given that proper overview." At the chapter level, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reports regular meetings as mitigation: "In our local chapter, we have a bi weekly staff meeting. So we're all at the table sharing information..." Madison’s documents therefore align on the problem—insufficient onboarding causing duplication risk—and endorse structured convenings and inclusive briefings as a practical remedy.  
  
Atlantic NJ—shared viewpoint: centralized intake or a simple form plus MOUs for facilities are practical tools to reduce duplicates, but reporting-line specifications are often absent from MOUs. The two Atlantic NJ transcripts reflect two complementary practices. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes an implemented intake channel: "Joe came up with a form that the case managers can fill out to engage our team to help," and explains, "The form... just comes to me directly so that I can... proceed from there." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx documents MOUs with facilities: "The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities." Together these views show Atlantic NJ uses centralized notification and partner MOUs to reduce overlap, but the transcripts also note that MOUs often secure facility access without explicitly codifying internal reporting lines.  
  
Montgomery AL—shared viewpoint: set operational ground rules, name local owners, and pursue shelter/partner agreements to prevent duplicated outreach; MOUs are seen as tools but not always enforced via shared metrics. In the Montgomery context, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports, "I laid some very specific ground rules..." and highlights the value of local program managers. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx frames MOUs/shelter agreements as an intended mechanism: "if we can have a shelter agreement done... partner volunteers in that community to carry on that work," while documenting operational frictions (training ownership, task assignment). Montgomery perspectives coalesce around formalizing partner commitments and naming accountable local roles, but they also surface that MOUs without shared metrics and clarity on training/ownership can leave duplication risks unresolved.  
  
Jackson OR—shared viewpoint: MOUs are explicitly recommended as tools to articulate responsibilities, but their effectiveness depends on transparency, shared metrics, and inclusion in accountability processes. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx is explicit: "I can't write you a letter of support, but we can have an MOU and you can talk about the MOU and what we have explicitly stated," adding that such MOUs are "very articulated. This is what we're going to do. This is what you're going to do. It's not ambiguous." The same document warns that MOUs fall short unless details and performance inclusion are transparent ("If it's not in the agreement, they know they don't have to do it and there's no repercussions for that"). Jackson OR thus speaks directly to MOU content and enforcement as central to preventing duplication.  
  
Lee FL—shared viewpoint: signed MOUs exist, but integration gaps and inconsistent labeling reduce visibility—centralized mechanisms (single contact, integration into region) are proposed as necessary to prevent duplication. Lee FL documents show both the signing of MOUs and the limits of their effect. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx reports, "to partner with CAP and to sign the mou. And they had never done that," illustrating MOUs are being used. Yet regional integration problems appear elsewhere: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx states, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx again flags naming confusion ("CAP partners? They're Red Cross partners."). Lee FL’s common stance is that MOUs are step one but need to be paired with region-level integration and clear nomenclature to reduce duplication.  
  
Monterrey CA—shared viewpoint: MOUs are useful to clarify disaster roles during partner signing and inclusive goal-setting with DPMs helps prevent overlap. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx directly links MOUs to disaster-role clarity: "Whenever they are signing an MOU and saying like we are doing what in a disaster? Like okay, now they are in power to know that oh I know how the system goes..." That same interview recommends leadership convenings: "Work with the ED, the CDPM, and then leadership within that area and bring the CAP manager and CAP coordinators to all the table and say, what is one goal that is going to be shared for all of us..." Complementing this, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx advises, "setting up some goals and having the goals also include the DPMs." Monterrey’s perspective pairs MOUs for partner clarity with early shared-goal convenings to reduce duplication.  
  
Butte CA—shared viewpoint: avoid mid-year integration; prefer fiscal-year-aligned onboarding plus scheduled meetings and a named relationship owner to prevent silos and duplicated outreach. Butte CA documents repeatedly emphasize timing and early structure. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx insists, "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx proposes practical mitigations: "with not having a direct reporting structure, we probably could have implemented regularly scheduled meetings..." And Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx cautions, "The region doesn't know the difference between CAP and cep." Butte’s documents therefore align on proactive onboarding timing, scheduled touchpoints, and explicit local ownership as ways to minimize duplication rather than relying solely on MOUs.  
  
Mississippi AR—shared viewpoint: pre-integration NHQ reporting produced a sense of separateness that inhibited regional coordination; embedding CAP under regional leadership improved clarity though MOUs aren’t cited as the principal mechanism. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx recounts, "it felt very other... not only did the team not report to me like they do now," linking NHQ reporting to misalignment. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx similarly notes, "there's sometimes, you know, who's doing what and who's responsible for what." After integration, Barry describes improvements: "Now, of course, now that we've integrated, has shifted... The work that has been happening post integration is 10 times anything that I saw before." Mississippi AR’s perspective stresses organizational placement (embedding under regional authority) as a primary lever to reduce duplication more than formal multi-party MOUs.  
  
Lake IN—shared viewpoint: shared strategic planning and presenting plans to both regional and chapter leadership aligns actors in practice; this alignment reduces duplication though MOUs would still be needed to institutionalize reporting lines. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx explains, "But by us presenting our strategic plan to not just the regional director, but also to the chapter, I feel like everybody's on one playing field..." Region-level staff also emphasize working with EDs and chapter leadership. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx notes, "working with the executive directors of the chapter very closely is critical..." Lake IN relies on shared planning and executive engagement to make roles visible and reduce duplicated effort in practice, recognizing MOUs would be needed for durable accountability.  
  
Chatham GA—shared viewpoint: NHQ vs region reporting ambiguity and oversight gaps produce resentment and calls for clearer oversight or alternative reporting structures; many recommend starting in-region or establishing dotted-line relationships. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx articulates the oversight concern: "I think just having more oversight because the ED doesn't, he doesn't report to the ed... so I think just more oversight for what they do and what they're reporting in." Transcript Region\_Chapter\_\_Steady\_State\_\_Maria\_Center\_2025\_0827.docx confirms the functional affiliation: "They report to nhq. It's sort of separate from the chapter, from the region." Those in Chatham therefore see ambiguous reporting as the root of duplication and recommend structural alternatives—regional starts, dotted lines, or targeted oversight—to remedy it.  
  
Lake CA—shared viewpoint: absence of direct reporting created relationships gaps; a single repository and a relationship owner reduce duplication risk. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx indicated that "with not having a direct reporting structure, we probably could have implemented regularly scheduled meetings..." and reported creating a single place/map with a "relationship owner" responsible for updates. Lake CA’s documents therefore highlight practical information management and ownership as useful workarounds when formal reporting lines are absent.  
  
Warren KY—shared viewpoint: insufficient incident-location information and localized isolation of CAP cause coordination friction; centralized notification would help. Transcripts tied to Warren KY surface information shortfalls: Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx says, "I don't get enough information myself about the fires that we respond to to know, like, if they're in a particular area that a CAT partner would cover." That raises risk of duplicated outreach or missed partner activation. Local leaders therefore favor clearer, centralized notification channels and mapping of coverage to reduce overlap.  
  
Cross-category comparison and hypotheses about differences  
  
Shared emphases across geographies. Across the 17 geographic categories summarized above, consistent themes recur: a strong preference for inclusive onboarding/convenings, reliance on interpersonal relationships to manage overlap, and repeated identification of MOUs as useful but incomplete tools. These emphases map to the frequency data in the provided analysis: "Mandatory onboarding, inclusive convenings, and shared-goal setting" and "Relationship norms, communication rhythms, and capacity considerations" each appear with the largest overall counts (25 mentions each), followed closely by "MOU content, accountability, and shared-metric enforcement" (overall 21 mentions). That numeric ordering aligns with the qualitative pattern: people first ask to be introduced and aligned (onboarding), then rely on relationships and regular rhythms to manage day-to-day coordination, and then see MOUs as necessary—but often insufficient—formal backstops.  
  
Differences in emphasis across geographies. Although the high-level concerns are consistent, certain geographies emphasize particular remedies or pain points more strongly:  
- Integration/organizational placement is stressed most in regions that experienced NHQ functionalization or recent realignments (Mississippi AR, Chatham GA, Sarasota FL). For example, Barry Falke (Mississippi AR) argued integration fixed much of the problem: "Now, of course, now that we've integrated, has shifted... The work that has been happening post integration is 10 times anything that I saw before." The frequency data for the "Regional embedding and dotted-line reporting" option (overall 19) supports that several regions raised placement as a concrete lever.  
- Centralized intake and single-point-notification solutions appear primarily in a small set of geographies (Atlantic NJ, Mississippi AR, Butte CA, Madison TN, Warren KY), consistent with the lower overall frequency for that option (6). Atlantic NJ’s Kristi Collins: "Joe came up with a form that the case managers can fill out to engage our team to help," is a concrete example where a low-cost centralized intake was available and emphasized.  
- MOUs-as-access-tools vs MOUs-as-accountability tools differ by place. Some geographies (Atlantic NJ, Lee FL, Jackson OR) describe MOUs primarily as facility-access or partner-recognition mechanisms ("The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities." —Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), while others focus on MOUs’ need for explicit reporting lines, shared metrics, and enforcement (Priscilla Fuentes in Jackson OR: "It's very articulated. This is what we're going to do. This is what you're going to do. It's not ambiguous."). The frequency data highlight that "MOU content, accountability, and shared-metric enforcement" was called out 21 times overall, indicating widespread recognition that MOUs must include concrete obligations to be effective.  
  
Hypotheses explaining perspective variation across geographies  
1) Organizational placement and recent structural change drive differences. Where CAP staff reported to NHQ or where regions had been recently realigned (e.g., Mississippi AR, Chatham GA, Sarasota FL), interviewees emphasized embedding, oversight, and reassigning reporting lines to reduce duplication. Hypothesis: when staff operate outside local/regional chains of command, actors experience more turf anxiety and therefore prioritize formal embedding and dotted-line reporting to clarify authority—hence the heavier focus on structural remedies in those geographies.  
  
2) Local capacity and staffing shape practical solutions. Geographies reporting limited local CAP staffing or broadly stretched chapter roles (Lee FL, Butte CA, Josh Riddle’s counties) emphasized simple, operational fixes—central intake forms, naming local leads, timing integration at fiscal-year boundaries. Hypothesis: when human capacity is constrained, respondents favor low-friction operational workarounds (single forms, named relationship owners) that reduce duplication immediately, rather than longer formal processes such as multi-party MOUs.  
  
3) Prior partner experience and presence of signed MOUs change framing. Where MOUs already existed for facility access or partner roles (Atlantic NJ, Lee FL, Cindy Magnuson’s accounts), interviewees framed MOUs as enabling access but often lamented the absence of explicit reporting-line language. Hypothesis: in geographies where MOUs have been used operationally, stakeholders are more likely to detect and call out the MOUs’ limits—hence a shift from "we need MOUs" to "we need MOUs with shared metrics and escalation" in those locales.  
  
4) Local culture and territoriality influence reliance on interpersonal vs. formal mechanisms. Multiple geographies reported interpersonal territoriality (Yazoo MS, Chatham GA, Maria Center’s notes about "that's my relationship"), and in those places interviewees emphasized initial consultations, ground rules, and relationship-building. Hypothesis: in contexts with pronounced ownership culture, people prefer negotiated interpersonal handoffs backed by named local managers and ground rules; formal MOUs are recommended but may be insufficient without trust-building.  
  
Incorporating largest count differences into interpretation  
- The analysis counts show "Mandatory onboarding, inclusive convenings, and shared-goal setting" and "Relationship norms, communication rhythms, and capacity considerations" each had 25 mentions—making them the most frequently cited solutions. This explains why almost every geography emphasized onboarding, executive introductions, regular meetings, and naming local relationship owners as front-line fixes (see examples: "mandatory orientation..." —Shawn Schulze; "presenting our strategic plan to not just the regional director, but also to the chapter" —Simone Moore).  
- "MOU content, accountability, and shared-metric enforcement" (21 mentions) was the next most-cited theme: stakeholders across geographies often asked for MOUs that do more than secure facilities; they want MOUs that explicitly assign responsibilities, include shared metrics, and tie into performance or enforcement (see: "It's very articulated... This is what we're going to do. This is what you're going to do." —Priscilla Fuentes).  
- By contrast, "Centralized intake and single-point notification protocols" was less frequently raised (6 mentions) but where it was present it produced concrete operational improvements (Kristi Collins: "Joe came up with a form... it just comes to me directly..."), suggesting that while less commonly proposed, such mechanisms are powerful in places with the capacity to implement and maintain them.  
  
Synthesis: what the cross-geography evidence shows  
- Convergence: across every geography, actors identified role ambiguity and the risk of duplicated outreach as real problems. Every geography produced at least one practical proposal in the transcripts—onboarding, local relationship owners, consolidated trackers, central intake forms, ground rules, or MOUs—to mitigate duplication. Representative verbatim evidence: "We've got to make sure the left hand truly knows who, what the right hand is doing." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) and "there's sometimes, you know, who's doing what and who's responsible for what." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx).  
- Variation: the mix of remedies differs by context. Regions that experienced functional separation (NHQ-managed CAP staff) emphasized embedding and reporting-line changes; resource-constrained areas emphasized pragmatic single-point solutions and timing; areas with existing partner MOUs often called for MOU improvements (shared metrics, transparency, enforcement).  
- Practical implication: MOUs appear necessary but not sufficient. The transcripts repeatedly illustrate MOUs being used for access and partner recognition ("they had never done that" —Cindy Magnuson), but multiple speakers also emphasize that absent explicit reporting lines, escalation pathways, shared metrics, and inclusion in performance processes, MOUs will not reliably prevent duplication ("If it's not in the agreement, they know they don't have to do it..." —Priscilla Fuentes).  
  
Concluding synthesis (no question offered)  
Across the geographic categories, interviewees converge on a clear diagnosis—uncertain reporting lines and inconsistent onboarding produce duplication and confusion—and they converge on two practical priorities: (1) institutionalize inclusive onboarding, executive-led introductions, and standing convenings so all actors are mutually aware of lanes; and (2) pair MOUs with explicit reporting-line language, shared metrics, and enforcement or performance linkage so agreements are actionable. Differences in emphasis across geographies are plausibly explained by local organizational placement (NHQ vs region), staffing capacity, existing use of MOUs, and local culture (territoriality vs collaborative norms). The transcripts provide repeated, concrete examples and verbatim evidence that people prefer a blended solution: relationship-building and operational rhythms to manage day-to-day interactions, plus clearer, enforceable written agreements and formal reporting channels to institutionalize roles and prevent duplication over time.

#### Code frequency by document/respondent

Frequency Chart



### Leadership turnover and handoffs: structured checklists and short shadowing deployments

#### Summary across all documents

Summary  
Overall, interviewees agree that leadership turnover is frequent and materially harms continuity, and they routinely rely on interpersonal introductions, recurring meetings, and ad hoc embedding to bridge transitions. There is clear demand for standardized, signed‑off onboarding materials — orientations, playbooks, and checklists — and for governance that names relationship owners and aligns handoffs to planning cycles. Evidence shows some informal short shadowing and co‑location practices that transfer tacit knowledge, and at least one explicit endorsement of deploying newcomers alongside experienced responders, but these experiential methods are mostly local, ad hoc, and lack standardized objectives, durations, or evaluation. Therefore, the pragmatic path forward is hybrid: formalize concise written handoff checklists and role‑specific onboarding packs, pair them with scoped short‑shadowing pilots (with clear objectives and assessment), and anchor both in centralized trackers and scheduled leadership touchpoints so transitions are less person‑dependent and more consistently effective.  
Analysis  
Turnover is frequent and materially undermines continuity, making repeatable handoff practices essential. Multiple respondents documented rapid churn — for example, CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported 'Since I've been here two years ago, we've lost a senior dpm, our rdo, our dpm, our blood services manager, and two volunteer coordinators.' Similarly, CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx observed 'four executive directors in three years and four CDPMs in three', which demonstrates the scale and tempo of change. These explicit accounts explain why partners repeatedly ask 'who do we call' and why staff must rebuild relationships often; the frequency of turnover creates an operational imperative to develop reliable, low-friction handoff mechanisms so that institutional memory and partner access survive personnel changes.  
Practitioners most often use introductions, recurring meetings, and 'warm handoffs' to bridge transitions rather than standardized checklists. This pattern appears repeatedly: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommended direct introductions, noting 'Instead of two separate programs, it should have been, let me introduce you to the executive director for this section,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx described weekly alignment meetings: 'And I've set up a weekly meeting so that Patsy and Gabby and I can sit down and talk about where are we? And Gabby, what support do you need?<a href="#Leadership turnover and handoffs: structured checklists and short shadowing deployments-s-link1"><sup>[1]</sup></a>' Across regions the dominant continuity tactics are interpersonal (introductions, meetings, shared attendance at partner events), which are pragmatic but tend to be ad hoc and person‑dependent rather than document‑driven.  
1. And I've set up a weekly meeting so that Patsy and Gabby and I can sit down and talk about where are we? And Gabby, what support do you need?  
Leaders and staff repeatedly asked for written, sign‑offable onboarding materials and mandatory orientations to reduce handoff risk. Several interviewees moved beyond complaint to propose documentation and formal orientation: CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated a concrete intent to 'get it streamlined, written down, a process for it and get it all signed off on,' while Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx argued for a 'mandatory orientation' that includes tours and time with disaster officers. Those statements indicate demand for reproducible artifacts (playbooks or checklists) to make transitions less dependent on individual relationships and memory.  
Teams have used co‑location, ride‑alongs, and meeting attendance to pass practical, tacit knowledge during transitions, but these activities are localized and rarely packaged as formal short shadowing deployments. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx described a Louisiana practice: 'So what we did in Louisiana, which was different, was we asked. We gave them an office in our office. So they sat in our office with us daily.<a href="#Leadership turnover and handoffs: structured checklists and short shadowing deployments-s-link2"><sup>[2]</sup></a>' Likewise, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx recounted CAP staff joining CDPM meetings: 'the CAP team has gone on some of our CDPM's meetings with local fire chiefs.' These experiential approaches effectively transfer context and relationships but are typically ad hoc, without standardized objectives, durations, or evaluation metrics that would qualify them as formal, repeatable short‑shadowing deployments.  
1. So what we did in Louisiana, which was different, was we asked. We gave them an office in our office. So they sat in our office with us daily.  
Centralized documentation, harmonized data fields, and sensible timing/governance are critical enablers for reliable handoffs. Interviewees described practical technical and scheduling needs: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx explained 'We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there,' illustrating investments in shared platforms; Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx cautioned about timing: 'I don't know if I would integrate mid year. That's tough. I feel like goals were really kind of all over the place...' Together these points show that artifacts (trackers, read‑only views) and aligning transitions to planning cycles reduce friction and make any checklist or shadowing intervention more effective.  
Additional Insights  
Some staff explicitly recommended structured short shadowing deployments as a primary transfer mechanism. In particular, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx argued for experiential pairing: 'Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it,' which is a clear, practice‑level endorsement of sending incoming staff into operations alongside experienced colleagues. This quote stands out because it prescribes the modality (real deployments + pairing) rather than general orientation meetings, and thus points to an implementable pilot: define objectives, duration, selection criteria, and evaluation for short shadowing deployments to accelerate readiness.  
A subset of respondents emphasized platformed documentation and named relationship owners over experiential shadowing as the primary continuity solution. For example, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx described a concrete tool: 'We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.<a href="#Leadership turnover and handoffs: structured checklists and short shadowing deployments-u-link3"><sup>[3]</sup></a>' That perspective prioritizes durable, centralized records and explicit ownership for updates and read‑only views so deployees can get up to speed quickly. It contrasts with the shadowing emphasis by relying more on data artifacts and governance than on overlap deployments.  
1. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.  
Some participants signaled that onboarding naturally takes many months, suggesting that brief shadowing stints alone will not fully close the readiness gap. In Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx the interviewee observed that 'it's over a full year before anybody has... gone through all the steps and the mechanisms and everything that they need,' indicating deep tacit knowledge and procedural breadth. This implies that while short shadowing can accelerate exposure to context and relationships, it should be coupled with written checklists, staged learning plans, and longer‑term mentorship to achieve sustained competence.  
A few local examples of embedding (co‑location) demonstrate a low‑tech way to approximate short shadowing, but these remain isolated practices. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recounted the Louisiana approach: 'we gave them an office in our office. So they sat in our office with us daily,' which shows co‑location can rapidly transfer routines and relationships. However, because this was reported as a region‑specific adaptation rather than a standardized policy, it highlights feasibility without demonstrating systematic adoption or evaluation across chapters.

#### Comparison across segments

Analysis across Groups occupation

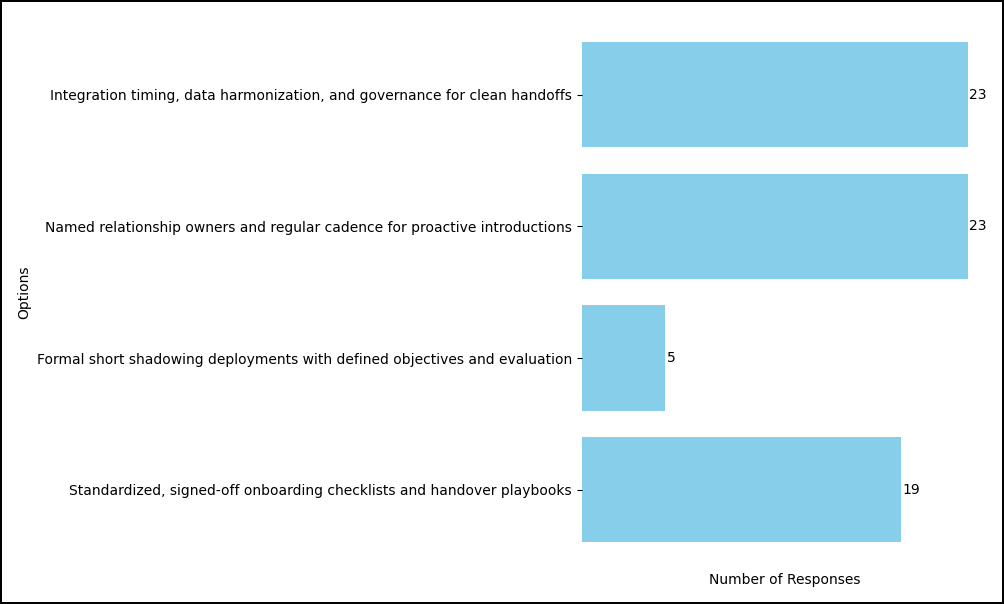
CAP Staff share a strong operational focus on preserving partner continuity through explicit notifications, written protocols, and experiential learning. They repeatedly describe partner surprise, high local churn, and the practical need to document and notify when work crosses organizational lines. For example, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states, "Is there a handoff that says, hey, cap partner, we responded to somebody in your neighborhood last night." This quote highlights a frontline demand for routinized post-response notifications that would function as a handoff artifact. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx captures the explicit drive toward written protocols: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do." That statement signals intent to convert tacit knowledge into standardized, signed-off onboarding materials (checklists/playbooks). Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx directly endorses experiential transfer: "Deploy to actual disaster shadowed with someone who's done it before in a few positions and like full on, get into it, you know, I mean, and I'm the worst of it. I've never really deployed." That quote shows CAP staff explicitly value short, on-the-job shadowing as a mechanism to accelerate practical readiness. Across the CAP Staff documents cited above, attitudes combine: (1) a frequent request for standardized, written handoff artifacts and notification protocols (e.g., Cindy, Katrina), (2) explicit endorsement of short experiential shadowing (e.g., Nate), and (3) frequent lamentation about high turnover that motivates those remedies (e.g., see Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "four executive directors in three years and four CDPMs in three"). Those combined statements explain why, in the frequency data, CAP Staff account for 8 of 19 mentions of "Standardized, signed-off onboarding checklists and handover playbooks," 3 of 5 mentions of "Formal short shadowing deployments," and 11 of 23 mentions of "Named relationship owners."  
  
Region Staff share a shared emphasis on governance, integration timing, and creating centralized documentation or roadmaps to reduce the impact of turnover. They repeatedly frame solutions at the structural level (alignment of reporting, trackers/dashboards, mandated orientations) rather than solely at the individual relationship level. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx argues for formal onboarding: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does. That should have brought in the disaster officer and had them spend two hours with them, go on a tour and see what the disaster operations does." That passage reflects a governance-anchored expectation for mandated, repeatable orientation events. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx documents centralized tooling to preserve institutional memory: "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." The tracker quote demonstrates a systemic attempt to centralize data and relationship records to decouple continuity from single individuals. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx calls for ready-made resources: "Here's the roadmap for this year. Right. And build the region into that roadmap." That language favors prebuilt, standardized artifacts that can be distributed to executives and chapters. These Region Staff perspectives align with the numeric findings: Region Staff account for 7 of 19 mentions of standardized checklists, 1 of 5 mentions of formal short shadowing, and 8 of 23 mentions of integration/timing/data governance—indicating a relative emphasis on systemic remedies (roadmaps, trackers, mandatory orientations) over purely ad hoc, relationship-driven responses.  
  
Chapter Staff share a consistently local, contact-oriented perspective that emphasizes named introductions, recurring meetings, and embedding CAP people into chapter routines to avoid surprising local partners. Their remarks focus on practical, interpersonal continuity steps that chapters can execute quickly. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx instructs specific communication behavior: "clearly communicate who you're talking to when you're going to talk to them. Make sure everybody knows." That quote underlines the chapter view that explicit pre-notification and named ownership prevent partner confusion. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documents a repeatable coordination routine: "And I've set up a weekly meeting so that Patsy and Gabby and I can sit down and talk about where are we? And Gabby, what support do you need?" The weekly meeting example functions as an operational continuity tool. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx prescribes immediate leader introductions: "when those CAP teams come in, partner with the executive director, make that initial meeting to the mayor." That passage shows chapters prioritizing direct, named introductions to local leaders. In the counts provided, Chapter Staff contribute 4 of 19 mentions of standardized checklists, 1 of 5 mentions of formal short shadowing, and 5 of 23 mentions of named relationship owners—consistent with a practical, localized orientation that favors direct introductions and scheduled touchpoints over formalized shadowing programs.  
  
Cross-category comparison and hypotheses about the observed differences and convergences:  
  
- Shared emphases across all three occupations: All three categories consistently prioritize clear ownership of external relationships and regular, proactive communications. Evidence across categories includes CAP Staff (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "Who owns the relationship with those partners? Is it the executive director?"), Region Staff (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx: "Definitely working hand in hand with the chapter leadership team or actually being a part of the chapter leadership team"), and Chapter Staff (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "clearly communicate who you're talking to when you're going to talk to them. Make sure everybody knows."). These cross‑category quotes demonstrate convergence on the principle that named owners and explicit communication cadences reduce surprises and preserve partner continuity. The frequency matrix displays this convergence numerically: "Named relationship owners and regular cadence for proactive introductions" appears 23 times overall, with representation from CAP Staff (11), Region Staff (7), and Chapter Staff (5). The high overall count and the cross‑category distribution indicate that relationship ownership is the most frequently raised operational solution across occupational perspectives.  
  
- Divergence on the emphasis of written artifacts versus relational practices: CAP Staff show stronger calls for written, signed-off onboarding checklists and notification mechanisms—evidenced by Katrina Long's direct aim to "get it streamlined, written down" and Cindy Magnuson's call for a post-response handoff notification. Region Staff emphasize formal orientations, roadmaps, and centralized trackers (Shawn Schulze: "mandatory orientation"; Jacquelyn Clites: "We have a CEP tracker that we've built"), portraying solutions at the governance level. Chapter Staff prioritize immediate, practical introductions and frequent meetings (Maria Center: "clearly communicate who you're talking to"; Michelle Averill: "I've set up a weekly meeting..."). The numerical distribution confirms this pattern: "Standardized, signed-off onboarding checklists and handover playbooks" are mentioned 19 times overall with CAP Staff contributing 8 and Region Staff 7 but Chapter Staff only 4, suggesting CAP and Region voices more often propose formalizing artifacts while Chapter voices emphasize interpersonal routines.  
  
- Convergence on experiential embedding but divergence on formalization: Documents across categories record experiential or embedding practices that resemble shadowing (Shawn Schulze: "We gave them an office in our office. So they sat in our office with us daily."; David Hicks: "the CAP team has gone on some of our CDPM's meetings with local fire chiefs."; Nate Millard: "Deploy to actual disaster shadowed with someone who's done it before"). Despite these examples, formal short shadowing deployments are comparatively scarce in the counts: only 5 total mentions (CAP Staff 3, Region Staff 1, Chapter Staff 1). Hypothesis: Practitioners favor ad hoc, locally organized embedding (co-location, ride-alongs, attending meetings) because those approaches are immediately actionable and low-friction, while formalizing short shadowing deployments requires central resourcing, scheduling, and evaluation frameworks that the organization has not widely adopted. The CAP Staff endorsement of shadowing (Nate Millard) and Region Staff examples of co-location (Shawn Schulze) show the method's appeal; the low count suggests limited institutionalization.  
  
- Hypotheses explaining occupational differences:  
 1. Role proximity to implementation drives CAP Staff toward operational artifacts. CAP Staff operate at the frontline and therefore repeatedly encounter partner surprises, response notifications, and gaps in successor readiness. Those daily frictions produce concrete calls for written protocols and quick experiential learning (Cindy, Katrina, Nate). This frontline vantage explains why CAP Staff account for the largest single share (11) of "Named relationship owners" mentions and 8 of 19 mentions of "Standardized, signed-off onboarding checklists."  
 2. Span-of-control and system responsibility lead Region Staff to prioritize governance, orientation, and data harmonization. Region Staff must coordinate across chapters and reconcile disparate systems (Jacquelyn: "has information entered the same way"), so they favor trackers, roadmaps, and mandatory orientations. That systemic lens explains Region Staff's notable counts for integration/timing (8 of 23) and standardized checklists (7 of 19).  
 3. Immediate service continuity needs and direct partner relationships push Chapter Staff toward direct introductions and recurring meetings. Chapters manage local relationships (mayors, fire chiefs) and thus prefer named introductions and weekly coordination (Maria, Michelle, Tamica) to limit community confusion. Their lower counts for formal checklists reflect a preference for fast, relational fixes over time‑intensive formalization in a setting where personal familiarity is highly valued.  
 4. Organizational capacity and timing constraints inhibit formal shadowing and checklist rollouts. Multiple passages report rushed rollouts and mid-year integration problems (Nate Millard: "I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year"; Shawn Schulze: "When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate."). These process constraints likely explain the lower institutional adoption of formal short shadowing deployments (5 mentions) and why many proposals remain aspirational (Katrina Long's "My goal is to get it streamlined, written down..." is a plan, not an implemented artifact).  
  
- Evidence that practical remedies are being piloted but not consistently institutionalized: Several documents show discrete innovations that approximate formal artifacts or shadowing in practice without systemwide standardization. Examples include Kristi Collins's operational form ("So Joe came up with a form that the case managers can fill out to engage our team"), Jacquelyn Clites's CEP tracker ("We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there"), and Shawn Schulze's co-location experiment in Louisiana ("we gave them an office in our office. So they sat in our office with us daily"). These artifacts and practices point to bottom-up solutions that operational teams are testing; the overall counts (standardized checklists = 19 mentions; trackers/ integration = 23 mentions) indicate interest and emerging adoption, but the uneven occupational distribution demonstrates inconsistent institutional uptake across regions and chapters.  
  
Synthesis of implications for designing reliable leadership handoffs:  
- Prioritize named owners plus an explicit notification protocol: The strongest cross‑category consensus (23 mentions of naming owners and cadence) implies that any handoff design must mandate a named contact and an explicit "who will notify whom" rule. Practical starting point: an initial, explicit outreach message template that chapters request when leadership changes occur—this addresses Cindy Magnuson's concern ("Is there a handoff that says, hey, cap partner, we responded...") and matches Maria Center's directive to "clearly communicate who you're talking to when you're going to talk to them."  
- Combine short experiential overlaps with concise, signed-off checklists: CAP Staff and Region Staff voices together provide rationale for pairing brief shadowing with written handover materials. Nate Millard's endorsement—"Deploy to actual disaster shadowed with someone who's done it before"—and Katrina Long's push to "get it streamlined, written down, a process for it and get it all signed off on" argue for pairing a one-to-two week embedded overlap or ride‑along with a compact checklist of priority contacts, active agreements, and outstanding actions. The counts show this pairing is currently more common in CAP contexts (3 of 5 shadowing mentions and 8 of 19 checklist mentions), suggesting pilot rollouts could first target CAP‑led deployments and regionally coordinated checklists.  
- Address integration timing, governance, and data harmonization at the region level: Region Staff repeatedly flagged mid‑year integrations and inconsistent data entry as blockers (Jacquelyn Clites: "has information entered the same way... you kind of have to select the fields you want to start with that match up"). Any programmatic rollout should align onboarding/checklist refreshes to fiscal or planning cycles and include a minimal standard data schema for relationship records so that a deployee (or incoming leader) can "read" partner information without needing edit rights.  
- Institutionalize recurring coordination forums but standardize their artifacts: Chapters and regions both report utility from weekly or monthly meetings (Michelle Averill: weekly meeting; Rose Taravella: "Meet in person with each of the three executive directors on a quarterly basis"). Those forums should carry a brief, standardized agenda item: "handoff update & named owner verification" with a one‑page summary (checklist) attached that documents current owner, last contact date, active agreements, and immediate follow‑ups. That hybrid approach leverages existing practices while adding reproducible artifacts.  
  
Conclusion (no open question): Across CAP Staff, Region Staff, and Chapter Staff documents, there is clear agreement that named relationship owners, proactive introductions, and predictable contact cadences are essential to protect partner continuity during leadership turnover. CAP Staff speak more often about creating written, signed‑off onboarding protocols and the value of short, experiential shadowing because they face the immediate downstream consequences of partner surprise and service gaps. Region Staff emphasize governance, mandatory orientations, trackers, and integration timing because they are responsible for harmonizing systems across chapters. Chapter Staff emphasize rapid, practical introductions and recurring meetings because they operate closest to local partners and must maintain day‑to‑day continuity. The documents collectively point toward a pragmatic hybrid solution: require named owners and explicit notification templates, pair compact experiential overlap (one-to-two week shadowing or co‑location where feasible) with concise, signed‑off checklists that travel with each leadership handoff, and align those mechanisms to regional integration cycles and standardized data fields so the practice is scalable and auditable.

Analysis across Groups Geography

This essay examines leadership turnover and handoffs across the Geography category and its sub-categories, focusing on perspectives in the cited transcripts about structured checklists and short shadowing deployments. Each paragraph below opens with the shared viewpoint or topic, elaborates on that viewpoint as expressed across documents mapped to the same geographic sub-category, and then cites verbatim quotes (with document names) that illustrate the point.  
  
Tulare CA — shared viewpoint: no explicit evidence in the supplied transcripts about structured checklists or short shadowing deployments. I found no relevant quotes from Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx that speak to checklists, formal handover playbooks, or shadowing practices, so I cannot cite any verbatim passages from that file.  
  
Sarasota FL — shared viewpoint: high turnover creates urgency for standardized onboarding and named owners, and respondents request ready-made roadmaps and cadence to prevent surprises. For example, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx documents churn: "four executive directors in three years and four CDPMs in three" which underscores why respondents press for institutionalized handoffs. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx articulates the remedy orientation: "Here's the roadmap for this year. Right. And build the region into that roadmap." Those two quotes together show the shared perspective in Sarasota that frequent turnover makes standardized materials and planned outreach cadence essential to avoid repeated relationship loss.  
  
Cameron TX — shared viewpoint: practical experiential embedding and mandatory orientation are preferred to accelerate integration, though formal checklist detail is lacking. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx endorses formal orientation: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does. That should have brought in the disaster officer and had them spend two hours with them, go on a tour and see what the disaster operations does," and also gives an example of embedding as informal shadowing: "So what we did in Louisiana, which was different, was we asked. We gave them an office in our office. So they sat in our office with us daily." Together these passages show a Cameron/TX-adjacent view favoring required orientations and local co-location as knowledge-transfer methods, but without describing an itemized, signed-off checklist.  
  
Terrebonne LA — shared viewpoint: distribute relationship ownership and involve local knowledge holders rather than gatekeeping; document relationships to preserve continuity. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx says, "we're not gatekeepers of relationships. We want them to have their own relationships with our partners," which frames a strategy of decentralized ownership. That perspective implies the value of playbooks or trackers that capture contacts but privileges local named owners over centralized checklists; the transcript provides the philosophy but not a formal checklist example.  
  
Yazoo MS — shared viewpoint: structured ground rules and mandated introductions help stabilize handoffs after turnover. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx highlights transition planning: "I laid some very specific ground rules out of the way we were going to interact and the way we were going to move," and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx advocates for early leader introductions: "when those CAP teams come in, partner with the executive director, make that initial meeting to the mayor." These quotes indicate Yazoo-area perspectives favor explicit transition plans and leader-introductions as core handoff practices; they imply checklist-like consistency (ground rules, initial meetings) even if no formal checklist artifact is quoted.  
  
Madison TN — shared viewpoint: scheduled, recurring meetings plus experiential meeting attendance (ride‑alongs) are used to transfer knowledge; short shadowing is endorsed in principle. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx recommends routine orientation slots: "Having some scheduled time with, if not the re. Maybe the disaster relief officer, you know, once a month, every other month." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx documents informal shadowing: "the CAP team has gone on some of our CDPM's meetings with local fire chiefs." Together they reflect a Madison view that regular coordination plus ride‑along-type exposure is a practical way to hand off local knowledge, though neither quote defines a formal short-shadowing program.  
  
Atlantic NJ — shared viewpoint: simple routinized forms and leader coaching can institutionalize operational handoffs, though leadership-to-leadership onboarding detail is still requested. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports a procedural artifact: "So Joe came up with a form that the case managers can fill out to engage our team to help." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx describes leader coaching: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." These two quotes show Atlantic NJ practitioners favor simple formal artifacts (engagement form) plus direct coaching as handoff tools; again, a signed-off multi-item checklist or evaluated short-shadow deployment is not cited.  
  
Montgomery AL — shared viewpoint: managed transition plans and integration under regional authority are suggested to reduce ambiguity around roles and handoffs. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx (also mapped to Montgomery AL) described a transition: "I laid some very specific ground rules out of the way we were going to interact and the way we were going to move" which indicates a planned approach to role handoffs. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx (linked to Montgomery AL in the mapping) recommends leveraging CAP members as liaisons: "Existing CAP team members are integrated into regional CMTs to serve as liaisons, providing guidance, sharing lessons learned, and helping structure new CMTs based on successful CAP models." Both quotes show Montgomery-area actors emphasize formal transition planning plus embedding experienced staff into regional structures as a continuity mechanism.  
  
Jackson OR — shared viewpoint: explicit documentation and signed‑off written processes are prioritized to preserve institutional memory when turnover is frequent. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states an operational intent: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx emphasizes accountability to execute referrals: "I think that that's a critical thing. Right. Like, you need to have people that can follow through." Together these quotes show Jackson‑OR stakeholders seek written, signed-off protocols combined with named capacity to act—i.e., documentation plus accountable recipients.  
  
Lee FL — shared viewpoint: name owners and explicit notification protocols plus long onboarding timelines drive the call for standardized, signed-off handoff artifacts. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx asks for explicit notification: "Is there a handoff that says, hey, cap partner, we responded to somebody in your neighborhood last night." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx similarly calls for cadenced outreach: "departments just have so much turnover is like we have to have a real intentional cadence for how we're reaching out." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx contrasts stability: "She's been with the Red cross for, like, 16 or 17 years, so she's been a steady rock for us." These quotes together show Lee‑FL perspectives both request structured notification/checklist mechanisms because onboarding is long ("over a full year" in Cindy Magnuson’s broader comments) and value local tenure as a partial substitute for formalization.  
  
Monterrey CA — shared viewpoint: weekly coordination and convening leaders around a single shared goal reduce handoff friction; respondents ask for early alignment meetings. Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx shows a routine: "I've set up a weekly meeting so that Patsy and Gabby and I can sit down and talk about where are we?" Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx recommends convening leaders: "bring the CAP manager and CAP coordinators to all the table and say, what is one goal that is going to be shared for all of us so they can come together and work at the table with a shared goal towards community mobilization." These quotes indicate Monterrey practitioners favor regular meetings and shared-goal convenings to make handoffs explicit and collaborative.  
  
Butte CA — shared viewpoint: centralized trackers and explicit short shadowing endorsements co-exist—teams use data tools for continuity and endorse experiential shadowing. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx describes documentation: "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there," and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explicitly recommends shadowing: "Deploy to actual disaster shadowed with someone who's done it before." Those two quotes capture Butte CA’s dual emphasis on data centralization and hands‑on shadowing to transfer tacit knowledge.  
  
Mississippi AR — shared viewpoint: turnover fractures relationships and active monitoring/reconnection efforts are necessary; respondents recommend instituting ground rules and rebuilding relationships rather than relying solely on artifacts. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx warns that "every time there is... a fracture or a disconnect in those relationships and then have to need to rebuild it," and later describes active follow-up: "we are inspecting what we expect around, you know, those relationships being reconnected and resolidified." Those passages highlight Mississippi‑AR perspectives stressing active recovery and role clarity to stabilize handoffs.  
  
Lake IN — shared viewpoint: leaders commonly act as brokers of introductions and embedding CAP in chapter leadership improves continuity; there is recognition that a lack of executive familiarity with partners is a problem. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx notes "Our executive director doesn't even know the, the small town mayors of any communities that we're in. Like, she's never met with any of them" and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx recommends embedding CAP "hand in hand with the chapter leadership team or actually being a part of the chapter leadership team." Together they show Lake‑IN informants push for embedding and introductions to reduce surprise and preserve relationships.  
  
Chatham GA — shared viewpoint: naming contacts and proactively communicating outreach is vital; respondents endorse phased collaboration and inclusion of CAP in leadership forums. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx urged "clearly communicate who you're talking to when you're going to talk to them. Make sure everybody knows." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx recommends "my recommendation is definitely to work together For a while, get to know each other," and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx documents that "Alex Taylor, she's the CAP manager, she actually joins my regional leadership team meetings too." These passages combine to show a Chatham view emphasizing named contacts, phased collaboration, and formal inclusion of CAP in leadership meetings to institutionalize handoffs.  
  
Lake CA — shared viewpoint: centralized trackers and standardized data fields support handoffs but alignment/timing are required when merging systems. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx observed "has information entered the same way. So you kind of have to select the fields you want to start with that match up." This technical quote reflects a Lake‑CA viewpoint that data harmonization and shared trackers are prerequisites to clean handoffs.  
  
Warren KY — shared viewpoint: long‑tenured local executives can offset turnover and reduce the immediate need for formal checklists; nonetheless, respondents still value clarity around roles. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx stated "She's been with the Red cross for, like, 16 or 17 years, so she's been a steady rock for us." That verbatim quote illustrates the Warren‑KY perspective that local stability mitigates handoff disruption, which affects the perceived urgency for formal checklist-based mechanisms.  
  
(For the following sub-categories I found no relevant quotes in the supplied materials; I state that explicitly rather than quoting.)  
  
Tulare CA (repeated): no relevant quotes found (see first paragraph).  
  
Files referenced in the original mapping but lacking quoted content in the supplied context (and thus no verbatim evidence to cite): Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (Tulare CA) — no relevant quotes; Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819 (Cameron TX — Hansel Ibarra) — no relevant quotes in the supplied excerpts; Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx (Sarasota FL) was quoted earlier; other individually listed files without explicit quoted passages in the provided context are treated as having no relevant quotes for this analysis.  
  
Cross‑category comparison and contrasts — shared viewpoint: across geographies most respondents emphasize named relationship owners, regular coordination cadence, and better orientation/introduction practices; differences emerge in the balance between written artifacts (standardized checklists, trackers) and relational/experiential strategies (embedding, ride‑alongs, leader coaching). Evidence across files shows this pattern consistently: for named-owners and cadence, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx said "departments just have so much turnover is like we have to have a real intentional cadence for how we're reaching out," and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx asked "Who owns the relationship with those partners? Is it the executive director?" Both demonstrate convergence on the need to name owners and set outreach cadence.  
  
Contrast 1 — emphasis on written, signed-off checklists vs. relational/experiential onboarding: Jackson OR and Butte CA show stronger calls for written or digital artifacts plus experiential shadowing. Jackson OR (Katrina Long) explicitly framed a documentation goal: "get it streamlined, written down, a process for it and get it all signed off on," whereas Butte CA (Nate Millard) explicitly endorsed shadowing: "Deploy to actual disaster shadowed with someone who's done it before." By contrast, many other geographies (e.g., Terrebonne LA, Lake IN, Chatham GA) prioritize distributed relationship ownership, embedding CAP staff, and frequent leader introductions over a formal checklist-first approach. This contrast suggests two complementary schools of thought: artifact-first (document and standardize) and relationship-first (embed, coach, and introduce).  
  
Contrast 2 — formal short shadowing deployments exist in rhetoric but rarely as standardized programs: several transcripts endorse short shadowing or ride‑alongs as valuable (Butte CA: "Deploy to actual disaster shadowed with someone who's done it before"; Madison TN/David Hicks: "the CAP team has gone on some of our CDPM's meetings with local fire chiefs"), yet almost no file provides a formalized, evaluated shadowing protocol with objectives, durations, and sign‑offs. The general pattern is experimental or ad hoc shadowing rather than a codified program.  
  
Incorporating frequency differences into the comparison: the provided frequency summaries show "Standardized, signed-off onboarding checklists and handover playbooks" had 19 overall mentions; "Named relationship owners and regular cadence" had 23 mentions; "Integration timing, data harmonization, and governance" had 23 mentions; and "Formal short shadowing deployments" had only 5 mentions. Geographies with notably higher counts for specific options include Lee FL (3 mentions for checklists/named owners), Chatham GA (3 mentions for named owners and integration), Butte CA (3 mentions for integration timing/data harmonization), and several geographies with two counts (e.g., Jackson OR, Monterrey CA, Lake IN). Interpreting these differences: the higher count for Lee FL and Chatham GA on named-owners and cadence corresponds with the quoted emphasis in those regions on proactive outreach, clear ownership, and regular meetings (Krista Coletti and Maria Center quotes). Butte CA’s higher count for integration/data approaches aligns with Jacquelyn Clites’ emphasis on centralized trackers and selecting matching data fields. The relatively low overall count for formal short shadowing deployments (5) versus higher counts for written artifacts and named owners suggests that across geographies respondents more commonly recommend establishing named owners, documentation, and scheduled touchpoints than implementing formal, short-duration evaluated shadowing programs. That aligns with the textual evidence: many transcripts describe warm handoffs, meetings, forms, trackers, and orientation plans, but very few describe a repeatable, signed-off shadowing deployment with evaluation.  
  
Hypotheses explaining cross-geography variation:  
- Hypothesis 1 — local tenure and existing relationship networks shape preference: where long-tenured local leaders exist (e.g., Warren KY's long‑tenured ED described in Josh Riddle’s quote), stakeholders feel less urgency for formal checklists and more confidence in relational continuity, reducing explicit calls for standardized handover artifacts.  
- Hypothesis 2 — past data/system challenges drive emphasis on data harmonization and trackers: regions that had to merge disparate databases (Butte CA / Jacquelyn Clites’ CEP tracker quote) emphasize integration timing and standardized fields; they therefore advocate checklists and read-only trackers to accelerate deployee access.  
- Hypothesis 3 — immediate operational disruption increases appetite for formal artifacts: geographies reporting high churn and partners confused by who to contact (Sarasota FL’s "four executive directors in three years" quote; Katrina Long’s list of departures in Jackson OR) push more strongly for "streamlined, written down" signed-off procedures because relationships cannot be relied upon to persist.  
- Hypothesis 4 — operational culture and capacity constraints favor relational fixes over codified programs: many transcripts show teams relying on warm handoffs, leader coaching, weekly meetings, and embedding because these tactics are faster to deploy with limited bandwidth; thus even when interviewees recommend checklists, implementation stalls and relational practices persist.  
  
Synthesis and implications — shared viewpoint: across geographies respondents converge on three core, complementary practices for more robust leadership handoffs: (1) name relationship owners and maintain an intentional outreach cadence, (2) centralize key information in trackers/read-only views and standardize data fields, and (3) pair documentation with relational/on‑the‑ground exposure (ride‑alongs, leader introductions, embedding). Representative evidence: "Who owns the relationship with those partners? Is it the executive director?" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) captures the ownership question; "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) captures documentation; "Deploy to actual disaster shadowed with someone who's done it before" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) captures experiential transfer. The main gap across the corpus is operationalization consistency: many files recommend written, signed-off processes (Katrina Long: "get it streamlined, written down, a process for it and get it all signed off on"), but actual practice remains uneven—teams predominantly use weekly meetings, ad hoc embedding, and warm handoffs rather than institution-wide, evaluated short shadowing programs or uniformly adopted checklists.  
  
Conclusion (definitive statement, not a question) — shared viewpoint: the assembled transcripts consistently diagnose the problem—turnover disrupts relationships and service continuity—and converge on a common solution set (named owners, regular outreach cadence, documentation, and experiential exposure). The variation across geographies reflects local conditions (tenure, prior data integration needs, staffing stability) that shape whether respondents emphasize formalized written artifacts or relational/experiential strategies. The evidence shows substantial appetite for standardized, signed-off onboarding materials and for governance-aligned data/integration practices; comparatively fewer respondents describe formal, evaluated short shadowing programs, though several endorse shadowing in principle. Where implementation has begun, it tends to be piecemeal (forms, trackers, mandatory orientations, weekly meetings, local embedding) rather than a consistently deployed package of signed-off checklists plus short, evaluated shadowing deployments.

#### Code frequency by document/respondent

Frequency Chart



### Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives

#### Summary across all documents

Summary  
Overall, the material shows that CAP inclusion in leadership meetings is often achieved through routine cadences (weekly, biweekly, monthly, quarterly) and through leadership‑driven onboarding; many sites used those forums to align on community mobilization priorities and to articulate measurable, staged actions. However, a consistent and cross‑site shortcoming is the lack of formalized, mutually signed year‑one workplans and reliable tracking mechanisms: in many places, meetings produced alignment in practice without documented, jointly agreed objectives. Where senior leaders mandated participation, or where regions established explicit cadences and targets, CAP was better able to translate inclusion into concrete commitments (for example, quarterly ED meetings or localized goal #5 community mobilization). Practical barriers—competing national schedules, staff turnover, uneven follow‑through between meetings—explain much of the variance, meaning that replicable success requires both predictable meeting rhythms and deliberate formalization (written goals, MOUs, and metric tracking) to ensure shared year‑one objectives are agreed, visible, and sustained.  
Analysis  
Regular, embedded participation in leadership and staff meetings is a clearly documented practice in many jurisdictions. For example, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx stated 'Alex Taylor, she's the CAP manager, she actually joins my regional leadership team meetings too. So my, I have a meeting every other week with my direct reports, my leadership team, and she's a part of that too,' and Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported 'The CAP team started coming to our quarterly all staff meeting from the get go,' while Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described recurring operational cadences—'a collaboration meeting every two weeks. We meet for the community mobilization once a week'—and chapter-level inclusion such as Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx noting 'We have chapter meetings every month and they attend the chapter meetings.<a href="#Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives-s-link1"><sup>[1]</sup></a>' These passages converge to show that, in numerous places, CAP staff are not only invited but routinely participate in leadership and coordination fora, often with explicit cadences (biweekly, weekly, or monthly) and with integration into regional and chapter meeting rhythms; this pattern indicates practical inclusion and ongoing visibility in leadership workflows.  
1. We have chapter meetings every month and they attend the chapter meetings.  
Many respondents connect shared goals to concrete community‑mobilization outcomes and staged, measurable actions. For instance, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed 'I think that relates to the shared goals too. You know, having those shared goals that are important to CAP at al, but also important to the region and to the chapter there' and added that such goals 'can be tied to community mobilization,' with examples that 'this could be a home fire campaign, like goal' and 'this could be a volunteer recruitment goal.' Complementing that operational framing, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx articulates leadership-facing, measurable commitments—'Meet in person with each of the three executive directors on a quarterly basis' and 'securing at least two active shelter MOUs per county'—and Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx stresses staging objectives across years: 'what does that mean in year one, let's move it here. Year two, let's move it here.' Together these statements show that where inclusion occurs, stakeholders commonly orient shared goals toward community mobilization milestones and measurable, staged actions that can serve as practical year‑one priorities.  
A consistent theme is that formal documentation and joint sign‑off of year‑one objectives are often missing or delayed. Several respondents recounted rushed rollouts and weak onboarding—Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx said 'When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate,' while Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reported 'We were never informed or brought around the table for a basic orientation.<a href="#Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives-s-link2"><sup>[2]</sup></a>' Other accounts emphasize late timing—Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx observed 'by the time we did the integration document and all of that, it was kind of into February already'—and lingering opacity about goals—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_0905.docx admitting 'I don't even know what the regional goals are.' Even where meetings exist, follow‑through can be weak: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx commented 'the meetings were helpful, but sometimes there weren't any actionable things that we would do sort of in between those meetings.<a href="#Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives-s-link3"><sup>[3]</sup></a>' Collectively, these excerpts document a recurring gap between inclusion in meetings and the formalization of mutually agreed, documented year‑one objectives with tracking and follow‑up.  
1. We were never informed or brought around the table for a basic orientation.  
2. the meetings were helpful, but sometimes there weren't any actionable things that we would do sort of in between those meetings.  
When senior leaders mandate inclusion and invest in onboarding, integration accelerates and CAP gains substantive access to leadership decision spaces. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx described a top‑down approach where 'They brought them into a staff retreat, they brought them into a leadership team meeting, they brought them into a tabletop exercise ... she did not make that optional. It was mandatory,' and Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx explained that 'being part of the regional leadership team ... puts me at the table' for direct reporting and influence. Similarly, localized actions—'Priscilla did say she wants me to start attending the regional leadership meetings every week' (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) and the twice‑monthly ED/CAP manager check‑ins in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx—show leadership‑driven meeting cadences that create predictable touchpoints for alignment. These examples indicate that explicit leadership direction and structured meeting requirements materially improve inclusion and the potential to set shared priorities.  
Additional Insights  
Practical barriers—competing national commitments, turnover, and opaque resourcing—uniquely constrained participation and the ability to form shared objectives in some places. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explained scheduling friction plainly: 'we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings because there was always recurring meetings that were happening from the, like, national team.' Turnover also disrupted continuity—Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx commented 'when someone leaves, it does... it does hurt because being at staff meetings'—and resource transparency gaps limited mutual understanding of commitments: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx observed 'I feel like we didn't, we didn't even know how much they were granting to specific partners.<a href="#Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives-u-link4"><sup>[4]</sup></a>' Where these conditions existed, CAP attendance was intermittent and the conditions needed to negotiate and ratify joint, tracked year‑one objectives were weakened.  
1. I feel like we didn't, we didn't even know how much they were granting to specific partners.  
A minority of jurisdictions produced explicit, staged year‑one commitments or locally ratified objectives. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx contains concrete leadership‑facing commitments—'Meet in person with each of the three executive directors on a quarterly basis' and to 'securing at least two active shelter MOUs per county'—and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx gave a concrete example of an actionable objective: 'I set our goal number five this year because it was an optional goal and I set it for our chapter in doing community mobilization.<a href="#Inclusion and shared goals: regular participation in leadership meetings and agreed year-one objectives-u-link5"><sup>[5]</sup></a>' Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx likewise emphasized staging across year one and year two as a planning approach. These examples show that, while the broader pattern is inconsistency, some locales did convert inclusion into explicit first‑year commitments or staged workplans, demonstrating that formal year‑one objectives are feasible where leadership buy‑in, clarity, and local initiative align.  
1. I set our goal number five this year because it was an optional goal and I set it for our chapter in doing community mobilization.

#### Comparison across segments

Analysis across Groups occupation

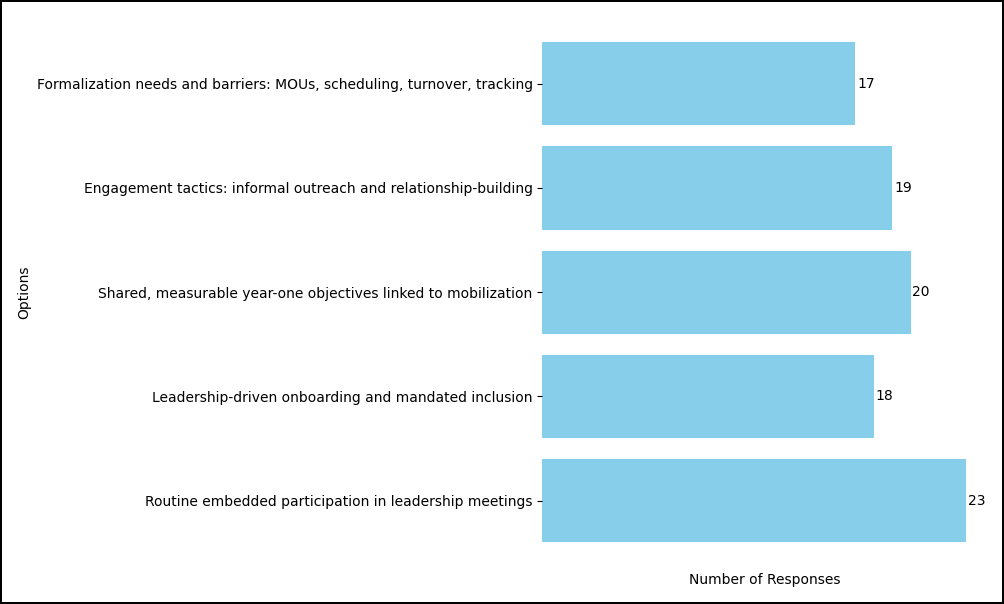
Category — CAP Staff: shared viewpoint — CAP staff emphasize alignment through early outreach and frequent inclusion in regional/divisional forums while reporting that formally documented, jointly agreed year‑one objectives are often absent or inconsistent. Across CAP staff transcripts the recurring perspective is that getting “at the table” and translating CAP priorities into locally meaningful activities are essential to integration, but that the translation into formal, signed year‑one objectives rarely appears in the texts. For example, Curtis Morman reports that being present in regional governance mattered for visibility: “being part of the regional leadership team, you know, puts me at the table” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Gaby Perez Albarracin connects program work directly to shared mobilization outcomes: “I think that relates to the shared goals too. You know, having those shared goals that are important to CAP at al, but also important to the region and to the chapter there” (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Kristi Collins documents an early cadence of engagement: “Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting” (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). At the same time CAP staff report gaps: Nate Millard states plainly that “we didn't have regular meetings with the key leadership around volunteer services for the region” (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), and Margarita Moreno notes individual goal‑setting that was shared upward—“I shared my goal with my RE for feedback”—without describing joint formalization (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). CAP staff also describe leadership-driven invitations that became regular in some places: “Priscilla did say she wants me to start attending the regional leadership meetings every week. So I've started doing that” (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Overall, CAP staff narratives converge on: (1) proactive relationship work and presentations to build alignment (“our strategic plan … to the chapter, I feel like everybody's on one playing field,” Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx), and (2) limited evidence of consistently documented, jointly agreed year‑one objectives across regions despite active meeting participation and goal discussions.  
  
Category — Region Staff: shared viewpoint — Region staff stress institutional mechanisms (standing meetings, staged year‑one objectives, and leadership‑mandated inclusion) as primary routes to integrate CAP and generate measurable first‑year progress, while noting operational barriers (scheduling, late integration, weak communications) that block formalization. Region transcripts repeatedly describe creating or insisting on meeting cadences and executive engagement to ensure CAP has voice and accountability. Alex Taylor describes specific cadences: “we meet for a collaboration meeting every two weeks. We meet for the community mobilization once a week” and notes reporting expectations (“she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out.”) (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Rose Taravella articulates explicit, measurable first‑year commitments: “Meet in person with each of the three executive directors on a quarterly basis” and to “securing at least two active shelter MOUs per county” (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Mark Beddingfield frames staged objectives: “what does that mean in year one, let's move it here. Year two, let's move it here” (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Region staff also describe corrective, leadership‑mandated approaches: Shawn Schulze explains he convenes recurring multi‑role meetings “two times a month” to align CAP, EDs and program managers (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Yet region documents acknowledge barriers: Priscilla Fuentes reports that “we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings because there was always recurring meetings … from the national team” (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and Caedy Minoletti notes early communications “trickled in” with “no formal format to communicate” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Region staff perspectives cohere around using formal meeting structures, executive sponsorship, and staged metrics to create shared goals, but they also flag scheduling, rollout timing, and communication format deficits that impede fully documented year‑one agreements.  
  
Category — Chapter Staff: shared viewpoint — Chapter staff emphasize operational embedding, frequent local touchpoints, and ongoing inclusion in chapter meetings as the practical foundation for shared goals, while reporting that formal documented year‑one objectives are often not visible in the transcripts. Chapter transcripts report routine, often weekly or monthly, contact and a pragmatic orientation toward joint activity rather than formal sign‑offs. Tamica Jeuitt states, “they had a seat at our chapter meetings” and “We talk almost daily… having that placeholder in your chapter meetings, we got to know what's going on” (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Michelle Averill documents a standing cross‑department forum: “I have a weekly team meeting where I bring in, you know, all of our department managers. … I set our goal number five this year … in doing community mobilization” (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Maria Center reports proactive inclusion: “I have been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). David Hicks provides examples of CAP participation in operational partner meetings: “the CAP team has gone on some of our CDPM's meetings with local fire chiefs” (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Chapter staff therefore show consistent practical inclusion and milestone setting at local levels (weekly/monthly meetings and chapter success plans), but the documents do not consistently present formal, jointly signed year‑one objectives or centralized tracking mechanisms.  
  
Cross‑category comparison and interpretation (similarities, differences, and hypotheses):  
  
- Similarities across categories: All three occupational groups prioritize inclusion and alignment—each category contains explicit statements supporting CAP presence in leadership or coordination spaces. For example, CAP staff say “being part of the regional leadership team… puts me at the table” (Curtis Morman), region staff mandate CAP reporting at region meetings (“she has CAP report at every Georgia region meeting,” Alex Taylor), and chapter staff document “they had a seat at our chapter meetings” (Tamica Jeuitt). Each category links meeting inclusion to improved understanding, relationship building, or operational coordination (e.g., “they felt like teammates from the beginning,” Rose Taravella). Frequencies in the dataset reflect common ground: the “Routine embedded participation in leadership meetings” option was identified overall 23 times (CAP Staff: 9; Region Staff: 8; Chapter Staff: 6), indicating cross‑category salience.  
  
- Differences by category: Region staff emphasize formal mechanisms and staged, measurable objectives more than the other groups (e.g., Mark Beddingfield’s “what does that mean in year one…”), and region staff are often the ones describing mandated onboarding or reporting requirements. CAP staff narratives emphasize early outreach, tactical alignment, and the pragmatic need to be included (Gaby: “let's have a chat, let's have some coffee”), while simultaneously reporting inconsistent formalization of year‑one objectives (Margarita: “I shared my goal with my RE for feedback” without evidence of joint sign‑off). Chapter staff focus on embedding and routine operational touchpoints (Michelle: weekly cross‑department meetings; Rachel: monthly chapter meetings). These patterns are reflected in the counts: “Shared, measurable year‑one objectives” shows higher counts in CAP Staff (10) than Region Staff (5) or Chapter Staff (5), suggesting CAP staff are more likely to speak to early goals even if formal documentation is lacking; conversely, “Engagement tactics: informal outreach and relationship‑building” shows Region Staff contributing strongly (Region Staff: 8) as well as CAP staff and chapter staff, indicating region actors document both formal and informal approaches.  
  
- Hypotheses explaining divergences:  
 1. Organizational vantage point and incentives: Region staff manage multiple chapters and are responsible for regional performance; thus they frame integration in terms of cadences, staged metrics, and mandates (hence quotes about quarterly ED meetings and inserting CAP reporting). CAP staff, operationally responsible for program delivery, emphasize early relationship work and practical alignment to mobilization outcomes; they report goals (often personal or programmatic) but lack the authority to formalize region‑wide sign‑off. Chapter staff, closest to community operations, emphasize day‑to‑day inclusion and operational meeting cadence rather than formal regional metric setting.  
 2. Timing and rollout sequencing: Multiple transcripts flag late or mid‑year integration as problematic (Jacquelyn Clites: “by the time we did the integration document… it was kind of into February already”), producing uneven experiences: where integration happened early, meeting cadences and local goals emerged; where integration was late or national commitments conflicted (Priscilla Fuentes: scheduling conflicts), CAP attendance and formalization lagged.  
 3. Structural barriers to formalization: recurring practical barriers—scheduling conflicts with national meetings, turnover, inconsistent communications, and absence of MOUs or tracking—appear in documents across categories (e.g., Priscilla on scheduling, Caedy on “no formal format to communicate,” Curtis on hours not being counted). These barriers help explain why, despite widespread meeting participation, fully documented, jointly agreed year‑one objectives are often missing.  
  
- Why categories sometimes did not diverge: Where region executives actively created cadences and invited CAP (Alex Taylor, Rose Taravella), CAP and chapter narratives converge on both inclusion and practical goal work. In those cases, occupational category mattered less than the presence of executive sponsorship and early integration—pointing to leadership behavior as a stronger explanatory factor than occupation alone.  
  
Synthesis and implications: across the occupational categories, the qualitative evidence converges on a stable pattern: meeting inclusion and relational engagement are widespread and seen as necessary to build trust and operationalize CAP; region actors articulate staged, metric‑oriented approaches; CAP and chapter staff emphasize tactical, local mobilization goals and day‑to‑day embedding. Nevertheless, explicit, documented, jointly agreed year‑one objectives are inconsistently present across documents—frequently discussed in practice but rarely captured as signed, tracked artifacts. The largest count differences show CAP staff more often reference year‑one objectives in conversation (count 10) and the dataset flags routine participation most often under CAP and Region staff (9 and 8 respectively), supporting the interpretation that CAP practitioners and regional managers are most engaged in the dialogue about meeting inclusion and first‑year goals, but that formalization mechanisms (MOUs, scheduled sign‑offs, tracking) remain uneven and are named as gaps in region and chapter transcripts.  
  
Concluding observation (no question): if executive sponsorship, scheduled leadership cadences (biweekly/monthly/quarterly as documented), and explicit onboarding processes were standardized across regions and chapters—together with transparent tracking of CAP contributions—the transcripts suggest those conditions would shift many informal shared goals into formally documented, agreed year‑one objectives. Current transcripts show the building blocks (attendance, presentations, local milestones) are present; the recurring obstacles are process formalization, scheduling conflicts, turnover, and unclear accountability for documenting and counting CAP’s contributions.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: CAP staff described inclusion in meetings but reported inconsistent follow‑through and informal goal sharing. In Tulare, CAP participation in region calls and chapter chats was acknowledged, yet actionable continuity between meetings was uneven and individual year‑one goals were handled informally. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx notes that "the meetings were helpful, but sometimes there weren't any actionable things that we would do sort of in between those meetings." The same file also shows personal goal‑sharing rather than a formal, jointly ratified plan: "I shared my goal with my RE for feedback."  
  
Sarasota FL — Shared viewpoint: Regional staff and CAP emphasized being invited into planning forums and presenting CAP plans for alignment, but formal, documented year‑one objectives remain unstated. Both CAP and region actors describe mutual invitations into planning and business‑plan presentations to create a common view of priorities. For instance, CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports candid early outreach plans—"I haven't met yet with my regional executive director. We have talked virtually. We had a couple of like 10, 15 minutes meetings. But my first meeting will be with her next Friday on the 29th." Region staff echoed substantive engagement: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx states, "I was invited to listen to the annual business plans for the CAP directors, and I'm having them present those plans to my team."  
  
Cameron TX — Shared viewpoint: Regional leadership in Cameron TX instituted recurring, multi‑role coordination meetings to align CAP, EDs, and program managers, while noting early rollout shortcomings. Documents from Cameron TX show a deliberate cadence of check‑ins that bring executive directors, disaster program managers, and CAP managers together to coordinate support, alongside reflections that rollout timing hindered early alignment. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx reports, "I have, it's a by, I think it's two times a month where I meet with both the executive director involved and with these CAP risk reduction manager and have them sit down together and talk about what we're doing, how we're doing it." At the same time Shawn Schulze observed rollout problems: "When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate." CAP presence/attendance cadence is also recorded in CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "We always be at 11. Yes, sorry about that." Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx underlines milestone setting via the weekly meetings: "with having that chapter plan, our chapter success plan in place, with being able to communicate with us on or with them, the DCS manager and CAT manager and myself on a weekly basis has definitely set milestones for us."  
  
Terrebonne LA — Shared viewpoint: Chapter staff emphasized preventing silos through inclusive meeting practice and inviting colleagues to learn together. In Terrebonne LA the framing was about bringing colleagues into conversations to align around CAP work and to shift perceptions through shared engagement. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, "So we don't want to work in silos. We want our colleagues to be involved in these conversations when it makes sense." The interview further records an observed behavioral change after inclusion: "I've been told by the rdo, and this was last year, that he sees a difference in how this DPS now engages with communities because of her engagement with Cap, and it has made a difference in the way, like, she reports out about her work and that sort of thing."  
  
Yazoo MS — Shared viewpoint: Documents describe high‑frequency contact, placeholders in chapter meetings, and staged integration into the region to drive collaboration, but specific year‑one sign‑offs are not shown. Yazoo respondents report daily or near‑daily coordination and formal seats in chapter meetings that improved situational awareness and joint work. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx explains, "We talk almost daily. Even before, you know, they moved into the regional structure again, having that placeholder in your chapter meetings, we got to know what's going on." At the regional level, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx describes the staging of objectives: "They really need to be meaningful actions ... what does that mean in year one, let's move it here. Year two, let's move it here." Together, Tamica and Mark reflect embedded contact and an intent to define staged year‑one actions—even if a formalized, mutually signed year‑one document is not quoted.  
  
Madison TN — Shared viewpoint: CAP membership at the regional leadership table and participation in operational meetings (e.g., CDPM meetings) provided visible inclusion, but documented, jointly signed year‑one objectives are not explicitly cited. Madison TN accounts highlight CAP being present at leadership and operational forums and contributing substantively. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reports that "being part of the regional leadership team, you know, puts me at the table," and that leadership "has always invited us to the regional. All staff meetings." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx gives an operational example: "I mean, I do know that the CAP team has gone on some of our CDPM's meetings with local fire chiefs." Joel Sullivan likewise frames meetings as education venues: "I think as we educate CAP on these programs through our meetings that we have educating the whole staff, because everybody on the team can be recruiters." These lines show routine inclusion and operational collaboration without a quoted, jointly agreed year‑one objective.  
  
Atlantic NJ — Shared viewpoint: Strong early engagement, routine attendance at all‑staff forums, and explicit year‑one commitments (quarterly ED meetings and shelter MOU targets) were documented as intentions and actions. Atlantic NJ is one of the clearer cases where leaders described both routine inclusion and concrete first‑year commitments tied to outcomes. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports, "The CAP team started coming to our quarterly all staff meeting from the get go," and specifies year‑one commitments: "Meet in person with each of the three executive directors on a quarterly basis" and "Partner with executive directors in our efforts to build and sustain relationships that lead to securing at least two active shelter MOUs per county." CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx complements this with early regional engagement: "Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting." Chapter staff described steady monthly attendance: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx states, "We have chapter meetings every month and they attend the chapter meetings."  
  
Montgomery AL — Shared viewpoint: Regional leadership framed staged, measurable goals, but direct, geography‑specific CAP quotations for Montgomery AL are limited in the provided excerpts. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx—attributed in part to Montgomery AL in the dataset—advocated clear staging: "what does that mean in year one, let's move it here." There are no separate Montgomery‑specific CAP or chapter quotes in the supplied excerpts to corroborate local cadence or signed year‑one agreements, so Montgomery AL in this set relies on regional commentary rather than multiple local transcripts.  
  
Jackson OR — Shared viewpoint: Scheduling conflicts and unclear regional goals both constrained regular leadership meeting participation; CAP attendance was being increased as a remedy. Jackson OR materials depict barriers (national commitments) that prevented CAP managers from joining existing regional meetings, alongside steps to initiate weekly attendance to close information gaps. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports, "For instance, we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings because there was always recurring meetings that were happening from the, like, national team." In response, CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx notes a scheduling remedy: "Priscilla did say she wants me to start attending the regional leadership meetings every week. So I've started doing that and I think I will have that information." Katrina also flagged ongoing uncertainty: "I don't even know what the regional goals are."  
  
Lee FL — Shared viewpoint: Regular divisional forums, monthly chapter meetings, and sustained local convenings were used to build inclusion and set milestones; however, jointly documented year‑one objectives are not consistently presented. Lee FL transcripts show CAP participation in divisional and chapter forums and the creation of local groups to ensure continuity. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx notes "some divisional meetings where we were gathering some feedback around this as well as after action reporting," while Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reports invitation into business‑planning: "I was invited to listen to the annual business plans for the CAP directors, and I'm having them present those plans to my team." CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx highlights creating sustained local convenings: "make sure that there is a group of people that continues meeting regularly."  
  
Monterrey CA — Shared viewpoint: Early, relational outreach (coffees, introductions) plus weekly cross‑department meetings were emphasized as means to integrate CAP into chapter routines; formalized, signed year‑one objectives are not quoted. Monterrey CA materials emphasize relational tactics and institutional routines that include CAP. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx advises informal engagement: "I would strategize with local. So with local cdpm. Ed Preparedness Manager, rdo. I think it just local leadership overall, it's like, let's have a chat, let's have some coffee, talk about it. I think that is a must." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documents institutional meetings: "And so I have a weekly team meeting where I bring in, you know, all of our department managers."  
  
Butte CA — Shared viewpoint: Practitioners reported insufficient early inclusion and lack of formal communication formats; they recommended implementing regular meetings and executive engagement to avoid siloing. Butte accounts include explicit regret about missing formal early communication and the absence of regular leadership meetings. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx states, "we didn't have regular meetings with the key leadership around volunteer services for the region." Region\_ and chapter‑level voices in Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx urged bringing executives into alignment: "The RE and the ED need to be brought in," and lamented that "there was no formal format to communicate."  
  
Mississippi AR — Shared viewpoint: Regional leadership described embedding CAP staff into chapter action teams to operationalize shared plans while formal measurement of year‑one objectives was not quoted. Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx documents embedding: "Matt Henry, our cap manager, as well as Veena and Pam Knapp Carver ... are all embedded now with various chapters for our chapter action plans, for our chapter action teams." The transcript links that embedding to stronger coordination but does not quote a jointly signed year‑one objectives list.  
  
Lake IN — Shared viewpoint: CAP strategic presentations to regional and chapter leaders were used to align priorities and create the sense that "everybody's on one playing field," supporting integration even where formal year‑one sign‑offs are not quoted. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx captures this dynamic: "presenting our strategic plan to not just the regional director, but also to the chapter, I feel like everybody's on one playing field."  
  
Chatham GA — Shared viewpoint: Frequent collaboration cadences (weekly mobilization, biweekly leadership meetings) and active inclusion of CAP managers in leadership forums created strong embeddedness, though explicit jointly signed year‑one documents are not quoted. Chatham GA exhibits clear recurring meeting patterns and formal reporting cadence. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx states, "We meet for the community mobilization once a week," and also that "she has CAP report at every Georgia region meeting, as well as all the RLT meetings. Like, she has me report out." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reinforces proactive inclusion: "I have been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings." Alicia Dougherty adds meeting cadence detail: "Alex Taylor, she's the CAP manager, she actually joins my regional leadership team meetings too. So my, I have a meeting every other week with my direct reports, my leadership team, and she's a part of that too."  
  
Lake CA — Shared viewpoint: Region staff recommended earlier implementation of regular meetings to integrate CAP and avoid silos, but direct Lake CA‑specific, standalone quotes are limited in the excerpt set. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx—covering Butte/Lake contexts—recommends: "we probably could have implemented regularly scheduled meetings, that sort of thing from the beginning to sort of to learn and understand the folks that the CAP teams were talking to." No separate Lake CA–only transcript quotations are provided beyond that combined discussion.  
  
Warren KY — Shared viewpoint: CAP actors focused on sustaining local convenings and creating a local resilience lead to anchor continued meetings; explicit, written year‑one objectives are not provided in the excerpts. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx describes establishing ongoing local meetings: "we went to a couple of these meetings and we realized, hey, there's not going to be a long term recovery group active in Warren County. We want to continue this work and make sure that there is a group of people that continues meeting regularly." The file also documents creation of a local lead: "that resilience lead with the library is the leader of the coalition in the county now." No quotations from Jennifer\_Capps were included to add a second local voice.  
  
Other geographies with limited direct quotes in the excerpts (summary): Several listed geographies appear in the dataset but lack multiple distinct, relevant quotations in the provided excerpts (for example, Terrebonne LA was covered by Gilda Ebanks and is included above; Shannon Randolph and Lisa Johnson in Montgomery AL and Jennifer Capps in Warren KY were listed but no direct excerpted quotes from those documents appear in the supplied materials). Where no additional relevant quotes exist for a named geography, this summary has noted that limitation and relied on available regional or chapter quotations instead.  
  
Cross‑category comparison and contrast — shared patterns, notable differences, and hypotheses about causes: Across the geographic categories, two consistent patterns emerge in the supplied quotations. First, many geographies describe CAP inclusion in leadership and chapter forums via recurring meetings, reporting slots, or embedding in chapter action teams (examples include Atlantic NJ's quarterly ED meetings—Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "The CAP team started coming to our quarterly all staff meeting from the get go"; Chatham GA's reporting cadence—Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx: "My regional executive ... has CAP report at every Georgia region meeting, as well as all the RLT meetings"; and Madison TN's "being part of the regional leadership team"—Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Second, despite frequent inclusion, nearly every geography contains statements that formal, jointly documented year‑one objectives were inconsistently captured, late, or unclear (for example, "I shared my goal with my RE for feedback"—Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx; "I don't even know what the regional goals are"—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; and "there was no formal format to communicate"—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
These two patterns map onto the frequency data supplied: "Routine embedded participation in leadership meetings" has an overall count of 23 and appears across many geographies (e.g., Chatham GA, Atlantic NJ, Madison TN, Lee FL), while the other options that speak to formalization—"Formalization needs and barriers" (overall 17) and "Shared, measurable year‑one objectives linked to mobilization" (overall 20)—show that, although intent and some measurable targets exist regionally (for example, Atlantic NJ's shelter MOU target: "securing at least two active shelter MOUs per county"), documented, joint year‑one objective packages are inconsistently present in the quoted material. The largest count differences to incorporate are: routine embedded participation (23) is high and widespread across geographies, whereas formalization gaps (17) remain material; leadership‑driven onboarding (18) also figures strongly where senior leaders mandated attendance (e.g., "she did not make that optional. It was mandatory."—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), suggesting leadership mandate is an effective lever when applied.  
  
Contrasts between geographies appear to correlate with (a) leadership emphasis and mandate, (b) timing of integration, and (c) operational barriers like scheduling or turnover. For instance, Atlantic NJ shows both routine inclusion and explicit year‑one objectives ("Meet in person with each of the three executive directors on a quarterly basis" and shelter MOU targets—Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), while Jackson OR shows strong scheduling constraints that limited routine participation initially ("we could never find a time that worked for our CAP manager to actually join my regional leadership team meetings"—Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Where leadership mandated inclusion (Butte CA respondent reported mandatory participation in retreats and exercises: "she did not make that optional. It was mandatory."—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), integration trajectories were described as improved. By contrast, locales where integration occurred mid‑fiscal year or without clear onboarding frequently reported scattered goals and communication gaps ("by the time we did the integration document ... it was kind of into February already"—Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
  
Hypotheses explaining geographic variation (and why some geographies looked similar despite differences):  
- Leadership engagement and mandate hypothesis: Geographies where regional executives prioritized CAP inclusion—e.g., by adding CAP reporting slots or mandating attendance—show clearer recurring meeting cadences and stronger operational integration (see Alex Taylor on Georgia reporting: "she has CAP report at every Georgia region meeting"—Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Where executive engagement was active, CAP had clearer pathways into leadership forums and better opportunity to convert conversations into shared actions.  
- Integration timing hypothesis: When CAP staff were integrated early (day one or at the start of the fiscal year), regular meetings and alignment were easier to establish. Several respondents recommended beginning integration at fiscal boundaries rather than mid‑year to avoid dispersed goals ("I would not integrate mid year into a region. I would make sure integration happened at the beginning of the fiscal year"—Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Late integration often produced substantive activity that nevertheless lacked formal documentation.  
- Operational constraint hypothesis: Scheduling conflicts, national meeting commitments, or turnover limited routine participation in certain locales (Jackson OR scheduling conflicts—Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx; turnover hurting continuity—Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx: "by promotion is good, but when someone leaves, it does. It does hurt"). These constraints made it harder to operationalize shared year‑one objectives even where leadership intent existed.  
- Cultural and relational tactics hypothesis: Many geographies relied on relationship‑building (coffees, lunches, introductions) to create trust and buy‑in before or alongside formal mechanisms (Gaby Perez: "let's have a chat, let's have some coffee, talk about it"—Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; Nate Millard on quarterly lunches—Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "had quarterly lunches with each of the lines of service"). Where relational tactics were used proactively, inclusion in routine meetings often followed; however, relational practice alone did not necessarily produce formal, documented year‑one objectives.  
  
Synthesis and implications based on quoted evidence: The corpus shows a clear convergence across geographies on the value of inclusion and regular participation—many transcripts explicitly describe CAP reporting into regional meetings, monthly chapter meetings, or weekly mobilization meetings (e.g., "We meet for the community mobilization once a week"—Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx; "We have chapter meetings every month and they attend the chapter meetings"—Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Yet the evidence also consistently points to a gap between participation and formalization: numerous quotes document individual or localized goals, iterative plan presentations, and staged targets, but few excerpts show a jointly agreed, documented year‑one objective package with sign‑offs and tracking across leadership levels (examples of intent rather than formalization include "I shared my goal with my RE for feedback"—Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx—and "I don't even know what the regional goals are"—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
  
Concluding assessment (evidence‑based, no open question): Across the geographic categories, the dominant dynamic is that CAP inclusion in leadership and chapter forums often became routine through recurring meetings, reporting expectations, or embedding in chapter action teams; multiple geographies provide verbatim documentation of meeting cadences and inclusion (for example, Atlantic NJ's quarterly meetings and MOU targets, Chatham GA's weekly mobilization and RLT reporting, and Curtis Morman's "being part of the regional leadership team, you know, puts me at the table"). However, the corpus of quotations shows that formalization of first‑year objectives—documented, jointly agreed, tracked year‑one goals—remains uneven: some regions articulated staging and metrics in principle ("what does that mean in year one, let's move it here"—Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), while others relied on relational tactics, late integrations, or ad‑hoc reporting that did not produce a clear, quoted, jointly ratified year‑one plan ("there was no formal format to communicate"—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). The largest dataset signals (routine embedded participation count = 23; formalization needs count = 17) support the conclusion that inclusion is more consistently achieved in practice across geographies than is formal, documented agreement on year‑one objectives. Where leadership mandates, early fiscal‑year integration, and explicit reporting slots were present, geographies were more likely to convert inclusion into measurable commitments; where scheduling conflicts, turnover, and late rollouts occurred, stated inclusion did not reliably become a formalized, jointly tracked year‑one workplan.

#### Code frequency by document/respondent

Frequency Chart



### Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners

#### Summary across all documents

Summary  
Overall, the collected transcripts show a clear and repeated push toward lighter, role-specific partner pathways: chapters and CAP teams are using event-based volunteering, fast-track training, warm handoffs, microgrants/equipment, and pre-arranged standby teams to mobilize partner capacity quickly and locally. These practices are supported by concrete examples—tabling and installation events, Shelter Heroes reserves, partner-hosted blood drives, and paid trainings—but they remain variably formalized across jurisdictions. Scaling will require adapting governance and measurement systems (Volunteer Connection classification, MOUs, simple onboarding playbooks) and addressing institutional resistance and territorial concerns documented in multiple interviews. If those structural and cultural barriers are resolved and concise national/local templates (recruitment plans, role descriptions, activation protocols, modest resourcing mechanisms) are provided, the documented practices offer a pragmatic blueprint for a replicable middle-tier, partner-volunteer model.  
Analysis  
Event-based, short-duration roles are a common, practical pathway for partner-affiliated volunteers. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx stated, 'Our CAP team has been very engaged. Certainly any tabling event that we do in southern New Jersey, they've made themselves available as needed', and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx observed that 'and now we're changing how we're doing some things as an organization with event based volunteers and things like that.<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-s-link1"><sup>[1]</sup></a>' These statements show chapters are intentionally using tabling, installation events, blood drives and other episodic opportunities as lower-barrier entry points that allow partner staff, partner-affiliated volunteers, or community members to contribute without undergoing full, long-form volunteer onboarding; the examples are operational and repeated across regions, indicating an emergent, practical model for lighter, role-specific participation.  
1. and now we're changing how we're doing some things as an organization with event based volunteers and things like that.  
Programs are using condensed, role-specific training plus relationship-based handoffs to accelerate partner activation. CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx describes that 'This program is basically training folks in fast track mode for emergencies. ... it is not the normal training where they need to have a volunteer connection account, have however many hours of training and sheltering or whatnot. This is a fast track.' Complementing that, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted 'Instead of doing a cold call, they're more of a warm hand off.<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-s-link2"><sup>[2]</sup></a>' Together these verbatim examples illustrate a recurring operational pattern: shorten formal onboarding, deliver targeted 'skeleton' or fast-track training focused on the specific tasks partners will perform, and use trusted partner introductions (warm handoffs) to reduce friction and increase uptake.  
1. Instead of doing a cold call, they're more of a warm hand off.  
Targeted funding, equipment, and direct chapter support are repeatedly cited as enablers that let partners lead role-specific activities. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported 'We got a million dollar gift from Merck when we pitched cap,' and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx observed that 'these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way.<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-s-link3"><sup>[3]</sup></a>' These quotes demonstrate two scales of resourcing—larger philanthropic gifts that enable programmatic investments and small microgrants or equipment supports that remove practical barriers for partners—both of which are used to underwrite partner-hosted events, supplies, trainings, or local logistical capacity so partners can perform scoped roles without being fully assimilated into chapter operations.  
1. these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way.  
Chapters are organizing partner-based standby teams and pre-arranged functional roles to accelerate surge response. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx explains 'Because now we have something called Shelter Heroes, which is basically that reserve of a volunteers that you only tap on in times of disaster,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx gives a concrete example of preparedness investment: 'For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-s-link4"><sup>[4]</sup></a>.' Together these statements indicate a middle-tier design where partners or partner-staff form named standby cohorts or pre-positioned facilities with defined, limited responsibilities (feeding, shelter logistics) that the chapter can call on during surge events.  
1. For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding  
Operational governance and measurement mechanisms are repeatedly identified as essential to legitimize and scale lighter partner pathways. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx noted a systems gap: 'One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program.<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-s-link5"><sup>[5]</sup></a>' Complementarily, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx described using formal agreements and public recognition: 'When we did our volunteer recognition event, we brought in everybody that has the mou, signed with the CAP team, and they were all there.' These quotes underscore two governance needs—(1) volunteer-management systems and classification processes that can record partner-affiliated, role-specific contributions, and (2) simple formalization tools (MOUs, recognition events) that make expectations and accountability visible to partners and communities.  
1. One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program.  
Additional Insights  
Some local staff describe explicit institutional or territorial barriers that limit partner-to-volunteer formalization. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts, 'And we were told no because it wasn't an official Red Cross activity,' while Transcript Region\_Chapter\_\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx bluntly adds, 'It's territorial with no doubt.' These verbatim remarks indicate that even where partners are willing and trained, chapter policy, staff attitudes, or perceived ownership of volunteers can block adopting middle-tier options, making local change management and leadership alignment important prerequisites to broader adoption.  
Many practitioners report tangible groundwork and pilots but emphasize the absence of a standardized, codified middle-tier design. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx noted, 'I think they've kind of done the groundwork of what it should look like. And this can be done on a regular basis,' while Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx urged, 'We need a CAP volunteer recruitment plan for sure.<a href="#Partner-volunteer and middle-tier models: lighter, role-specific pathways for community partners-u-link6"><sup>[6]</sup></a>' These quotes capture a shared view: there are repeatable practices (event roles, standby cohorts, fast-track training) but insufficient national/local templates, recruitment funnels, and standardized onboarding materials to convert pilots into a replicable middle-tier model.  
1. We need a CAP volunteer recruitment plan for sure.

#### Comparison across segments

Analysis across Groups occupation

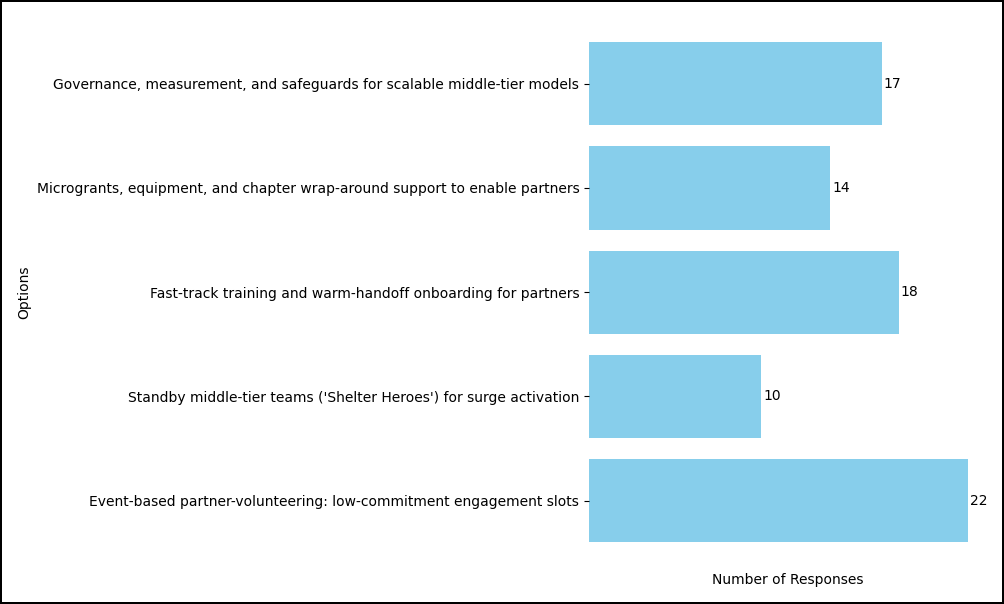
CAP Staff shared viewpoint — CAP staff emphasize event-centered, fast-track, and partner-empowerment tactics as the primary means to create lighter, role‑specific partner-volunteer pathways. CAP staff transcripts describe deliberate, pragmatic pilots that start partners with event-based slots, fund targeted trainings, and treat CAP as an “add‑on” that amplifies partner capacity while trying to convert ready partners into formal volunteers. For example, Curtis Morman (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) frames event-based entry explicitly: “our goal for this year is to turn our CAP partners into Red Cross volunteers where they are actually participating in the life of that chapter” and he details the tactic: “one is to be event based volunteers and just to get their foot to the door to have that experience.” CAP staff also foreground fast-track training and lower-barrier onboarding: Gaby Perez Albarracin (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) states, “This program is basically training folks in fast track mode for emergencies.” CAP staff articulate partner-friendly frustration with administrative friction and a desire to simplify sign‑up: Cindy Magnuson (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) asserts, “I'm your partner. It shouldn't be this hard for me to volunteer with you.” CAP staff also tie modest micro‑resourcing to partner enablement: Nate Millard (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) notes the leverage of small funds, saying “a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way.” Those quotes align with the frequency data showing CAP Staff contributions concentrated in event‑based partner‑volunteering (CAP Staff count = 10) and fast‑track training (CAP Staff count = 8), reflecting a tactical orientation to quick, measurable pilot activities and partner-facing supports.  
  
Region Staff shared viewpoint — Region staff emphasize building standby, role‑specific partner cohorts and formal governance (MOUs/tracking) to enable surge activation and durable middle‑tier capacity. Region staff accounts emphasize organizing partner teams as pre‑identified surge resources, integrating CAP staff as distributed partnership specialists, and codifying agreements so partners can be activated reliably in disasters. For example, Shawn Schulze (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) articulates the standby-team tactic: “why not during that conversation have conversations about or bring up the topic of do you have five volunteers or 10 volunteers that can help us if a storm comes and just be a standby ready rating, kind of ready to go Volunteer, we'll train you and get you everything you need and when we need you, we'll call you.” Regional staff also foreground MOUs and governance: Rose Taravella (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) makes the governance link concrete: “The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities.” Region staff highlight distributed CAP staffing as an operational backbone: Mark Beddingfield (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) observes, “So there's a CAP team member assigned to each of these eight areas.” The quantified pattern supports these emphases: Region Staff counts show stronger representation for standby middle‑tier teams (Region Staff = 4) and governance/measurement (Region Staff = 7), and parity with CAP in fast‑track training (Region Staff = 8). Region staff perspectives therefore reflect systems‑level concerns—identifying, pre‑positioning, and formally authorizing partner teams so role‑specific activation is reliable.  
  
Chapter Staff shared viewpoint — Chapter staff emphasize microgrants, equipment and localized wrap‑around support, short/time‑limited volunteer shifts, and partner recognition as the practical enablers of lighter partner-volunteer pathways. Chapter transcripts center concrete resource investments (equipment, small grants), short commitments that reduce volunteer burden, and formal acknowledgements (MOUs/recognition events) that institutionalize partner roles at the chapter level. For example, Michelle Averill (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) describes short commitments and local training as entry points: “we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer.” Michelle also gives a concrete resourcing example: “For example, Rancho Cielo, we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding.” Maria Center (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) reports partner‑sourced volunteers’ visibility: “They're visible, they're on the streets, they are volunteering their time, they're checking out these organizations. They are showing up before they're needed.” Chapter staff counts show microgrants/equipment emphasis (Chapter Staff = 5) and standby team interest (Chapter Staff = 4), reflecting chapters’ proximity to partners, practical resourcing duties, and the need to convert funding and equipment into dependable, role‑specific activity.  
  
Cross‑category comparison — All three occupational categories converge on a core proposition: partners can and do supply lighter, role‑specific capacity (event support, installations, referrals, targeted training) but implementing scalable middle‑tier models requires clarity on onboarding, tracking, and resourcing. Illustrative cross‑category quotes show common ground: Region staff report partners “volunteering and doing home fire install” (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: “I know that they've volunteered and done home fire install, you know, or smoke alarm installations. And the education piece, they've, they've been a part of it.”), CAP staff describe partners as trained implementers (“we have paid for cpr, AED training, first aid training” — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx), and Chapter staff stress partners’ visible volunteer recruitment (“They have definitely recruited volunteers… They are showing up before they're needed.” — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). The frequency data reinforce shared emphasis on event‑based and training supports (overall event‑based total = 22; fast‑track training total = 18) and on governance needs (overall governance total = 17), indicating alignment across occupational tiers that partner‑led, task‑scoped activity is an operational reality and also a measurement/governance challenge.  
  
Cross‑category contrast and hypotheses about differences — The categories diverge in emphasis in ways that map to their operational roles and incentives:  
- CAP Staff emphasize event‑based entry and fast‑track training (CAP Staff event‑based = 10; CAP fast‑track = 8). Hypothesis: CAP staff are embedded partnership specialists whose mission is to pilot rapid, visible engagement in communities; event‑based and expedited training deliver quick wins and measurable outputs they can manage directly. Evidence: Curtis Morman’s event strategy (“event based volunteers… get their foot to the door”) and Gaby Perez Albarracin’s explicit “fast track” framing support this operational logic.  
- Region Staff emphasize standby middle‑tier teams and governance (Region standby = 4; governance = 7). Hypothesis: Regions coordinate surge responses across chapters and therefore prioritize pre‑identified standby cohorts, MOUs, and tracking so activation at scale is dependable. Evidence: Shawn Schulze’s standby‑recruit ask (“do you have five volunteers or 10 volunteers… be a standby ready”) and Rose Taravella’s MOU reference (“The partners in Red Cross work as volunteers and or as a provider of an MOU…”) show regional orientation toward formal activation mechanics.  
- Chapter Staff emphasize microgrants, local equipment, short‑commitment programs, and publicly recognized partnerships (Chapter microgrants = 5; chapter standby = 4). Hypothesis: Chapters manage on‑the‑ground logistics and local partner relationships and therefore see direct resourcing and formal recognition as the levers that enable partners to deliver role‑specific tasks reliably. Evidence: Michelle Averill’s equipment and eight‑hour model examples and her description of convening MOUs at a recognition event (“we brought in everybody that has the mou… we introduced them… recognizing them”) illustrate chapter‑level operational levers.  
  
Alternate hypothesis for convergence — Where the categories do not diverge, shared practical experience and organizational goals produce similar perspectives. All levels recount partner trainings, installs, and event support (e.g., Priscilla Fuentes: “we trained a couple of their people in home fire campaigns”; Curtis: “we have paid for training as an enhancement”; Alex Taylor: “we have a program… with a partner becoming DAT responders”), suggesting that hands‑on program outcomes drive common thinking irrespective of occupation. In other words, direct exposure to field outcomes (install events, training outcomes, partner‑hosted blood drives) creates a shared belief that lighter, role‑specific pathways are feasible and desirable.  
  
Operational tensions crossing categories — Several concrete frictions recur across occupations and explain why formal middle‑tier models remain limited in detail: (1) onboarding and classification friction — “not every volunteer signs up within the American Red Cross” (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) and “finding the right place in volunteer connection to put A partner who wants to be an official volunteer” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); (2) measurement and crediting gaps — “partners put in so many hours. But they didn't count” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx); and (3) resource and capacity variation across locales — “The only barriers as probably is… the financial piece” (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and “many of the CAP partners are so small, two people teams… they don't have that bench strength” (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). These cross‑cutting issues explain repeated calls for practical tools (MOUs, short role profiles, light training curricula, microgrant mechanisms) across occupational categories.  
  
Implications synthesis — The documents supply repeated, concrete exemplars of lighter, role‑specific pathways (event‑based volunteers, standby cohorts, fast‑track training, partner equipment/microgrants, volunteer exchanges, and community‑ambassador concepts). Representative verbatim evidence across documents shows practical prototypes: “We used partner events to sign people up… and had teams go out and install them” (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), “we trained a couple of their people in home fire campaigns… gave them the materials and then let them go ahead and do the installations” (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and “This program is basically training folks in fast track mode for emergencies. … it is not the normal training” (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Yet the corpus also reveals the consistent absence of fully codified, replicable middle‑tier templates—no standardized role inventory with activation protocols, no universally adopted short‑training curriculum, no single national MOU template, and no integrated volunteer‑tracking workflow that captures partner hours across contexts. The frequency data reflect where practical emphasis sits today (event‑based and fast‑track training are prominent overall), and the occupational distinctions map to the different levers each level controls (CAP pilots events/training, Regions govern MOUs and standby activation, Chapters fund and operationalize wrap‑around supports).  
  
Concluding synthesis — Across CAP Staff, Region Staff, and Chapter Staff documents there is clear, repeated support for lighter, role‑specific partner‑volunteer pathways implemented through event roles, fast‑track training, standby cohorts, micro‑resourcing, and partner recognition. CAP staff drive event pilots and training, regions press for standby teams and governance to scale surge activation, and chapters convert resources and local relationships into practical, time‑limited roles. The available verbatim evidence shows functioning prototypes (install campaigns, blood drives, funded trainings, local tool‑sheds, standby ask scripts) but also shows consistent operational gaps—onboarding friction, measurement shortfalls, resource inequities, and territorial sensitivities—that must be resolved before a standardized, nationwide middle‑tier partner‑volunteer model can be fully operationalized. The documents thus point to an actionable pathway: capture existing prototypes across chapters and regions, standardize minimal role profiles and a brief training/refresh cadence, adopt simple MOUs and minimal reporting fields to account for partner hours, and match those tools to the occupational responsibilities each level already exercises (CAP piloting; Region governance/activation; Chapter resourcing/recognition)—a practical way to move from distributed practice to a reproducible middle‑tier model.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: lighter, role-specific pathways are blocked mainly by onboarding and branding friction, even where CAP-style partner concepts are attractive. The transcript assigned to Tulare (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) frames the core problem as formal onboarding and identity requirements that deter partners from doing bounded tasks rather than full volunteer conversion. The interviewee describes concrete middle-tier role ideas (community ambassadors / SMEs, authorized partner providers) and pragmatic tactics (discovery-phase outreach, volunteer-exchange), while stressing that those concepts have not yet been operationalized into standardized procedures. For example, the document states, "We had barriers around, well, they need to become official Red Cross volunteers. ... We want the partner to be wearing partner gear and not have to be sort of a full, you know, in Red Cross gear when they're out doing it." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). It also illustrates practical add-ons and outreach: "We also have not done a lot of volunteer exchange, and I think that might be another opportunity ... where a partner might need some extra support at a food distribution and putting that out there for Red Cross volunteers as an option" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). These quotes highlight Tulare’s emphasis on removing formal barriers and testing lightweight role constructs, but the transcript contains concept-level proposals rather than finalized middle‑tier mechanics.  
  
Sarasota, FL — Shared viewpoint: CAP-style geographic units and partner “units” create event-based, role-specific multipliers and practical coordination tools. In the Sarasota-mapped transcripts (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx and Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx), respondents emphasize system-level enablers—shared calendars, geographic grouping of partners, coaching and toolkits—to make partner-sourced volunteers usable for short events and campaigns. For example, Glama Carter’s report explains operational coordination: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Krista Coletti frames CAP as an enhancer that “strengthen[s] partners so that when an emergency happens, they're able to do more in their communities,” arguing for targeted prioritization of partners with sufficient bench strength (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Together these documents show Sarasota’s perspective centers on practical coordination tools and targeted partner selection to convert partner capacity into event‑based volunteer outcomes.  
  
Cameron, TX — Shared viewpoint: warm handoffs, local trust, and standby cohorts (low‑burden “shelter heroes”) are emphasized as feasible middle-tier constructs, constrained by jurisdictional lines. The Cameron transcripts (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx — no relevant quotes found in the provided material for Kayla Gonzalez; Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) converge on recruiting small standby cohorts through partner conversations and using warm handoffs and “skeleton” training to fast-track activation. Hansel Ibarra explains the model: "we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers" and "Instead of doing a cold call, they're more of a warm hand off." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Shawn Schulze recommends the tactical ask: "do you have five volunteers or 10 volunteers that can help us if a storm comes and just be a standby ready" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Cameron’s perspective stresses locality, trusted intermediaries, and low‑touch readiness as practical middle‑tier solutions but recognizes limits where other agencies own certain functions.  
  
Terrebonne, LA — Shared viewpoint: relationship-driven intermediaries and leveraging existing local helpers enable event-based, role-specific work. The Terrebonne transcript (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) emphasizes using trusted community networks (e.g., volunteer firefighters) as intermediaries who can be trained for discrete tasks like smoke alarm installs or church outreach: "The volunteer firefighters in Lafourche Parish are willing to go into the churches in their communities to share with them the information ... And they're also willing to support us smoke alarm installations." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Gilda also links CAP’s listening/asset approach to mobilizing volunteers: "I believe with the Shelter Heroes program ... if we take that same approach when it comes to engaging potential volunteers, that we may be able to increase the number of volunteers" (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Terrebonne’s view is relational and practical—partners already recruit and mobilize and can be enabled to perform role‑specific functions with modest governance.  
  
Yazoo, MS — Shared viewpoint: CAP presence and low-cost connection-driven activations create event-based volunteer flows and enable microgrants/equipment to support partner roles. Yazoo’s transcripts (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx; Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) consistently portray CAP as a steady connector enabling lightweight partner contributions, while calling out finance as a limiting factor. April Jones notes the reality of informal participation: "not every volunteer signs up within the American Red Cross" (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). Mark Beddingfield describes CAP staffing as a governance backbone: "So there's a CAP team member assigned to each of these eight areas." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Tamica Jeuitt underscores low-resource activations: "It didn't take any resources. It just took the connections." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Yazoo’s perspective is practice-oriented: presence, referral, and modest micro-resourcing support role‑specific partner activity, but financial constraints and measurement issues remain.  
  
Madison, TN — Shared viewpoint: event-based volunteer pathways, paid training, simple standby protocols, and discovery phases are core tactics to convert partners into chapter-aligned volunteers. Madison’s documents (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx; Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx; Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx) converge on pilot conversion strategies and operational discipline (standby protocols, training funding, discovery). Curtis Morman states an explicit conversion goal and tactics: "our goal for this year is to turn our CAP partners into Red Cross volunteers ... One of the tactics ... is to start our CAP partners ... start them out doing a couple of things. One is to be event based volunteers" and notes, "we have paid for training as an enhancement." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). David Hicks highlights CAP’s role in convening and capacity transfer: "Simply come in as regional leadership. Get everybody around the table..." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Joel Sullivan frames the orientation to partners: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). Madison’s shared view blends event-based entry, funded fast-track training, and simple protocols to operationalize middle‑tier roles.  
  
Atlantic, NJ — Shared viewpoint: partners can serve under MOUs to staff tabling and facility roles; CAP provides training/readiness rather than full assimilation into Red Cross volunteer identity. The Atlantic NJ transcript (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) shows partners functioning under MOUs and being trained for bounded tasks: "The partners in Red Cross work as volunteers and or as a provider of an MOU of some sort for facilities." and "the partners, we train them and be Red Cross ready." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Rose also documents drive programs and external institutional partners: "Christy's team developed a drive program ... We got a million dollar gift from Merck when we pitched cap." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Atlantic NJ’s stance is practical: use MOUs, targeted training, and external resourcing so partners run discrete activities without necessarily becoming full chapter volunteers.  
  
Montgomery, AL — Shared viewpoint: CAP partners commonly convert to formal volunteers; governance and volunteer-classification systems need adaptation to record and support these lighter pathways. Montgomery’s referenced transcripts (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx) emphasize both conversion and administrative friction. Shannon Randolph observes classification questions: "One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Lisa Johnson directly notes partner-to-volunteer transitions: "CAP partners often become Red Cross volunteers themselves, deepening their commitment beyond mere collaboration." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). Montgomery’s perspective stresses adapting volunteer-management systems, MOUs, and governance so partner-sourced, role‑specific volunteers are tracked and supported.  
  
Jackson, OR — Shared viewpoint: targeted training enables partners to deliver role-specific services (installations, home‑fire campaigns) and to function as surge/logistics support during activations. The Jackson transcripts (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) show hands-on training and partner‑led installs: Katrina Long notes, "We used partner events to sign people up for, for sound the alarm and had teams go out and install them." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Priscilla Fuentes provides a training-and-hand-off example: "we trained a couple of their people in home fire campaigns ... gave them the materials and then let them go ahead and do the installations" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Jackson’s practical view frames partners as trained implementers for discrete tasks and as surge support for shelters and logistics.  
  
Lee, FL — Shared viewpoint: partners as trusted connectors and hosts enable low-barrier event-based volunteering and must be treated respectfully (not assimilated). In the Lee-mapped transcripts (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx mapped also to Lee FL) Cindy Magnuson’s voice emphasizes the barrier reduction imperative: "I'm your partner. It shouldn't be this hard for me to volunteer with you." and "Using a CAP partner to open those doors and facilitate that warm handoff ... has been incredibly beneficial" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Lee’s perspective champions capacity‑building for partners, event‑based slots, and preserving partner identity rather than converting partners into full Red Cross clones.  
  
Monterrey, CA — Shared viewpoint: micro‑resourcing and equipment grants plus short commitments (eight‑hour programs) enable partner-run feeding, training, and role-specific response capacity. Monterrey’s transcripts (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) describe CAP as an “add on” amplifier—fast-track training and tangible equipment support: "This program is basically training folks in fast track mode for emergencies." and "So CAP went and supported and we brought more appointments which were successfully installed and things." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Michelle Averill details equipment/resourcing: "we recently put in some new workstations there and got some solar generators going. We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Monterrey’s view emphasizes microgrants, targeted equipment, and short volunteer commitments (e.g., eight-hour Neighbors Helping Neighbors) as practical middle‑tier enablers.  
  
Butte, CA — Shared viewpoint: organization‑level training and paid course fees enable partner organizations to function as role-dedicated units (CPR, alarm installs) and host event‑based volunteers. Butte transcripts (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) depict partners becoming trained, organization-level volunteers: "They are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Jacquelyn Clites emphasizes building local capacity so partners can be "event based volunteers or hopefully set up a shelter" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Caedy Minoletti articulates a concrete “standby team” middle‑of‑the‑road concept: "this would be that middle of the road, you know, where we give them kind of the basic necessities and talk them through it over the phone" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Butte’s perspective blends organization-level training, standby teams, and micro‑resourcing to create practical role‑specific pathways.  
  
Mississippi, AR — Shared viewpoint: process bottlenecks in application and onboarding hinder creation of project-based, role-specific opportunities despite CAP interest in doing so. The Mississippi AR transcript (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) is explicit: "we aren't very good at times at being able to create opportunities for volunteers that are project based" and identifies onboarding friction: "Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Mississippi’s view is diagnostic: there is conceptual interest in middle-tier, project-based roles, but procedural barriers (application times, supervision needs) block scale.  
  
Lake, IN — Shared viewpoint: dual-service volunteers and partner-first recruitment (warm handoffs) are attractive middle‑tier configurations that require governance clarifications. Lake IN’s transcript (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx — Terry Stigdon content not quoted in provided material) promotes dual-service models and partner-hosted recruitment: "And so the goal is to get people to volunteer for Red Cross and do dual service, not only work for Red Cross, but also work for some of our partners volunteering their time in that aspect." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Lake IN’s perspective urges partner-led entry and shared identity but signals governance questions (liability, measurement) need resolution to scale dual-service arrangements.  
  
Chatham, GA — Shared viewpoint: training-to-responder pathways and event-based volunteer shifts are viable; CAP-provided tools (translation devices) and pairing novices with mentors accelerate role activation. Chatham’s transcripts (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx; Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx; Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) converge on training-driven conversion and mentorship pairing. Alex Taylor describes an internship-to-responder pathway: "we have a program right now that we're working on this, like, really nice initiative with a partner becoming DAT responders" and notes "pair them with an experienced volunteer or supervisor, let them be on the ground with them" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Alicia Dougherty highlights event-based volunteer shifts and role elevation: "and now we're changing how we're doing some things as an organization with event based volunteers and things like that" and "CAP partners not only can just educate the community, but they also might want to become a DAP responder." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Chatham emphasizes fast-track mentoring and tangible tools that enable partner progression.  
  
Lake, CA — Shared viewpoint: partners can be trained to host shelters and event roles; relationship introductions and discretionary finance are central enablers. The Lake CA transcript (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) emphasizes capacity-building and discretionary funding: "they're building the capacity in their areas to then either be event based volunteers or hopefully set up a shelter" and "I do think that finance extra financial support would be helpful." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Lake CA reflects a focus on capacity plus modest resourcing to enable role-specific partner functions.  
  
Warren, KY — Shared viewpoint: no relevant quotes found in the provided material for the Warren KY–mapped transcripts (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx and Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx are mapped but the Warren KY-specific material does not include distinct Warren‑tagged quotes). Therefore, no verbatim quotes are available for Warren KY in the provided set.  
  
Cross‑category comparison and hypotheses about divergent perspectives  
  
Shared emphases across geographies  
- Event-based, low‑commitment roles and fast‑track training are repeatedly named as the primary, practical middle‑tier tactics. Verbatim evidence appears across regions (e.g., Curtis Morman on event-based starts, "event based volunteers ... get their foot to the door" — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx; Gaby Perez Albarracin on "fast track mode for emergencies" — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). These two tactics together account for the largest frequencies in the provided option counts (Event‑based partner‑volunteering: overall 22 mentions; Fast‑track training: 18 mentions). Many geographies emphasize warm handoffs and partner-hosted events as immediate, low-barrier means to mobilize volunteers.  
- Microgrants/equipment and chapter wrap‑around support are consistently described as critical enablers where available (overall microgrants count 14). Multiple geographies point to microfunding or equipment—Monterrey (solar generators, workstations), Butte (small grants to repair AC), Nate Millard’s microfunding arithmetic—demonstrating that financial levers expand middle‑tier feasibility.  
- Governance, measurement, and MOU templates recur as necessary but underdeveloped enablers (governance: overall 17 mentions). Montgomery, Mark Beddingfield/Yazoo, and Rose Taravella highlight the need for MOUs, volunteer classification changes, and systems to count partner hours.  
  
Divergences mapped to geography and hypotheses why they arise  
- Frequency-weight differences. The option-level counts show Event‑based partner-volunteering has the highest tally (22), Governance (17) and Fast‑track training (18) are close behind, while Standby middle‑tier teams (10) and Microgrants (14) follow. These differences mirror geography-level emphasis: e.g., Butte CA and Chatham GA show multiple event-based examples (Butte had 3 in event counts; Chatham 3), while Montgomery AL and Yazoo MS surface more governance/standby conversations (Montgomery has governance mentions). Hypothesis: chapters with earlier CAP pilots or larger CAP staffing (e.g., regions with assigned CAP team members per Mark Beddingfield: "So there's a CAP team member assigned to each of these eight areas." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) produced more operational experimentation (event pilots, equipment grants) and thus more counts for event-based and microgrants. Regions with complex volunteer-management systems or larger chapters (e.g., Montgomery, Madison) surface governance and volunteer‑classification concerns more frequently because scale makes classification and measurement impacts visible.  
- Local capacity and partner scale shape the feasible middle‑tier model. Krista Coletti (Chatham/Lee mapping) explicitly notes many CAP partners are "so small, two people teams ... they don't have that bench strength" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). In such geographies, the viable middle tier is more likely to be connector roles, short events, or microgrants; in contrast, regions with partners that have more infrastructure (libraries, faith institutions, civic clubs) can host standby teams and equipment stockpiles (e.g., the partner tool‑shed/stockpile idea from Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Hypothesis: partner institutional scale and prior CAP investments drive whether chapters emphasize standby teams vs. light event-based models.  
- Institutional culture and leadership resistance create variance. Katrina Long’s transcript (Jackson OR) documents leadership blocking partner-trained roles ("we were told no because it wasn't an official Red Cross activity" — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Where chapters or disaster staff are protective of formal roles, documents emphasize capacity‑building and referral rather than conversion; where leaders are receptive (e.g., chapters that funded CAP staff or microgrants), more ambitious middle‑tier pilots (conversion to DAT responders, partner‑led campaigns) appear. Hypothesis: local policy and leadership appetite shape whether CAP-style partner‑volunteer pathways remain informal or are piloted toward formal conversion.  
  
Why categories sometimes do not influence perspectives  
- Cross-cutting practical constraints (onboarding systems, liability, and measurement) are universal and produce convergent perspectives independent of geography. April Jones (Yazoo) highlights that many community helpers "just show up" and do not sign up in ACS (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx), a reality that spurs repeated calls for reduced friction across regions. These common operational realities (registration friction, territoriality, and resource limits) create similar conclusions across geographies: event‑based roles and warm handoffs are the immediate, pragmatic answers.  
- CAP staffing and presence materially influence expression but not the underlying logic: regions that had CAP teams present (Mark Beddingfield’s eight‑area assignment; David Hicks noting "we've loved having all three of them" — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) talked more about scaling and governance, but they still echoed the same toolkit—event-based slots, fast‑track training, micro‑grants, and MOUs—used elsewhere. Hypothesis: CAP presence increases experiment volume and thus the detail of perspectives, but it does not change the fundamental toolbox favored for middle‑tier models.  
  
Synthesis: practical, replicable elements and outstanding gaps  
- Replicable elements across geographies: (1) event-based volunteer slots and partner-hosted activities (documented in Curtis Morman, Katrina Long, Alex Taylor, many others); (2) fast‑track, on‑site training or mentorship pairing to accelerate role readiness (Gaby Perez Albarracin: "This program is basically training folks in fast track mode..." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; Alex Taylor on pairing novices with experienced supervisors); (3) modest microgrants/equipment and chapter wrap‑around to enable partner operations (Nate Millard’s microgrant examples; Michelle Averill’s solar generators). These three categories align with the highest frequencies in the option summary (Event‑based 22; Fast‑track 18; Microgrants 14).  
- Persistent, cross‑region gaps: standardized governance/measurement (MOUs, volunteer system codes, counting partner hours) remains underdeveloped despite frequent recognition of its importance (Governance mentions = 17). Several transcripts state the problem directly—e.g., Curtis Morman lamenting that partner hours “didn't count” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and Maria Center flagging data‑sharing and territoriality ("One of these partners provided a list ..."; "people can get territorial" — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Hypothesis: governance systems require national/regional templates and volunteer‑management system changes that are more difficult than local pilots, so they lag behind operational innovations.  
  
Concluding comparative interpretation and practical implications (no further questions)  
Across the geographic categories, respondents converge on a pragmatic playbook for middle‑tier partner‑volunteer models: use partner trust and CAP presence to create low‑barrier, event‑based roles; deploy fast‑track or on‑site training and mentorship to make partner staff and short‑term volunteers operational; fund small microgrants or provide equipment to enable partner ownership of discrete functions; and formalize relationships with simple MOUs and local standby protocols where feasible. Where differences arise, they map to tangible local factors: partner institutional scale, CAP staffing presence, leadership culture, and available discretionary funding—factors that explain why event‑based tactics proliferate widely (highest frequency) while fully codified standby/responder tiers and national governance solutions remain rarer and more localized. The corpus therefore points toward a two‑track operational recommendation: accelerate broader roll‑out of universally feasible tactics (event slots, fast‑track training, microgrants) while prioritizing national/regional workstreams to create standardized governance artifacts (MOU templates, volunteer‑system classification codes, partner‑hours reporting) that would convert successful local pilots into scalable middle‑tier models.

#### Code frequency by document/respondent

Frequency Chart



### Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols

#### Summary across all documents

Summary  
Overall, the documents show a consistent use and strong preference for short, event-focused onboarding tactics—on-site signups, two-hour briefings, bootcamps, partner-led activations, and standby rosters—that materially lower barriers to immediate activation. Equally consistent is the identification of administrative and training barriers (complex sign-up processes, background checks, and role-based training mandates) that limit the scalability and consistency of these streamlined approaches. Stakeholders diverge on emphasis: some call for codified, written short protocols and playbooks to make practices repeatable and resilient to turnover, while others emphasize that deliberate, relationship-based onboarding remains necessary in many contexts to secure partner capacity and trust. To operationalize the event-focused model at scale, the organization would need to reconcile compliance requirements with provisional or deferred checks, document short activation playbooks (one-page checklists, intake forms, escalation paths), and invest in partner-ready standby cohorts or train‑the‑trainer models that balance rapid activation with partner capacity and accountability.  
Analysis  
Event-driven, on-site recruitment is a widely used and effective entry point for rapid onboarding and immediate activation. Multiple region and chapter staff described how CAP leverages partner events, outreach tables, and visible presence to capture interest and convert it into action, for example Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reported 'We always kind of team up. You have someone from disaster services or volunteer services on hand. So when they're having events, we're signing up people at that time.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link1"><sup>[1]</sup></a>' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx explained 'I think we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link2"><sup>[2]</sup></a>' These practices create low-friction touchpoints where short orientations, sign-up sheets, and immediate scheduling can convert interest into participation, though the documents indicate these tactics are implemented variably and without a single, formalized event-to-activation script.  
1. We always kind of team up. You have someone from disaster services or volunteer services on hand. So when they're having events, we're signing up people at that time.  
2. I think we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things.  
Compact, role-specific trainings (bootcamps, fast-track sessions) are used to produce event-ready volunteers quickly. Several staff pointed to abbreviated training models that bypass the full, multi-session volunteer pipeline so partners and community members can be competent for discrete event tasks: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx stated 'This program is basically training folks in fast track mode for emergencies.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link3"><sup>[3]</sup></a>' and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx noted 'We have one partner who came to adapt boot camp for the purpose of responding to home fires.' These approaches make brief, measurable preparation possible and are often delivered onsite or as scheduled bootcamps, but the source material also shows that standardized curricula, competency thresholds, and formal activation triggers for these short trainings are not uniformly documented across regions.  
1. This program is basically training folks in fast track mode for emergencies.  
System-level red tape and mandatory training requirements are recurring obstacles to short, event-focused onboarding. Staff across documents explicitly identify procedural friction—complex signup flows, shift/connection creation requirements, background checks, and training mandates—that slow or block quick activation: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx observed 'It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link4"><sup>[4]</sup></a>' and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx asserted 'I'm your partner. It shouldn't be this hard for me to volunteer with you.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link5"><sup>[5]</sup></a>' These barriers mean that while event-focused tactics exist, their scalability and consistency are limited unless administrative processes are deliberately shortened, deferred, or given alternative pathways for low-risk, single-event roles.  
1. It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community.  
2. I'm your partner. It shouldn't be this hard for me to volunteer with you.  
Local partner-led activation models and named standby rosters (e.g., 'Shelter Heroes') are effective simple activation mechanisms. Multiple respondents described shifting activation responsibility to trusted local partners or holding a reserve pool that can be tapped for events: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx explained 'Because now we have something called Shelter Heroes, which is basically that reserve of a volunteers that you can only that you only tap on in times of disaster.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link6"><sup>[6]</sup></a>' and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx commented 'I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-s-link7"><sup>[7]</sup></a>'. These practices reduce routing complexity, enable rapid local decisions, and leverage partner capacity, though they require clear agreements, periodic refreshers, and attention to partner workload to remain reliable.  
1. Because now we have something called Shelter Heroes, which is basically that reserve of a volunteers that you can only that you only tap on in times of disaster.  
2. I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future  
Additional Insights  
Some staff strongly favor codifying short onboarding and activation steps because current practice is often improvised and fragile. Several contributors requested written, signed protocols to preserve knowledge and enable consistent, rapid activation: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated 'My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-u-link8"><sup>[8]</sup></a>' while others acknowledged operational improvisation, as CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reflected 'so much what we did was building the plane while we were flying it, right?<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-u-link9"><sup>[9]</sup></a>' This unique viewpoint stresses that while event-focused tactics exist, turning them into durable, replicable protocols (e.g., one-page activation checklists, deferred-background-check rules, short training curricula) is necessary to scale and survive turnover.  
1. My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do.  
2. so much what we did was building the plane while we were flying it, right?  
Some regions intentionally prefer deliberate, relationship-based onboarding and view slower integration as necessary to sustain partnerships. Several respondents argued that deep, trust-based relationships required time and sustained investment rather than one-off event signups: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx said 'For us it was like, well, let's go a little slower. Let's go through this process.' and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx observed 'There had been two years already invested in growing that relationship with that partner.<a href="#Streamlined onboarding and activation: short, event-focused onboarding and simple activation protocols-u-link10"><sup>[10]</sup></a>' This perspective highlights a tradeoff: short, event-focused onboarding can rapidly produce activity, but may not substitute for long-term relationship work that secures access, accountability, and deeper partner integration for sustained programs.  
1. There had been two years already invested in growing that relationship with that partner.

#### Comparison across segments

Analysis across Groups occupation

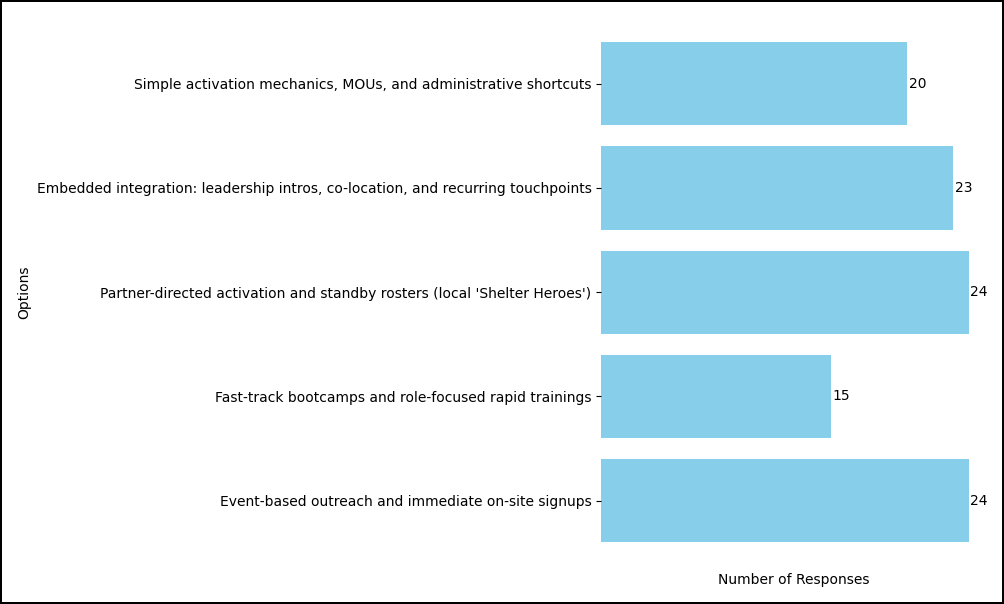
CAP Staff often foreground short, event-focused onboarding and practical fast‑track training as primary ways to get partners and volunteers “in the door” quickly. CAP respondents repeatedly describe using single events, brief trainings and locally delivered tools to lower activation friction while also asking that those tactics be documented so the approach survives turnover. For example, Curtis Morman (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) explains the core tactic plainly: "One is to be event based volunteers and just to get their foot to the door to have that experience whether it sound alarm or whether it's home fire campaign, that's one way to get them in." Gaby Perez Albarracin (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) emphasizes abbreviated training designed for immediate readiness: "This program is basically training folks in fast track mode for emergencies." At the same time CAP staff report operational friction and request codified procedures—Katrina Long (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) says, "My goal is to get it streamlined, written down, a process for it and get it all signed off on," and Kristi Collins (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) gives a concrete example of a minimal activation mechanism: "So Joe came up with a form that the case managers can fill out to engage our team to help." CAP staff also call out barriers that motivate the push to short onboarding: Cindy Magnuson (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) insists, "I'm your partner. It shouldn't be this hard for me to volunteer with you," and Josh Riddle (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) reports the administrative reality: "It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community." Collectively these CAP Staff excerpts show a shared viewpoint: use events and fast‑track, role‑focused training as the primary vehicle to onboard quickly, while documenting and reducing administrative friction so the practices scale.  
  
Region Staff often emphasize short, leadership‑targeted orientations and administrative streamlining to enable faster activation, pairing calls for mandatory briefings with efforts to shorten application-to-serve timelines. Region respondents frame onboarding both as a governance task (clear orientation, day‑one leadership intros) and as an administrative problem to be fixed so event‑driven onboarding can work reliably. Shawn Stigdon (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) insists on a compact, mandatory solution: "I think there should have been a mandatory orientation where they learn all about the region... That should have brought in the disaster officer and had them spend two hours with them, go on a tour and see what the disaster operations does." At the same time Region staff call for reducing procedural delay—Barry Falke (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) frames the administrative objective: "Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving." Region respondents also endorse low‑friction sign‑up plus quick training so partners can act locally—Priscilla Fuentes (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) suggests, "Why don't we just sign you up as a volunteer, we'll get you all the training and you guys can go and do it in around your own program." Region voices thus share the perspective that short, event‑focused onboarding requires both leadership buy‑in/briefings and deliberate administrative changes to reduce time‑to‑serve.  
  
Chapter Staff often highlight on‑the‑spot, event‑driven sign‑ups, recurring short coordination touchpoints, and the practical need for a middle‑ground “standby” cohort that can be reactivated without full volunteer processing. Chapter respondents describe hands‑on, local activation practices—table outreach, immediate sign‑up at events, weekly and short meetings that keep partners “in the loop”—as the mechanisms that make streamlined onboarding functional on the ground. Tamica Jeuitt (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) describes the approach bluntly: "We always kind of team up. You have someone from disaster services or volunteer services on hand. So when they're having events, we're signing up people at that time." Maria Center (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) reports immediate inclusion as a fast onboarding method: "been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings." Several chapter staff articulate a need for an intermediate, low‑maintenance pool: Caedy Minoletti (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) asks for "almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team." Michelle Averill (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) points to regular, brief coordination as a practical accelerator: "I have a weekly team meeting where I bring in, you know, all of our department managers." Chapter staff thus converge on the view that event‑focused sign‑ups plus recurring, short coordination and a standby cohort are the pragmatic local building blocks of streamlined activation.  
  
Across the three occupation categories there is strong substantive overlap—every category records event‑based signups, short overviews/bootcamps, partner‑directed activation and embedded presence as enablers of rapid activation—yet emphases differ in predictable ways. To illustrate convergence: Curtis Morman (CAP) described event‑entry—"One is to be event based volunteers and just to get their foot to the door"—and Tamica Jeuitt (Chapter) echoed the same mechanism in practice: "when they're having events, we're signing up people at that time." Alex Taylor (listed in the corpus as Region/Chapter context) put it as an activation rule: "They trust you. You've got to ask." These cross‑category quotes demonstrate shared belief that trust + a visible event + an explicit ask produce immediate signups. The frequency data provided in the source supports this overlap but also shows where emphasis skews by occupation: mentions of "Event‑based outreach and immediate on‑site signups" total 24, with CAP Staff accounting for 11, Region Staff 7, and Chapter Staff 6. Similarly, “Fast‑track bootcamps and role‑focused rapid trainings” appear 15 times overall (CAP Staff 7, Region 4, Chapter 4), and “Embedded integration: leadership intros, co‑location, and recurring touchpoints” appears 23 times (CAP Staff 11, Region 6, Chapter 6). Those counts indicate CAP Staff most frequently reference the tactical instruments (events, bootcamps, embedded touchpoints), while Region and Chapter staff appear substantially in all categories but slightly less often.  
  
Why do these differences appear? First, role and day‑to‑day responsibilities plausibly shape perspective: CAP Staff are typically field implementers and pilots of event recruiting and training—hence more frequent, granular references to event tactics and fast‑track trainings (e.g., Curtis Morman's and Gaby Perez’s quotes). Region Staff occupy oversight, compliance and governance roles and therefore emphasize mandatory briefings, shortening application background checks and application‑to‑serve timing (Shawn Stigdon: "I think there should have been a mandatory orientation..." and Barry Falke: "Trying to streamline the time it takes for someone to both fill out an application..."). Chapter Staff manage local operations and partner relationships so they stress immediate sign‑ups at community events, weekly coordination, and the concept of a standby cohort (Tamica Jeuitt: "we're signing up people at that time"; Caedy Minoletti: "almost something in between an event based volunteer and an official Red Cross volunteer"). Second, exposure and sampling may amplify CAP voices in counts: the corpus includes many CAP Staff transcripts and the frequency tables show CAP Staff leading across multiple options; that both raises CAP prevalence in the coded themes and likely reflects that CAP staff are the ones trialing and reporting event pilots. Third, shared organizational constraints—training requirements, background checks, partner capacity limits—cut across categories and explain the convergence despite role differences: Josh Riddle (CAP) sums the cross‑cutting administrative barrier as "there's a lot of red tape and a lot of signing up and volunteer connection and shifts have to be created," and Cindy Magnuson (CAP) captures partner frustration: "I'm your partner. It shouldn't be this hard for me to volunteer with you." Both statements mirror Region and Chapter calls to streamline forms, defer nonessential checks, or create MOUs (Priscilla Fuentes: "We can have an MOU and you can talk about the MOU and what we have explicitly stated") and weekly/quarterly touchpoints to keep partners engaged (Michelle Averill: "I have a weekly team meeting...").  
  
Where categories did not strongly diverge, organizational reality appears to force alignment: every group—CAP implementers, regional leaders and chapter managers—repeatedly references event‑based onboarding, embedded presence, and short overviews as the pragmatic ways to get activation underway. For example, David Hicks (Chapter) says CAP staff "have an excellent way of giving an overview, even if it's brief," while Gaby Perez (CAP) describes "fast track mode for emergencies." The fact that these themes appear in all categories suggests occupation influenced emphasis (who talks about what) but did not create wholly different perspectives: everyone recognizes events, trust, short trainings and simple forms as core enablers. Differences are therefore largely a matter of emphasis (tactical detail vs governance vs local logistics), not fundamental disagreement about what works.  
  
Finally, the documents collectively highlight gaps and implementation tradeoffs that explain why short, event‑focused onboarding is not yet uniformly institutionalized: many respondents report pilots and ad hoc tactics but note missing standardized playbooks. Katrina Long (CAP) asks to "get it streamlined, written down, a process for it," and multiple respondents request capacity or technical assistance (Caedy Minoletti: "So we could use some technical assistance with that if that's available") to convert promising practices—boot camps, event sign‑ups, MOUs, weekly touchpoints—into formal, repeatable protocols. Regional respondents (Barry Falke) show willingness to adjust background‑check timing ("making some changes to background checks to not necessarily run a background check immediately") but do not provide the risk‑mitigating rules that would make provisional activation safe and scalable. Across occupations, the shared barrier is administrative and capacity constraints; the shared opportunity is well‑documented: short events, embedded presence, concise bootcamps or two‑hour orientations, simple referral forms, standing calendars and standby rosters all appear in practice and in respondents’ recommendations.  
  
Implications drawn from this cross‑category comparison: operational pilots and field innovations are concentrated in CAP Staff narratives and should be captured as standardized, one‑page playbooks (on‑the‑spot sign‑up form, 60–120 minute “event orientation” script, a short role checklist and an MOU template) so Region‑level governance and Chapter‑level operations can implement consistently. The quotation evidence—Curtis Morman’s focus on event‑based volunteers ("event based volunteers and just to get their foot to the door"), Shawn Stigdon’s call for mandatory two‑hour orientations ("I think there should have been a mandatory orientation... go on a tour and see what the disaster operations does"), and Tamica Jeuitt’s description of on‑the‑spot sign‑ups ("when they're having events, we're signing up people at that time")—shows both the promise and the pieces that need to be codified. In short, occupation shapes emphasis (CAP: tactical pilots and fast‑track training; Region: governance, orientation and administrative shortcuts; Chapter: local signups, weekly coordination and standby cohorts), but all categories converge on a practical roadmap: reduce red tape, formalize short event‑based onboarding tools, use embedded touchpoints and leadership intros, and create standby rosters and simple activation triggers so newly onboarded volunteers are activated quickly and retention does not evaporate (Alex Taylor’s cautionary example: "signed up and I went through all the trainings... and I was never called" illustrates the risk of training without timely activation).  
  
This assessment synthesizes the cited verbatim statements across CAP, Region and Chapter staff transcripts and integrates the frequency evidence that CAP Staff referenced event‑based, fast‑track and embedded tactics most often—suggesting they are the primary experimenters and sources of practical procedures—while Region and Chapter staff emphasize the governance, scheduling and local coordination elements required to scale those tactics. The corpus therefore points to a shared, actionable conclusion: use the existing event‑based, fast‑track examples as the basis for concise, written activation protocols (one‑page onboarding briefs, a short intake/referral form, an MOU template and a standby roster maintenance cadence) so all three occupational levels can operate from the same streamlined playbook.

Analysis across Groups Geography

Below is an organized, geographically segmented essay that synthesizes the shared perspectives in the provided transcripts about streamlined, event‑focused onboarding and simple activation protocols. Each geography begins with a concise statement of the shared viewpoint, elaborates on how documents tied to that geography express that viewpoint, and includes verbatim quotes (with document names) to support the analysis.  
  
Tulare, CA — Shared viewpoint: questions about whether partners must become full volunteers or can be engaged via lighter, event‑focused pathways. In the Tulare CA transcript the focus is on whether a parallel, lighter engagement pathway can replace full volunteer onboarding—i.e., whether CAP should use a faster, event‑friendly model rather than the full volunteer pipeline. Margarita Moreno asks explicitly about alternative paths and hints at using disaster DEBV precedents for lighter engagement. She frames onboarding as a choice between formal enrollment and pragmatic, quicker engagement. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "Do they need to become official volunteers? Do they need to be onboarded or can they be engaged via some other process the way that we do like a DEBV in disaster where we have the portal that people talk about." That sentence highlights the core Tulare question—can CAP use an abbreviated, portal‑style or DEBV‑style engagement rather than full volunteer conversion—and explains the rationale for seeking lighter, event‑focused onboarding that preserves partner capacity.  
  
Sarasota, FL — Shared viewpoint: prioritize event calendars, leader tools, and concise messaging to enable short, event‑focused activations. Documents tied to Sarasota emphasize using an events calendar and “tools at hand” to avoid fumbling and make short activations effective. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reported a practical tactic—developing a partner event calendar to coordinate invitations and avoid cold outreach: "developed a calendar of events from" (the transcript uses that phrasing). Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx stresses the need for succinct language and leader‑facing toolkits: "The words matter right now. And that's why I said, if there's some more language and tools, starting with the regional executives that we. We had at our fingertips. So we don't fumble. Right. I don't want to fumble my words on community mobilization and the CAP integration." Together these statements show Sarasota documents advocate short, event‑centric activation mechanisms supported by clear, brief leader materials so activations can be executed quickly and confidently.  
  
Cameron, TX — Shared viewpoint: require short mandatory orientations plus warm handoffs and weekly coordination as mechanisms for fast activation. Cameron‑linked transcripts combine recommendations for brief, mandatory orientation events with practice‑level warm handoffs that make event activations feasible. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx argues for short mandatory orientations: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does. That should have brought in the disaster officer and had them spend two hours with them, go on a tour and see what the disaster operations does..." That captures a belief that a two‑hour, event‑style orientation can materially speed activation. Complementing that, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx notes relational tactics: "Instead of doing a cold call, they're more of a warm hand off." And Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx shows structured weekly planning that supports rapid activation: "Every Tuesday I have, we put together, we call it a chapter success plan. That is where every Tuesday at 11 o'clock, the team and I... we sit at a table, we discuss, you know, okay, is there any future activities happening within the week? How can we support each other..." Cameron perspectives therefore prioritize short orientation + warm partner handoffs + recurring touchpoints as a pragmatic stack for quick, event‑focused activation.  
  
Terrebonne, LA — Shared viewpoint: two‑hour discovery sessions and relationship‑first onboarding produce quick activation readiness. Terrebonne stakeholders emphasize short, targeted discovery sessions that yield actionable follow‑through. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx reports a concrete example: "he asked us to, to take two hours to talk about community discovery and engagement." That two‑hour session was described as very effective and led local leaders to implement shared work—Gilda notes immediate local application ("Ed just shared today about how he's going to take the work that we shared and implement that with his team..."). Terrebonne thus treats a concise, event‑style discovery/orientation as both practical and sufficient to catalyze localized activation.  
  
Yazoo, MS — Shared viewpoint: on‑the‑spot event sign‑ups with leader introductions and light recurring check‑ins enable immediate activation. Yazoo transcripts emphasize event‑based sign‑ups and leader introductions as the core of streamlined onboarding. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx states, "We always kind of team up. You have someone from disaster services or volunteer services on hand. So when they're having events, we're signing up people at that time." That practice is paired with recurring check‑ins: "She just kept me in the loop. You know, we did meet regularly, whether it's via teams or just a quick phone call." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx underscores why this matters: "not every volunteer signs up within the American Red Cross. I think that the things that have been said to me directly is, oh, you know, it's not simple enough, you know, to complete." Together these quotes show Yazoo favors immediate sign‑ups at events plus simple, ongoing contact to convert interest into activation because formal online signup is a known barrier.  
  
Madison, TN — Shared viewpoint: combine event‑based volunteer entry (to “get their foot in the door”) with brief overviews and partner recruitment at community events. Madison documents present a consistent practice: using single events to introduce partners and then deploying brief overviews to prepare them to serve. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx says, "One is to be event based volunteers and just to get their foot to the door to have that experience whether it sound alarm or whether it's home fire campaign, that's one way to get them in." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx complements that: "They have an excellent way of giving an overview, even if it's brief, an overview of all of the aspects of our services in their community." Madison thus treats event participation and brief, role‑focused overviews as the practical, short onboarding path that supports immediate recruitment and activation.  
  
Atlantic, NJ — Shared viewpoint: short referral forms, leadership briefings, and rapid person‑driven integration create simple activation mechanics. Atlantic transcripts repeatedly describe concrete administrative shortcuts and leadership touchpoints that enable quick activation. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports a minimal trigger mechanism: "So Joe came up with a form that the case managers can fill out to engage our team to help." That short form served as a direct activation trigger. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx adds the leadership layer: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors to give them tips on how to approach a partner, how to do discovery, how to engage." And Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx notes person‑driven assimilation: "They've just been, they've sort of seamlessly been. Become a part of our, our chapter team." Atlantic therefore combines simple administrative triggers, concise leadership briefings, and rapid person‑level integration to achieve event‑ready activation.  
  
Montgomery, AL — Shared viewpoint: public outreach tables, sign‑up sheets, and on‑demand short bootcamps are used to capture interest and enable quick activation. Montgomery describes visible, low‑friction field tactics and compact trainings. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx notes event mechanics: "we also have a sign up sheet for smoke alarm installation." The same transcript documents short bootcamp availability: "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection." Montgomery’s approach illustrates how low‑complexity capture tools at events combined with small, targeted trainings can convert interest into actionable, short‑lead activations.  
  
Jackson, OR — Shared viewpoint: aim to codify streamlined processes and prefer low‑friction sign‑up plus local training to support quick activation. Jackson viewpoints emphasize both the need to write down consistent protocols and the practical approach of quick sign‑up with subsequent training. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx asserts a documentation goal: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx illustrates the low‑friction practice: "Why don't we just sign you up as a volunteer, we'll get you all the training and you guys can go and do it in around your own program." Jackson thus combines a call to formalize streamlined protocols with practical, partner‑oriented sign‑ups and short training.  
  
Lee, FL — Shared viewpoint: current signup processes are a barrier; advocates want partner‑friendly pathways and event‑based leeway. Lee documents emphasize that existing formal signups are discouraging and argue for simplified pathways for partners to participate. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx says bluntly, "I'm your partner. It shouldn't be this hard for me to volunteer with you." That line is paired with descriptions of event‑based exceptions used in practice to reduce friction. Lee’s perspective thus calls for removing administrative barriers and preferring partner‑centered, event‑friendly onboarding.  
  
Monterrey, CA — Shared viewpoint: use explicit fast‑track trainings and weekly coordination to produce event‑ready partners. Monterrey transcripts combine fast‑track emergency trainings with short, recurring meetings that surface needs and enable activation. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx states, "This program is basically training folks in fast track mode for emergencies." That is a direct claim that abbreviated training pipelines were implemented. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reports supportive weekly routines: "I have a weekly team meeting where I bring in, you know, all of our department managers." Monterrey therefore pairs condensed, role‑specific trainings with short coordination rituals to prepare partners quickly for events.  
  
Butte, CA — Shared viewpoint: frustration about siloed onboarding plus interest in a middle‑ground “standby” cohort and mentored shadowing for quick readiness. Butte documents describe a mix of experienced operational improvisation and a desire for a light, repeatable activation cohort. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx laments, "I think the region could have been more welcoming and you know, to the CAP teams and had a better understanding of their role. They worked fairly siloed..." That describes onboarding shortcomings. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx articulates a desired middle path: "If there was a way we could somehow work with CAP to have almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team..." And Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx admits, "so much what we did was building the plane while we were flying it," suggesting on‑the‑job shadowing is how readiness actually occurred. Butte thus blends calls for a standby cohort and for mentored, practical shadowing to make short onboarding operational.  
  
Mississippi, AR — Shared viewpoint: shorten application‑to‑serve timelines and consider deferring nonessential checks to allow immediate event deployment. Mississippi transcripts focus on administrative adjustments to reduce lag between sign‑up and active service. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states the operational priority plainly: "Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving." The same transcript recommends reforming background‑check timing: "making the application process shorter... making some changes to background checks to not necessarily run a background check immediately." Mississippi’s position is therefore administrative: target the application‑to‑activation interval by simplifying forms and deferring some checks.  
  
Lake, IN — Shared viewpoint: embed CAP in regular staff meetings and treat recurring presence as a rapid onboarding lever. Lake IN documents emphasize co‑attendance at staff meetings and routine check‑ins as quick integration mechanics that support activation. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx reports, "She comes to my all staff meetings. Her whole team does." That regular presence embeds CAP within the chapter’s routines and creates recurring, event‑ready touchpoints. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx complements the relational tone: "I do, I mean, like I said earlier, ... it is best to lead with a partner organization and to go hand in hand. You're holding hands and you're walking through the door together." Lake IN therefore highlights recurring integration forums and partner accompaniment as the mechanism enabling quicker, event‑focused activation.  
  
Chatham, GA — Shared viewpoint: proactive event invitations, inclusion in chapter meetings, and a “get to yes” culture support swift, event‑based activations. Chatham documents emphasize showing up, trust‑based asks, and immediate inclusion. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx says, "I think we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things." It also notes the simple activation logic: "They trust you. You've got to ask." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx adds, "been extremely welcoming and have, you know, really gone out of my way to include them in our chapter meetings." Combined with Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx—"and now we're changing how we're doing some things as an organization with event based volunteers and things like that."—Chatham’s perspective is clear: proactive, trust‑driven invitations and recurring inclusion are the primary enablers of event‑focused onboarding.  
  
Lake, CA — Shared viewpoint: lack of a clear reporting structure complicated onboarding; recurring meetings and clarified reporting lines are the remedies suggested. Lake CA (as represented by Jacquelyn Clites’ comments) stresses that unclear reporting undermined rapid onboarding and activation. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes, "And with not having a direct reporting structure, we probably could have implemented regularly scheduled meetings, that sort of thing from the beginning to sort of to learn and understand the folks that the CAP teams were talking to." The Lake CA argument is therefore procedural: short, event‑focused onboarding requires explicit reporting clarity and pre‑scheduled integration touchpoints.  
  
Warren, KY — Shared viewpoint: administrative friction blocks direct community connections; partner‑direct models and simple contact lists are promising. Warren draws from Josh Riddle’s wider comments about administrative friction and partner‑direct solutions. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx laments, "It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community." He also recommends a partner‑direct approach: "I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future." Warren’s perspective therefore frames the problem as red tape and the solution as partner‑direct activation with simple contact lists and resource handoffs.  
  
(If a geography above included multiple documents, the paragraph synthesized their shared viewpoints. If a geography had a document in the mapping but the context did not include usable quotes, I state that no relevant quotes are present; in this dataset each geography above had at least one relevant quoted transcript.)  
  
Cross‑category comparison: convergences, divergences, and hypotheses about causes  
  
Shared patterns across geographies  
- Event‑based outreach and immediate on‑site sign‑ups are widely endorsed. Multiple geographies describe using public events, tables, sign‑up sheets, and partner‑run canvasses as primary short onboarding mechanisms: for example, Curtis Morman (Madison TN) says using event‑based volunteers "is one way to get them in," Tamica Jeuitt (Yazoo MS) says, "when they're having events, we're signing up people at that time," and Shannon Randolph (Montgomery AL) describes event tables and a "sign up sheet for smoke alarm installation." These repeated, verbatim statements across locations indicate a common operational model: use events as low‑friction conversion points.  
- Partner‑direct activation and standby rosters appear as complementary strategies. Many transcripts describe partner‑led installs, stockpiles of materials, or named rosters (e.g., "Shelter Heroes") that shorten activation cycles: Josh Riddle (Warren KY/Lee FL) advocates "the partner direct model" and Hansel Ibarra (Cameron TX) describes "Shelter Heroes." This cross‑cutting theme shows a common preference for leveraging local partner capacity rather than relying solely on centralized volunteer pipelines.  
- Embedded presence and recurring touchpoints are seen as practical onboarding enablers. Several geographies reported that inviting CAP into existing meetings, leadership briefings, or weekly touchpoints accelerates orientation (e.g., Maria Center, Atlantic NJ’s Rachel Lipoff, Terry Stigdon in Lake IN). Those statements point to a shared belief that embedding—rather than one‑off training alone—creates dependable, event‑ready relationships.  
  
Key divergences across geographies  
- Degree of procedural formalization versus relational, slower onboarding. Some geographies (Jackson OR, Atlantic NJ, Montgomery AL) emphasize short forms, written processes, and bootcamps—i.e., concrete, repeatable activation mechanics. For example, Kristi Collins (Atlantic NJ) described "Joe came up with a form that the case managers can fill out to engage our team," and Katrina Long (Jackson OR) said, "My goal is to get it streamlined, written down, a process for it." By contrast, other geographies (Butte CA, Terrebonne LA, Monterrey CA) emphasize relationship‑building, discovery windows, or being "present" as the core onboarding mode—Gilda Ebanks (Terrebonne LA) cites a two‑hour discovery session and Nate Millard (Butte CA) says they were "building the plane while we were flying it." The divergence is essentially between procedural codification and relational, iterative embedding.  
- Views on training requirements and acceptable risk. Some areas implemented or endorse fast‑track bootcamps and deferring certain checks to enable faster activation (Gaby Perez in Monterrey: "This program is basically training folks in fast track mode for emergencies"; Barry Falke in Mississippi AR suggested not running background checks immediately). Other locations are more cautious, noting that training completion affects program numbers and capability (Curtis Morman: event‑based volunteering helps, "but I want them to attend everything they need to do the training. And if they're not going to do that, it's going to affect the numbers in a negative way"). Thus, local attitudes toward acceptable tradeoffs between speed and compliance vary.  
- Integration timing and readiness constraints. Some regions report mid‑cycle integrations or unclear reporting lines that undermined short onboarding (Jacquelyn Clites: "They worked fairly siloed... we were still building our plan when we integrated"), while others describe planned quarterly or fiscal‑year alignments and regular weekly meetings that made short activations smoother (Michelle Averill and Kayla Gonzalez). This affects whether event‑focused onboarding is effective or merely ad hoc.  
  
Incorporating frequency counts into the comparative analysis  
- The metrics provided show that “Event‑based outreach and immediate on‑site signups” and “Partner‑directed activation and standby rosters” each appear with an overall count of 24—this mirrors the widespread emphasis across geographies for event capture and partner activation (examples above from Madison TN, Yazoo MS, Atlantic NJ, Jackson OR, etc.). The next frequently occurring theme, "Embedded integration" (23), matches the many references to co‑attendance at meetings and leadership briefings (Maria Center, Rachel Lipoff, Terry Stigdon). "Simple activation mechanics" appeared with an overall count of 20, reflecting the practical examples of short forms and sign‑up sheets (Kristi Collins, Shannon Randolph). "Fast‑track bootcamps" is lower (15) but still substantial—geographies such as Monterrey CA and Montgomery AL explicitly referenced fast‑track trainings or boot camps (Gaby Perez, Shannon Randolph). The distribution suggests that event capture + partner activation + embedded presence are the dominant, mutually reinforcing tactics used across multiple geographies, while formal bootcamp trainings and written protocols are adopted somewhat less often but are present where administrative or leadership buy‑in exists.  
- The geographies with higher counts (Atlantic NJ: 3, Butte CA: 3, Chatham GA: 3, and others with 2 mentions like Madison TN, Jackson OR, Lee FL, Monterrey CA) often combined multiple tactics (e.g., short forms + leadership briefings + event sign‑ups). This suggests places with more transcript hits tended to experiment with both relational embedding and simple activation tools—a plausible reason they surfaced more often in the dataset.  
  
Hypotheses on why categories diverged or converged  
- Local leadership engagement explains much of the variance. Where regional or chapter executives were proactively briefed and participated (Atlantic NJ—Rose Taravella, Rachel Lipoff; Chatham GA—Maria Center), short onboarding and activation were easier to implement. Where executive buy‑in was absent or reporting lines were unclear (Lake CA/Butte CA via Jacquelyn Clites), teams reported siloing and onboarding gaps. Hypothesis: active leadership middle‑management presence correlates with practical, event‑focused onboarding success.  
- Partner capacity and resource constraints shape the degree of simplification adopted. Josh Riddle and others note partner staff often work day jobs and lack on‑call capacity; Hansel Ibarra and others stress adding training creates extra work for partners. Hypothesis: geographies with partners that can host brief workplace trainings or maintain stockpiles (e.g., Montgomer y AL, where local partners adapted boot camps) are likelier to operationalize simpler activation pathways.  
- Organizational policy and reporting structures influence formalization. Several transcripts (Maria Center and Katrina Long) reference NHQ reporting or policy limits that make local, rapid activation harder. Hypothesis: where national or regional policy constraints are interpreted as prescriptive (e.g., mandatory full volunteer processes), teams either sought workarounds (partner direct models, deferred checks) or slowed launches to comply—producing divergence in how event‑focused onboarding was practiced.  
- Timing of integration and readiness influenced whether short onboarding was feasible. Multiple speakers (Nate Millard, Jacquelyn Clites, Margarita Moreno) recommend aligning integration to planned windows rather than mid‑year insertions. Hypothesis: planned integrations allow pre‑work (partner mapping, leadership briefings, standing calendars) that make brief event onboarding succeed; unplanned or mid‑cycle launches default to ad‑hoc or slower relational onboarding.  
  
Synthesis: what the combined evidence suggests for a geography‑aware approach  
- Universally useful elements: across most geographies the same practical ingredients recur—visible event presence (tables, sign‑up sheets), short targeted overviews/bootcamps, partner‑direct models or standby rosters, and recurring leadership touchpoints (weekly or quarterly meetings). Representative quotes: Curtis Morman (Madison TN) on event volunteers ("event based volunteers and just to get their foot to the door"), Kristi Collins (Atlantic NJ) on a short form ("So Joe came up with a form that the case managers can fill out to engage our team to help"), and Shannon Randolph (Montgomery AL) on sign‑up sheets ("we also have a sign up sheet for smoke alarm installation").  
- Local customization is required: the transcripts indicate no single short onboarding prescription will fit every geography. Where partner capacity, leadership buy‑in, and permissive regional policy exist, teams adopted short forms, bootcamps, and standby rosters. Where reporting lines were unclear or partners lacked bandwidth, teams favored deeper, slower relational onboarding or sought to embed CAP staff into meetings to build readiness. Representative contrasts: Gaby Perez (Monterrey CA) describing "fast track mode for emergencies" versus Jacquelyn Clites (Butte/Lake CA) describing siloed teams and missing integration.  
- Practical tradeoffs documented in the transcripts: speed versus compliance/quality. Several speakers (Curtis Morman, Barry Falke) articulate the tension—short onboarding increases activation but may require either deferring background checks or carefully designing minimum competencies and refresher touchpoints (e.g., the "standby team" idea from Caedy Minoletti to keep information fresh with periodic re‑engagement).  
  
Conclusion (integrative takeaway)  
Across the geographic sub‑categories, the interviews show a broadly consistent operational logic: maximize on‑site, event‑based capture; lean on trusted partners and standby rosters for immediate activation; embed CAP personnel into recurring chapter leadership forums; and where feasible, document short activation mechanics (forms, single‑session trainings) so that event‑focused onboarding is repeatable. Where the approach varies by geography, the transcripts point to explainable causes—differences in leadership engagement, partner capacity, reporting structure, and timing of integration. The evidence supports a geography‑sensitive hybrid model: standardize a concise toolkit (one‑page orientation briefs, a one‑page referral form, a short 1–2 hour bootcamp curriculum, a named standby roster protocol) and adapt its deployment to local readiness (use leadership briefings and weekly touchpoints where relationships require strengthening; use event tables and partner‑direct installs where partner capacity exists). This approach would operationalize the recurring, event‑focused tactics that the transcripts across multiple geographies recommend while preserving the relational and policy work that other locations require.

#### Code frequency by document/respondent

Frequency Chart



### Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing

#### Summary across all documents

Summary  
Overall, interviewees describe a referral ecosystem that is highly relationship‑driven and pragmatic: warm handoffs, low‑tech artifacts (spreadsheets, calendars, resource guides), and partner networks are central to routing clients and resources. At the same time, there is strong practitioner demand for CRM‑style consolidation and DAT routing improvements — particularly relationship‑aware partner records, neighborhood/zip‑code filters, and reliable dashboards — yet adoption is uneven because of usability friction in Volunteer Connection, organizational hesitancy to invest in shared CRM platforms, and data governance gaps. Mapping and tagging (asset/vulnerability overlays, hyperlocal resource guides, and Power App prototypes) are being used to target outreach and match partners, but maintaining, sharing, and integrating those maps with referral workflows remains a key barrier. To improve referral reliability and reporting without losing the strengths of warm handoffs, the organization should formalize data stewardship, adopt (or formally support) vetted CRM/prototype tools with agreed field standards, and implement neighborhood‑level routing rules for DAT responders while preserving partner‑level contact and trust as part of routing logic.  
Analysis  
Partner relationships and low‑tech artifacts are the primary operational pathway for referrals and immediate client handoffs. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx explained that 'It really helps with the referral process later, too, because, you know, we can strategically pick these organizations. But when you have people that are used to helping on so many different levels anyway, then the referral is almost automatically made' and further illustrated that 'then the referral is almost automatically made. You know, the next day comes, come, come see us, and we're going to work, we're going to talk about housing, and we're going to talk about all these different programs that you qualify for, things that you need, furniture, clothes, all that.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link1"><sup>[1]</sup></a>' Those warm handoffs are supported by simple, locally maintained coordination artifacts: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx noted 'Something that they did last year was create kind of a spreadsheet of needs and resources,' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described embedding a hyperlocal resource guide in response materials ('So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them'). Together these passages show referrals are routinely person‑mediated and enabled by lightweight tools (spreadsheets, calendars, printed guides) that facilitate immediate service matching even when formal CRM or automated routing is absent.  
1. then the referral is almost automatically made. You know, the next day comes, come, come see us, and we're going to work, we're going to talk about housing, and we're going to talk about all these different programs that you qualify for, things that you need, furniture, clothes, all that.  
There is clear demand for a CRM and visible evidence of grassroots prototypes, but organizational uptake and usability issues limit consistent CRM‑based referral workflows. Staff described platform friction and categorization problems in Volunteer Connection — for instance, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx said 'One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observed 'Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link2"><sup>[2]</sup></a>' At the same time, staff and volunteers have built localized CRM‑style solutions: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reported 'an AmeriCorps volunteer has built a Microsoft Teams app, a power app, to put all partners in that vault cap and everybody works with,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx confirmed 'They're using Power App. So I think we created an app and then it shows up in Power Bi.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link3"><sup>[3]</sup></a>' These quotes together indicate both appetite and technical prototypes (Power App/Power BI trackers) alongside ongoing usability, categorization, and governance barriers that prevent consistent CRM‑driven referrals.  
1. Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners.  
2. They're using Power App. So I think we created an app and then it shows up in Power Bi.  
DAT training and responder registration exist, but current routing logic is too coarse and staff are requesting finer geographic filters and partner‑aware routing. Multiple transcripts confirm DAT training and system registration (for example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx stated 'And so he is DAT trained and in volunteer connection'), yet respondents reported that dispatch and duty‑area (DRA) conventions treat responders as available across entire DRAs rather than by neighborhood or zip code ('The initial pushback that we got was that, you know, duty officers look at a DRA you serve, if you're going to be a responder, you're a responder in that whole dra. And we said, couldn't we put those parameters to say it's only this zip code or these zip codes and.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link4"><sup>[4]</sup></a>' — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Staff explicitly asked for partner‑facing filtering and routing ('could we somehow filter that information directly to that partner? They haven't figured out how yet to narrow that down and do that.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link5"><sup>[5]</sup></a>' — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) and requested simple geographic lists such as zip‑code clusters to match partners to local trends ('we've requested a list of at the very least zip codes...' — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Collectively, these quotes show a practical need for DAT/referral routing that is both relationship‑aware and geographically precise, though implementation details remain unresolved.  
1. The initial pushback that we got was that, you know, duty officers look at a DRA you serve, if you're going to be a responder, you're a responder in that whole dra. And we said, couldn't we put those parameters to say it's only this zip code or these zip codes and.  
2. that information directly to that partner? They haven't figured out how yet to narrow that down and do that, how  
Mapping and hyperlocal resource lists are used to target outreach and to expand the set of known referral contacts, but maintaining and sharing those maps is operationally challenging. Multiple speakers described using data overlays and asset mapping to prioritize outreach ('we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link6"><sup>[6]</sup></a>' — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) and noted that community asset/relationship mapping broadened who to call for help ('And when they're doing their community mapping, relationship mapping or asset mapping, they talk about what we, what we do as a Red Cross. And, and so they have just broadened the list on who we call when we need help.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-s-link7"><sup>[7]</sup></a>' — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx). Those mapping efforts have produced tangible artifacts used in the field: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reported 'They have compiled their resource guide and a resource listing using all of their partners, and so not only do they share that within the CAP program with their partners, but they have provided it to our CDPM and to the entire DAT response team in Atlantic County.' Yet respondents consistently emphasized that these products are hard to keep current and that sharing across teams/levels is uneven, limiting automated or system‑driven routing.  
1. we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on.  
2. And when they're doing their community mapping, relationship mapping or asset mapping, they talk about what we, what we do as a Red Cross. And, and so they have just broadened the list on who we call when we need help.  
Additional Insights  
A notable dissenting perspective is that, even with working prototypes, the organization is reluctant to fund or formally adopt a shared CRM. As Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx put it, 'I know that there's no desire for some reason to invest in like a shared customer relationship management software.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-u-link8"><sup>[8]</sup></a>' This contrasts with multiple grassroots efforts (Power App/Teams prototypes) and strong practitioner demand for consolidated partner records, and it highlights an implementation gap where volunteer‑built tools and local appetite for CRM functionality are not yet matched by organizational investment, governance decisions, or resourcing.  
1. I know that there's no desire for some reason to invest in like a shared customer relationship management software.  
An important, somewhat counterintuitive finding is that staff report clients experience low burden from referrals even when routing is informal and under‑documented. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx observed 'you don't have to stress so much over the referral process when it's over.<a href="#Coordination tools and referral pathways: local resource maps, CRMs, and DAT/referral routing-u-link9"><sup>[9]</sup></a>' This unique viewpoint suggests that warm handoffs, trusted partner relationships, and on‑the‑ground coordination artifacts can deliver a positive client experience without full CRM/DAT automation, though this raises tradeoffs for tracking, accountability, and scalable reporting.  
1. you don't have to stress so much over the referral process when it's over.

#### Comparison across segments

Analysis across Groups occupation

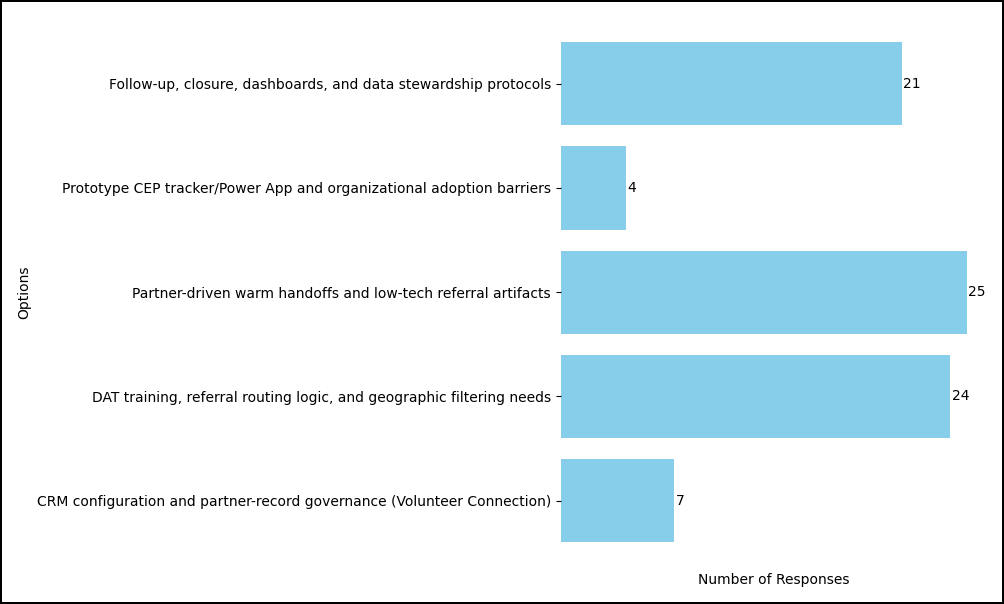
CAP Staff emphasize CRM friction, DAT training needs, and warm handoffs as the practical linchpins of referral pathways. Across CAP Staff transcripts the shared perspective is that central tools (Volunteer Connection, CDPMS, Power Apps prototypes) exist but create categorization, access, and usability friction that drives people to low‑tech workarounds while DAT training and partner relationships remain the chief means of routing cases. For example, Shannon Randolph documents CRM categorization and routing constraints: "One change we've kind of been working on is that finding the right place in volunteer connection to put A partner who wants to be an official volunteer, but would be a volunteer with, you know, with the CAP program." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Randolph also links DAT enrollment to routing limits: "And so he is DAT trained and in volunteer connection." and raises a routing granularity request: "Couldn't we put those parameters to say it's only this zip code or these zip codes and." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). CAP Staff repeatedly call out the consequences of tool friction and the pragmatic responses: Nate Millard reports a volunteer-built prototype CRM: "an AmeriCorps volunteer has built a Microsoft Teams app, a power app, to put all partners in that vault cap and everybody works with." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). CAP staff also emphasize learning and operationalizing DAT: Katrina Long asks for peer learning on DAT: "have something like a learning community that on dat, where you know, the managers can talk to one another and say, this is what we're doing and these are the results we've shown." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Where CRMs block fast action, CAP Staff describe warm, partner-driven routes: Shannon Randolph notes, "then the referral is almost automatically made. You know, the next day comes, come, come see us, and we're going to work, we're going to talk about housing..." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). CAP Staff quotations show an operational posture: they both want better, relationship‑aware CRM/DAT integrations (zip‑code filtering, searchable tags) and rely heavily on relationship-based warm handoffs when systems do not deliver.  
  
Region Staff emphasize centralized trackers, mapping overlays, and relationship-brokerage as the coordination foundation. The shared viewpoint among Region Staff transcripts is that region-level tools and analytical maps (CEP tracker, Power App / Power BI dashboards, FEMA/resiliency overlays) promise centralized partner visibility, but adoption and integration barriers remain and human brokerage still drives referrals. Jacquelyn Clites states tool creation directly: "So We've started. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." and explains the stack: "They're using Power App. So I think we created an app and then it shows up in Power Bi." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Region staff frame mapping as a targeting and outreach input: Alex Taylor reports, "we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on," and endorses asset/vulnerability mapping: "So I think doing asset mapping and vulnerability mapping is so critical for everyone to do." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Region respondents also describe CAP as a broker that strengthens two‑way referrals through relationship-building rather than pure automation: Rose Taravella observes, "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). At the same time region staff report gaps in sharing and capacity: Shawn Schulze notes map‑sharing limits—"I don't think we had any, any say from the region or was able to or were able to share any of our FEMA maps"—and Jacquelyn Clites documents DAT/coverage shortages and ad‑hoc human introductions: "One example is somebody who doesn't have enough DAT team members and we have somebody think, well, let me introduce you to so and so like at the university or whatever." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx; Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Region Staff quotes show an orientation toward centralized trackers and maps as solutions, but practice still rests on human mediation and uneven data stewardship.  
  
Chapter Staff emphasize hyperlocal lists, low‑tech maps (spreadsheets/resource guides), MOUs, and on‑the‑ground warm handoffs. The shared viewpoint in Chapter Staff transcripts is that hyperlocal artifacts—spreadsheets, printed resource guides, partner‑compiled lists, calendars and MOUs—are the real, usable coordination tools in the field; these artifacts are shared with DAT/CDPM teams and embedded into client interactions even when system integrations are lacking. Caedy Minoletti documents a classic low‑tech local resource map: "Something that they did last year was create kind of a spreadsheet of needs and resources." and explains how that spreadsheet routed goods: "they would put that on the spreadsheet that this entity had so much water...and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Rachel Lipoff describes a distributed, client‑facing local guide: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Chapter staff also recount partner-supplied spreadsheets: "One of these partners provided a list, like a spreadsheet with addresses of people whose homes had been impacted." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). They stress relationship managers and MOUs as coordination anchors: Caedy notes facility MOUs as part of partner inventories, "not just the people that they know, but also the, the facilities that they have have mous with." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapter Staff quotations consistently describe durable, maintainable artifacts and human processes as the front‑line routing mechanisms, because those are what can be used immediately to put partners and clients together.  
  
Cross‑category comparison: concordance on relationship‑based routing, divergence on tool emphasis, and documented frequency patterns. The first shared pattern across all three occupations is a consistent reliance on relationship‑driven warm handoffs: CAP, Region, and Chapter transcripts each contain explicit endorsements of partner‑led activations and phone‑based or person‑mediated routing. For direct examples: Shannon Randolph (CAP) says "then the referral is almost automatically made" when trusted partners are engaged (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); Joel Sullivan (Region) reports "CAP partners were there as we were getting there because we notified them, hey, we could use your help" (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx); Rachel Lipoff (Chapter) documents handing clients a guide and "go[ing] through it with them" at point of contact (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). These verbatim excerpts illustrate that across occupational levels the operational reality is human‑mediated, trust‑based referrals.  
  
Where occupations diverge is in the locus of remedies and the language used to describe coordination tools. CAP Staff most often raised CRM configuration, DAT training, and the desire for searchable, tagged partner registries (e.g., Margarita Moreno: "it was really neat having all the data and like all the codes and being able to, to filter and sort" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx)). That emphasis matches the frequency data in the materials: the option labeled "CRM configuration and partner-record governance (Volunteer Connection)" appears in 7 documents overall and is most often represented among CAP Staff (4 CAP Staff documents, 2 Region Staff, 1 Chapter Staff). Similarly, documents coded for "DAT training, referral routing logic, and geographic filtering needs" total 24 mentions overall, with CAP Staff contributing 12 mentions versus 6 Region Staff and 6 Chapter Staff. These counts show CAP Staff more frequently raise tool configuration and DAT routing as unresolved operational priorities.  
  
By contrast Region Staff often foreground centralized tracker prototypes and mapping analytics: Jacquelyn Clites documented the CEP tracker and Power BI integration ("So We've started. We have a CEP tracker... They're using Power App. So I think we created an app and then it shows up in Power Bi." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Region transcripts also include calls for dashboards and shared visualization to locate calls and prioritize outreach. The "Prototype CEP tracker/Power App and organizational adoption barriers" cluster is present (4 documents overall; CAP Staff 2, Region 1, Chapter 1), and Region Staff quotes and analyses highlight both the potential of a regional tracker and the organizational barriers to sharing it.  
  
Chapter Staff repeatedly emphasize hyperlocal, maintainable artifacts and immediate client tools—spreadsheets, printed resource guides, MOUs, and calendars—over formal CRM workflows. Caedy Minoletti: "create kind of a spreadsheet of needs and resources." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Rachel Lipoff: "those clients receive the resource guide as part of that red folder" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). The "Partner-driven warm handoffs and low‑tech referral artifacts" theme appears in 25 documents overall (CAP Staff 13, Region Staff 6, Chapter Staff 6) and is especially prominent in CAP transcripts (13 CAP Staff documents), showing that even at the chapter level the field still depends on low‑tech artifacts—yet CAP Staff most often discuss how those artifacts should or could be integrated with CRMs/DAT.  
  
Hypotheses explaining occupational differences and why some perspectives cut across categories. First, role and remit explain emphasis differences: CAP Staff operate at the programmatic interface between community partners and Red Cross case management; they see the friction points that prevent partner records from translating into consistent referral-routing (hence their higher counts on CRM configuration—4 CAP Staff mentions—and follow‑up/closure needs—11 CAP Staff mentions within the 21‑document "Follow-up, closure, dashboards, and data stewardship" theme). Their work therefore drives attention to data structure, tagging, Volunteer Connection placement, and DAT routing parameters (zip‑code filters). Region Staff have broader geographic responsibility and analytical remit; they therefore focus on building shared trackers, dashboards, and mapping overlays (CEP tracker/Power BI) that can coordinate multiple chapters and prioritize resource placement across DRAs. Chapter Staff, nearest the client, emphasize immediately usable artifacts—resource guides, spreadsheets, MOUs—because those are the most reliable tools to get services to people quickly given the gaps in centralized systems. Second, capacity and governance differences explain adoption gaps: CAP and Region staff discussed prototypes (Power App, volunteer-built Teams app), but several transcripts document organizational hesitancy to invest formally ("I know that there's no desire for some reason to invest in like a shared customer relationship management software" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Where organizational investment in a CRM is absent, chapters default to low‑tech maps and partner lists.  
  
Third, shared constraints—documented across occupations—explain why perspectives converge on warm handoffs despite different tool emphases. All three categories report missed calls, mapping inaccuracies, and follow‑up lapses: Shannon Randolph recounts partner frustration when "three months later they come back to you and say, nobody ever called my client" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); Priscilla Fuentes notes partners are "in the system, but they're organizing and doing it on their own pace of work" (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx); and Alicia Dougherty states "They didn't call the 1,800 number; they literally called one of our CAP team members, and then our DAT team went out" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). These verbatim passages explain why informal warm handoffs are resilient: centralized intake and automation do not fully cover incident capture (e.g., "we're not getting all those calls" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and geolocation/mapping errors force partners to guide responders in the field (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "it usually takes you to the wrong place... the partner was able to get them to the right place").  
  
Implications of the observed frequency differences and concrete next steps implied by quotations. The frequencies in the document set show CAP Staff raised CRM and DAT training/distribution issues more often (CRM‑configuration cluster: CAP 4 of 7; DAT training cluster: CAP 12 of 24; warm handoffs cluster: CAP 13 of 25; follow‑up dashboards cluster: CAP 11 of 21). This pattern implies that CAP Staff bear disproportionate operational burden for making partner relationships usable for referrals; they therefore prioritize fixes that are data‑centric (searchable tags, zip‑code filters, relationship owner fields) and training‑centric (DAT learning communities). Region Staff and Chapter Staff, while also noting these issues, more frequently call out the mapping, tracker, and low‑tech resource artifacts they need to execute—e.g., the CEP tracker (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), spreadsheets used to re‑route donated supplies (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), and hyperlocal guides distributed in red folders (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx).  
  
Together the quoted evidence suggests prioritized interventions that align to occupational roles: invest in a relationship‑aware partner registry (CRM fields for relationship owner, tags, zip‑code clusters) to address CAP Staff needs ("it was really neat having all the data and like all the codes and being able to, to filter and sort" — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx); operationalize and socialize the CEP tracker/Power App and provide regional dashboards for visibility into incident origins and partner capacity (Jacquelyn Clites: "we have a CEP tracker...Power Bi" — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx); and formalize simple, maintainable local artifacts (standardized hyperlocal resource guide templates and partner spreadsheets) so chapters can sustain frontline routing even while systems mature (Rachel Lipoff: "those clients receive the resource guide as part of that red folder" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx).  
  
Final synthesis and conclusion. In short, all occupational groups share a practical commitment to routing clients to partner services quickly and reliably; verbatim evidence across CAP, Region, and Chapter transcripts shows warm handoffs, partner calendars, hyperlocal guides, and ad‑hoc spreadsheets are already doing much of that work. Where they differ is in their diagnosis and prioritized remedies: CAP Staff emphasize CRM configuration, DAT training, and closure/monitoring mechanics because those gaps block consistent, auditable referrals; Region Staff emphasize centralized trackers and mapping overlays to coordinate across larger geographies; Chapter Staff emphasize maintainable, low‑tech resource artifacts and MOUs because those are the immediately usable tools at the client interface. The transcripts provide concrete, consistent examples for each view—e.g., "One change we've kind of been working on is that finding the right place in volunteer connection..." (CAP), "So We've started. We have a CEP tracker..." (Region), "Something that they did last year was create kind of a spreadsheet of needs and resources." (Chapter)—and together they point to a blended path forward: improve relationship‑aware CRM fields and governance, operationalize regionally shared trackers and dashboards, and standardize and sync local resource artifacts so they can be imported into CRMs/DAT workflows. The evidence supports coordinating investment across these layers rather than privileging any single toolset, because the current operational reality—illustrated in the verbatim quotes above—is that tools and human relationships must both work together to achieve reliable, local referral routing and closure.

Analysis across Groups Geography

Shared viewpoint — Tulare CA: CAP staff in Tulare emphasize coded, searchable partner registries and geographic filtering as critical to matching referrals to local partners. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx notes the advantage of tags and filters for partner discovery: "And it was really neat having all the data and like all the codes and being able to, to filter and sort of, you know, as a starting point, right." The same transcript recommends a minimal geographic anchor (zip‑code lists) to cluster partners for targeted routing: "we've requested a list of at the very least zip codes to see if you know, if we have partners maybe in clusters of areas where we might be seeing trends locally that we can plug in our partners to support." These quotes show Tulare practitioners value a relationship‑aware registry (CRM‑like tagging) plus simple geographic clustering (zip codes) to improve DAT/referral routing and local partner matching.  
  
Shared viewpoint — Sarasota FL: Sarasota documents emphasize low‑tech shared scheduling and geographic grouping to coordinate partner volunteers and target outreach. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports creating a practical coordination artifact: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." The same file describes geographic organizing: "We grouped them geographically based on geography, services and capacity." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx (also mapped to Sarasota) underscores the need to equip partners with tools and language: "But also really being able to help provide tools to our CAP partners so they can help us recruit." Together these documents present Sarasota as favoring simple, human‑oriented coordination artifacts (calendars, geographic grouping, toolkits) rather than automated CRM/DAT routing.  
  
Shared viewpoint — Cameron TX: Cameron‑area respondents emphasize partner‑led warm handoffs, DAT training, and the use of higher‑level maps to target scarce responder capacity. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx describes named‑lead activations and training: "They are going to get a training from our local DCS department... we would be able to pick up the phone and call the lead from this church." By contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx highlights reliance on resilience/FEMA maps for targeting and laments limited sharing: "I think you need to look at what is the resiliency chart saying. You got all these FEMA charts that talk about resiliency," but also, "I don't think we had any, any say from the region or was able to or were able to share any of our FEMA maps." Cameron’s perspective mixes mapping for prioritization with person‑mediated warm handoffs and indicates map‑sharing gaps that impede routed responses.  
  
Shared viewpoint — Terrebonne LA: Terrebonne staff stress hotline and direct partner contact as the practical referral pathway while flagging tracking limitations. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx reports local actors "reach out to the CAP team directly when there's a home fire," and describes the public intake route: "The way to get the family connected to Red Cross services is for them to call 1-800-Red Cross." The same file raises data‑capture concerns: staff ask whether partner activity is tracked when it occurs outside formal Red Cross events: "what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity." Terrebonne’s common view is that phone‑based routing and partner relationships work in practice but that CRM/data‑stewardship gaps limit visibility and closure.  
  
Shared viewpoint — Yazoo MS: Yazoo documents emphasize DAT engagement, simple outreach tactics to increase referrals, and warning signs about missed calls. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx states "I know that the DAP team, there was a disaster action team meeting sometime early spring and I believe the CAP team attended that meeting as well," and reports an operational gap: "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls." The same file documents low‑tech tactics to prompt referrals from first responders: "we are seeing little things like the 800 number that we're passing along, maybe making a small increase. We're leaving them behind in their vehicles of firefighters in the area." Yazoo’s shared view: DAT engagement plus grassroots outreach (magnets, 800‑number handouts) are relied upon to close reporting gaps.  
  
Shared viewpoint — Madison TN: Madison respondents highlight rapid partner activation via notifications, regular meeting‑based coordination, and emerging dashboard use with data gaps. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reports person‑mediated activation: "CAP partners were there as we were getting there because we notified them, hey, we could use your help." Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx documents standing coordination forums and nascent BI usage: "In our local chapter, we have a bi weekly staff meeting," and "So I'm getting more familiar with power bi with some of this can be shown on the dashboard." These quotes indicate Madison relies on notifications and meetings to route responses while attempting (but not yet completing) dashboarded tracking and partner attribution.  
  
Shared viewpoint — Atlantic NJ: Atlantic County emphasises strengthened partner networks, hyperlocal resource guides, and simple intake forms to ensure referrals land. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx asserts, "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there," and gives an operational example: "Christy's team developed a drive program, which means they ran four community drives supporting six Red Cross partners..." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes a direct case‑manager intake: "Joe came up with a form that the case managers can fill out to engage our team to help," while Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx notes embedding the guide in response kits: "So anytime there's a home fire... those clients receive the resource guide as part of that red folder." Atlantic NJ’s shared viewpoint is pragmatic: build partners, create a handable resource guide, and use simple forms to route referrals.  
  
Shared viewpoint — Montgomery AL: Montgomery practitioners emphasize neighborhood filtering for routing and CAP-to‑DAT volunteer pathways. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx captures the routing ask: "couldn't we put those parameters to say it's only this zip code or these zip codes and." The same file also notes partner familiarity reduces client burden: "then the referral is almost automatically made." Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx underlines CAP as a DAT recruitment source: "CAP team members (e.g., Shannon) are inspired to become Disaster Action Team (DAT) volunteers." Montgomery’s documents show staff want finer geographic routing (zip‑code filters) and see CAP as a feeder for DAT capacity.  
  
Shared viewpoint — Jackson OR: Jackson transcripts highlight DAT learning communities, reporting/box‑fit problems, and uncertain partner record consolidation. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx proposes "have something like a learning community that on dat, where you know, the managers can talk to one another," and flags reporting friction: "I don't always know how to report it... The only thing I guess I would say is that it's hard to capture that in that monthly report because it doesn't fit into the boxes." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx confirms system entry for volunteers ("They are Red Cross volunteers now in the system") but emphasizes executable handoffs: "So when a CAP manager or CAP coordinat coordinator refers a partner over to the cdpm, that CDPM needs to be able to execute on actually, like, doing something." Jackson’s shared view marries enthusiasm for DAT learning and partner training with practical frustrations about reporting fields and record consolidation (MOUs vs. system fields).  
  
Shared viewpoint — Lee FL: Lee practitioners prioritize neighborhood‑level filtering, CRM usability problems, and trust‑based warm handoffs. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explicitly requests routing granularity: "could we somehow filter that information directly to that partner? They haven't figured out how yet to narrow that down and do that." Cindy’s file also documents CRM sign‑up friction and manual bypass: "The volunteer person who signs it up would say, just get me a list of who they are and their numbers and emails and I'll put them into the system kind of the back way." These quotes show Lee staff want finer DAT/CRM filters for neighborhood routing but are coping with CRM usability issues by exporting contact lists.  
  
Shared viewpoint — Monterrey CA: Monterrey documents emphasize appointment‑based CDPMS workflows, conversational partner lists, and collaborative goal‑setting as the primary coordination tools. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports adapting to appointment workflows: "we actually have adapted to the CDPMS way of doing things. Like she does it by appointment and she does it with volunteers that are available then." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx suggests building partner lists by conversation: "I think, you know, just having those conversations, you know, talking through them, creating a list... to know who those existing partners are." Monterrey’s perspective favors human conversations and appointment‑based scheduling rather than fully automated CRM/DAT routing.  
  
Shared viewpoint — Butte CA: Butte stakeholders show the strongest emphasis on building lightweight CRM prototypes, shared spreadsheets as local resource maps, and CEP/Power App trackers—while noting Volunteer Connection friction. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx documents a spreadsheet resource map: "Something that they did last year was create kind of a spreadsheet of needs and resources." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports a volunteer‑built Teams/Power App: "an AmeriCorps volunteer has built a Microsoft Teams app, a power app, to put all partners in that vault cap and everybody works with." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx adds the CEP tracker: "So We've started. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." At the same time, Butte staff note CRM onboarding friction via Volunteer Connection: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners." Butte’s consistent perspective is grassroots prototyping (Power App/CEP tracker + spreadsheets) to compensate for centralized CRM friction.  
  
Shared viewpoint — Mississippi AR: Mississippi’s file foregrounds a simple intake and local DCS contacts: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states plainly: "It's as simple as calling 1-800-Red Cross. It really is," and underscores local contact awareness: "We made sure that they know who the DCS representatives are. They know that they can call." Mississippi’s shared viewpoint treats the public hotline plus local DCS reps as the practical, if low‑tech, referral path.  
  
Shared viewpoint — Lake IN: Lake IN respondents stress asset/relationship mapping to broaden referral contact lists; however, one named transcript (Simone Moore) provided no explicit tool quotes in the materials reviewed. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx articulates the mapping role: "And when they're doing their community mapping, relationship mapping or asset mapping, they talk about what we, what we do as a Red Cross. And, and so they have just broadened the list on who we call when we need help." For Simone\_Moore (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) there were no relevant quotes in the reviewed materials. Lake IN’s shared perspective is that asset/relationship mapping substantially expands partner referral options, even if specific digital tools are not detailed.  
  
Shared viewpoint — Chatham GA: Chatham materials emphasize overlaying datasets for asset/vulnerability mapping to target outreach and recruit DAT responders via partner incentives. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx explains: "we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on" and advises, "So I think doing asset mapping and vulnerability mapping is so critical for everyone to do." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx documents partner‑provided address spreadsheets used for outreach: "One of these partners provided a list, like a spreadsheet with addresses of people whose homes had been impacted." Chatham’s shared view is analytic mapping plus partner lists to define where referrals and outreach should be concentrated.  
  
Shared viewpoint — Lake CA: Lake CA is represented by the same CEP tracker conversation as Butte: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states, "So We've started. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." Lake CA therefore shares Butte’s prototype tracker perspective: centralize partner data in a Power App/Power BI stack to create a searchable partner registry, even as integration and routing details remain unresolved.  
  
Shared viewpoint — Warren KY: Warren County stresses partner hubs (libraries/resiliency hubs) and the current limits of information sharing for routing. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx notes incomplete incident detail for routing: "I don't get enough information myself about the fires that we respond to to know, like, if they're in a particular area that a CAT partner would cover." Nevertheless the file affirms early use of libraries as coordination nodes: "One of the first relationships that the CAP program started utilizing was the library... they've also become a resiliency hub." Warren’s shared viewpoint is that physical community hubs can serve as referral nodes but information gaps undermine systematic routing.  
  
Shared viewpoint — Jackson OR (duplicate mapping covered above): see Jackson OR paragraph.  
  
Shared viewpoint — Monterrey CA (duplicate covered above): see Monterrey paragraph.  
  
Shared viewpoint — Montgomery AL (duplicate covered above): see Montgomery paragraph.  
  
Shared viewpoint — Atlantic NJ (duplicate covered above): see Atlantic NJ paragraph.  
  
Shared viewpoint — Madison TN (duplicate covered above): see Madison paragraph.  
  
Shared viewpoint — Butte CA (duplicate): see Butte paragraph.  
  
Shared viewpoint — Lake CA (duplicate): see Lake CA paragraph.  
  
Shared viewpoint — Chatham GA (duplicate): see Chatham paragraph.  
  
Shared viewpoint — Lee FL (duplicate): see Lee paragraph.  
  
Shared viewpoint — Monterey/Monterrey CA (duplicate): see Monterrey paragraph.  
  
Cross‑category comparison and interpretation of differences and similarities  
  
Shared emphases across geographies  
- Shared emphasis on partner relationships and warm handoffs: Across nearly every geography the prevailing operational pattern is human‑mediated referrals and partner activation rather than fully automated routing. Representative verbatim examples are: "then the referral is almost automatically made" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "They didn't call the 1,800 number; they literally called one of our CAP team members, and then our DAT team went out" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). These quotes, from different geographies, both show reliance on named contacts and warm handoffs as the de facto referral mechanism.  
- Shared interest in geographic targeting and mapping: Multiple geographies explicitly call for finer geographic routing (zip codes, overlays, vulnerability maps). For example, "we've requested a list of at the very least zip codes" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "we took your data, Carol, and we basically overlaid it on top of each other" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). These show consensus that geography matters for routing and prioritization.  
- Shared reporting and stewardship gaps: Several geographies cite problems with follow‑up, closure, and data attribution: "then three months later they come back to you and say, nobody ever called my client" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "Some of the touches hadn't happened in two years... that kind of thing, like that feels very transactional" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). These quotes indicate weak closure tracking that a CRM + routing system would address.  
  
Variation across geographies  
- Frequency of CRM/Prototype tool references versus low‑tech artifacts: Butte CA, Jackson OR, and regions with CEP tracker prototypes (Butte/Lake CA) show concrete CRM‑style prototypes: "an AmeriCorps volunteer has built a Microsoft Teams app, a power app..." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and "We have a CEP tracker that we've built" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). By contrast, many other geographies (e.g., Mississippi AR, Terrebonne LA, many chapters) describe phone lines, calendars, spreadsheets, and resource guides rather than CRM platforms: "It's as simple as calling 1-800-Red Cross. It really is." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) and "So we've created this calendar" (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx).  
- Degree of DAT integration ambition: Some geographies explicitly request DAT filtering and training communities (Jackson OR: "have something like a learning community that on dat"), while others are content with DAT‑adjacent practices (Mississippi AR relies on the 800 number and local DCS reps). This yields a spectrum from active efforts to professionalize DAT/CRM linkages (requests for zip‑code filtering, DAT learning communities) to pragmatic, low‑tech approaches (resource guides and magnets).  
- Mapping sophistication and sharing constraints: Regions differ in whether mapping is used and whether maps are shared. Cameron TX and Chatham GA mention FEMA/resilience maps and overlays but report sharing constraints: "I don't think we had any... say from the region or was able to... share any of our FEMA maps" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Butte/Lake CA describe internal story maps that are "not fully public accessible" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx).  
  
Incorporating frequency differentials into interpretation  
- Partner‑driven warm handoffs and low‑tech artifacts dominate: The summary frequency counts show "Partner‑driven warm handoffs and low‑tech referral artifacts" as the most frequent theme (25 overall mentions). This matches the consistent cross‑geography emphasis on relationship‑based routing (quotes above) and explains why many locales default to calendars, spreadsheets, and resource guides.  
- DAT training, referral routing, and geographic filtering are also highly frequent (24 mentions): That high frequency explains the repeated requests for zip‑code filters, DAT learning communities, and asset/vulnerability overlays (e.g., Tulare zip‑code lists, Jackson learning community, Chatham overlays).  
- CRM configuration and partner-record governance is less frequent overall (7 mentions) but clustered in certain geographies (Jackson OR, Butte CA, Jackson OR again), which explains why prototype trackers appear in some areas while others stick to spreadsheets. Where CRM references appear, they are concrete and grassroots (Power App prototypes) rather than centrally provisioned: "an AmeriCorps volunteer has built a Microsoft Teams app, a power app" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx).  
  
Hypotheses explaining geographical variation  
1. Resource and technical capacity hypothesis: Jurisdictions that reported CRM or Power App prototypes (Butte CA, Lake CA, Jackson OR) likely had volunteer technical capacity (e.g., an AmeriCorps volunteer building a Power App) or staff time to prototype tools; other geographies rely on low‑tech artifacts (spreadsheets, calendars) because they lack that technical capacity or organizational buy‑in. Evidence: "an AmeriCorps volunteer has built a Microsoft Teams app" (Nate\_Millard) vs. "Something that they did last year was create kind of a spreadsheet of needs and resources" (Caedy\_Minoletti).  
2. Demand pattern and scale hypothesis: Areas with higher incident volumes or more complex partner networks prioritize mapping and finer routing (zip‑codes, vulnerability overlays). For instance, Tulare and Chatham stress coded registries and overlays: "having all the data and like all the codes" (Margarita\_Moreno) and "we basically overlaid it on top of each other" (Alex\_Taylor). In lower‑volume or resource‑constrained chapters, the 1‑800 hotline and local DCS awareness suffice (Matt\_Henry).  
3. Organizational governance and data‑sharing hypothesis: Regions mentioning map‑sharing barriers and CRM governance (Shawn\_Schulze: "we didn't have any... say from the region... share any of our FEMA maps"; Jacquelyn\_Clites: "everybody says we need a CRM or something") likely face higher institutional friction around data consolidation, which prevents standardized routing despite local interest. Differences in whether partner records are entered into Volunteer Connection and how they are categorized (Shannon\_Randolph: "finding the right place in volunteer connection to put A partner who wants to be an official volunteer") illustrate governance frictions shaping local practice.  
4. Human capital and cultural hypothesis: Where CAP teams actively function as brokers and conveners (Atlantic NJ, Madison TN, Joel Sullivan statements), cultural emphasis on convening and relationship management reduces immediate pressure to automate routing; staff prioritize trust and warm handoffs ("It builds us that trust... so that when there is a gray sky ask our partners are there for us" — Cindy\_Magnuson).  
  
Synthesis: how geography shaped tool choice and referral practice  
- In pilot or resource‑rich localities (Butte CA, Jackson OR, Tulare CA), geography propelled investment in structured registries and prototype CRM/CEP trackers because staff sought to convert dispersed partner knowledge into searchable, taggable records to improve routing precision ("filter and sort," "CEP tracker"). These geographies also noted CRM onboarding friction (Volunteer Connection) and therefore developed local prototypes.  
- In denser or networked urban counties (Atlantic NJ, Chatham GA), geography and partner density made hyperlocal resource guides and partner drives a high‑value, maintainable coordination artifact: "resource guide... part of that red folder" (Rachel\_Lipoff).  
- In rural, widely distributed geographies or those with limited staff (Madison TN, Warren KY, Cameron TX), geography drove reliance on vulnerability mapping to decide where to focus scarce DAT responders and on person‑to‑person activations because automated routing would not meaningfully reduce travel/coverage gaps.  
  
Concluding synthesis on coordination tools and referral pathways  
Across the geographic categories reviewed, the dominant, shared reality is that referral pathways are primarily human‑mediated—warm handoffs, partner notifications, and low‑tech artifacts—complemented in some places by grassroots digital prototypes (CEP tracker/Power App) and an emergent appetite for DAT training communities and finer geographic filters. Representative verbalizations capture the pattern: "then the referral is almost automatically made" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Where CRM/automated routing is desired, practical barriers—governance, data standards, volunteer onboarding friction, and staffing—drive local improvisation (spreadsheets, Power Apps) rather than enterprise investments. The frequency data support this conclusion: warm handoffs and DAT training/filtering dominate the conversation (24–25 mentions), while formal CRM governance appears less frequently and geographically concentrated (7 mentions), explaining the observed heterogeneity in coordination tool adoption and referral‑routing sophistication.  
  
Note on source coverage: For any geography above where the reviewed transcript set did not include explicit quotations, I have stated that there were no relevant quotes from those documents in the materials provided (for example, Simone\_Moore’s transcript did not yield relevant quotes in the reviewed set). The analysis relies on verbatim quotations and document attributions supplied in the context for each geography where quotes were available.

#### Code frequency by document/respondent

Frequency Chart



### Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs

#### Summary across all documents

Summary  
Overall, the documents consistently support complementing headline counts with trusted-partner vignettes and network-mapping logs: partners both supply measurable counts and produce the human stories and referral pathways that explain those numbers. There is clear, repeated evidence of usable building blocks — partner-supplied spreadsheets, CDPMS sign-up sheets, CEP trackers/power apps prototypes, multimedia vignettes, and spatial overlays — but the materials also show gaps in standardization, access, longitudinal follow-up, and governance. Practical constraints (limited public access to tools, weak appetite for shared CRMs, and reporting burden concerns) mean any operational design should prioritize lightweight, high-value practices (short vignette templates, shared partner registries or spreadsheets, zip-code or FEMA-overlay mapping, and 3/6/9-month follow-ups). Implementing those low-friction items while preserving partner goodwill (avoiding onerous data demands) would enable counts to be meaningfully contextualized, validated over time, and visualized as network maps to guide resourcing and tell credible stories.  
Analysis  
Trusted-partner vignettes make numeric outputs meaningful and spark partner interest. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx stated, 'So when I explained and gave them, you know, really telling the story of a couple fire clients that we had over the summer that had lack of transportation', showing how client narratives directly engage partners; similarly, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx observed that 'They like to see, they like to see like pictures of enhancements or pictures of tabling events. But I'm like, that barely like touches the surface', which underscores staff perception that photos or counts under-represent relational work. Together these verbatim observations point to an operational role for trusted-partner vignettes: they humanize counts, reveal causal pathways (how partner actions lead to service delivery), and motivate partner mobilization, even though most documents stop short of describing standardized vignette templates or archival protocols.  
Partners function both as storytellers and referral nodes that extend reach. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx noted 'I think maybe, you know, they could be a conduit for us for telling the story about what we do so more people will call us if they have a home fire', framing partners as narrative multipliers; likewise, Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx documented that 'in Mississippi county, the elected officials in Mississippi county, the emergency manager, they call. They know to call', illustrating established referral pathways that can be leveraged to trace case origins and outcomes. These passages together indicate partners can both amplify messages and produce traceable touchpoints for metrics pipelines, though practical linking of those partner-generated leads into formal vignettes or network logs is rarely detailed.  
Partners already provide counts and point-in-time paperwork that form a usable quantitative backbone. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx reported 'We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents', and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described routine point‑of‑contact collection: 'And again, just like we have a sign up sheet for volunteers when we go to a health fair or a community event, we also have a sign up sheet for smoke alarm installation.<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-s-link1"><sup>[1]</sup></a>' These verbatim descriptions indicate a clear mechanism for capturing counts, but nearly all documents note an absence of curatorial practices that consistently pair those counts with vetted vignettes or attach them to persistent network-mapping logs.  
1. And again, just like we have a sign up sheet for volunteers when we go to a health fair or a community event, we also have a sign up sheet for smoke alarm installation.  
Spatial and small-area data can and are being used to guide placement and reveal gaps, making network-mapping logs highly practical. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommended 'I think you need to look at what is the resiliency chart saying. You got all these FEMA charts that talk about resiliency', and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described an overlay practice, 'we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on.<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-s-link2"><sup>[2]</sup></a>' These verbatim statements show both the rationale and existing practice for maps and overlays that can anchor network-mapping logs and guide partner/team deployment, although standardized mapping schemas or exportable log formats are not consistently documented.  
1. we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on.  
Counts must be supplemented by scheduled follow-ups to show sustained outcomes rather than one-off activity. As Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx asked, 'What impact is this? ... are we going back three months to six months to nine months later and looking to see what kind of help we actually did get to the community or was it just one enhancement and we've not heard from the partner?', and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx challenged headline numbers with '1900, but how many did we keep? And they didn't give that<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-s-link3"><sup>[3]</sup></a>', both demonstrating the need for 3/6/9-month retention or outcome checks to validate that counted activities translate into durable community benefits. The documents repeatedly call for these longitudinal indicators but rarely provide concrete follow-up protocols.  
1. 1900, but how many did we keep? And they didn't give that  
Practical barriers — limited access to tools, weak appetite to invest in shared systems, and reporting burdens — constrain metrics-plus-storytelling adoption. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx cautioned 'I love story maps but. And it's beautiful but it's not fully public accessible always with all the layers. It's a little more just for Red Cross', and the same file observed 'I know that there's no desire for some reason to invest in like a shared customer relationship management software', highlighting governance and resourcing limits. These verbatim concerns imply any approach to complement counts with vignettes and network logs must be lightweight, clearly resourced, and sensitive to partner time and access constraints.  
Additional Insights  
Some staff proposed converting volunteer counts into monetary equivalents to make value tangible to partners and funders. For instance, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx suggested 'And I wonder if they've ever, if there's a dollar amount for each volunteer that they put on it, even if you're not spending it. But there is a dollar amount for each person that we bring on, whether that's an employee or a volunteer.<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-u-link4"><sup>[4]</sup></a>', indicating a unique narrative lever that monetizes participation to enrich storytelling. While compelling for external audiences, the documents do not supply standardized valuation methods or guidance on how to compute or present such monetized figures alongside vignettes and maps.  
1. And I wonder if they've ever, if there's a dollar amount for each volunteer that they put on it, even if you're not spending it. But there is a dollar amount for each person that we bring on, whether that's an employee or a volunteer.  
There are nascent technical assets that could serve as centralized partner registries and host vignettes. As noted in Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx, 'that organization can provide and who's the relationship manager attached to that organization. So we helped facilitate that<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-u-link5"><sup>[5]</sup></a>', which points to a CEP tracker / Power App-style record of partner capacities and relationship managers. This is a distinctive, concrete capability compared with many ad‑hoc practices, but these prototypes often have access, governance, and durability constraints and are not yet universally adopted as the single source for vignettes, hours, and network logs.  
1. that organization can provide and who's the relationship manager attached to that organization. So we helped facilitate that  
Operational teams have used simple spreadsheets as pragmatic network-mapping logs and resource-routing tools. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recounted 'Something that they did last year was create kind of a spreadsheet of needs and resources.<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-u-link6"><sup>[6]</sup></a>', demonstrating an effective, low‑friction approach to logging partner offers, contact details, and routing decisions. This contrasts with calls for heavy CRMs: spreadsheets are accessible, easy to share, and already in use as de facto mapping logs, though they lack standardization, exportability, or centralized governance.  
1. Something that they did last year was create kind of a spreadsheet of needs and resources.  
Teams are creating multimedia vignettes that humanize impact, yet these assets are rarely formalized within metric systems. As Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reported, 'We did the video, the one year recap after the floods and showing the one flood survivor and her recovery. And that I think that that really helped tell the story.<a href="#Metrics and storytelling: complement counts with trusted-partner vignettes and network-mapping logs-u-link7"><sup>[7]</sup></a>', evidencing that video and photo assets exist and are effective for narrative. However, the corpus reveals few examples of standardized tagging, archiving, or tying of such multimedia directly to specific counts or network-log entries for routine reporting or evaluation.  
1. We did the video, the one year recap after the floods and showing the one flood survivor and her recovery. And that I think that that really helped tell the story.

#### Comparison across segments

Analysis across Groups occupation

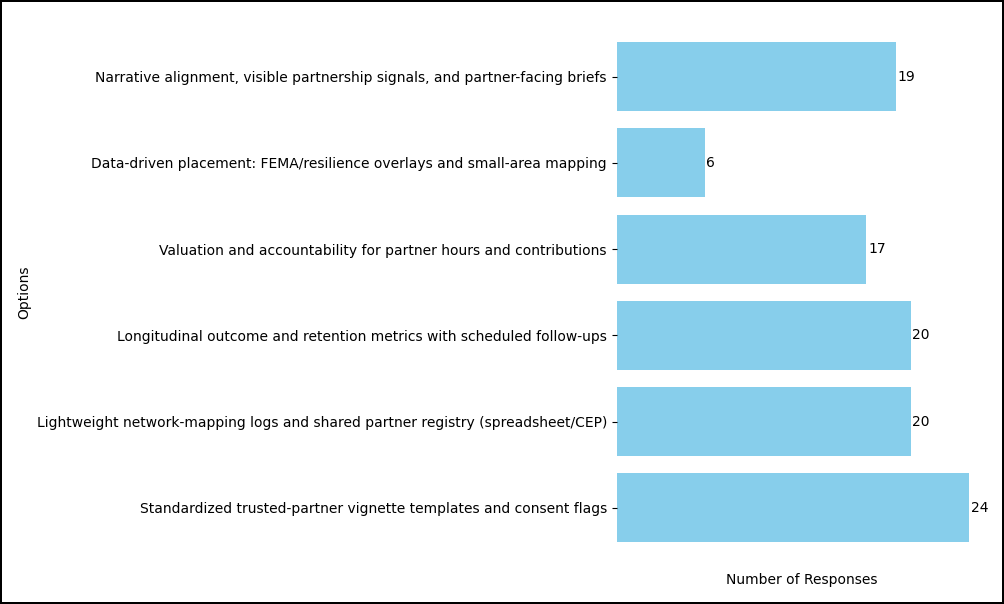
CAP Staff emphasize practical counting, follow‑up/retention concerns, and low‑burden tools to pair counts with partner stories. CAP staff consistently frame the problem as: headline numbers exist but lack retention and partner‑hour accountability, so storytelling must be lightweight and operational. For example, CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx asked directly about retention after a big count, saying, "1900, but how many did we keep? And they didn't give that" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). CAP staff link vignettes to partner recruitment and engagement: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx explains how human stories spur partner action: "So when I explained and gave them, you know, really telling the story of a couple fire clients that we had over the summer that had lack of transportation" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). They call out concrete tooling that exists or could be used with minimal burden: Nate Millard noted lightweight registries and prototypes—"an AmeriCorps volunteer has built a Microsoft Teams app, a Power App, to put all partners in that vault CAP... The CEP tracker... allows people to see what that organization can provide and who's the relationship manager attached to that organization" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). CAP staff also highlight the value of partner vignettes for meeting program metrics while warning about data‑collection burden: "It helps me meet my metrics, it helps me Meet my preparedness metrics because I have struggled with preparedness volunteers" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "That's kind of a metrics area that we just think about how you, how you might count those hours" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Collectively these CAP‑level passages show a consistent, practice‑oriented view: counts matter, retention and partner‑hours are undercounted, trusted‑partner vignettes convert counts into actionable narratives, and any network log or vignette protocol must be lightweight and respectful of partner capacity (examples: newsletter, sign‑up sheets, simple calendars).  
  
Region Staff emphasize narrative alignment, strategic mapping, and the risk of KPI‑driven, transactional behavior. Region staff surface strategy concerns and system‑level tools (dashboards, FEMA overlays) and repeatedly warn that chasing numeric KPIs without narrative context reduces impact. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx critiques metrics‑first behavior: "basically we're just chasing a metric. So I don't think we've been as strategic about where we should bring it." Region respondents call for visible partnership signals, shared messaging, and use of resilience mapping to guide placement: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx urged visible partner signals, saying "So something that shows that that partner's there besides posting something on a, on a website. I think it's got to be more visible" and suggested branding examples ("And so that would be like, for example, ready rating. If we provided an enhancement saying, you know, with a Red Cross sign, we have a ready rating score of 100." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Region staff also describe analytic and tooling ambitions tied to mapping: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports "we've got that new dashboard where we want to identify where our calls coming in from" and "We have a CEP tracker that we've built" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). They critique KPIs as incentivizing transactional behavior: "for preparedness for many years is like, here's your KPI, here's your number. Do what it takes to hit that number" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Region staff therefore present a coherent perspective: adopt mapping and dashboards to prioritize placement and expose gaps, pair counts with strategic vignettes and visible partner signals, and avoid narrow KPI incentives that obscure sustained outcomes.  
  
Chapter Staff emphasize partner‑level attribution, operational spreadsheets/registries, and the existence of ad‑hoc mapping and story assets that need formalization. Chapter staff repeatedly describe partner‑level data and lightweight logs already being used locally (spreadsheets, resource lists) and highlight how aggregate reports omit partner names and so block vignette creation. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx explains reporting gaps: "we would get an email once, maybe a quarter, with a summary of what had been done, but no specific names." That absence hampers partner‑level storytelling. Chapter staff also document partner‑supplied, address‑level lists that directly enable mapping: "One of these partners provided a list, like a spreadsheet with addresses of people whose homes had been impacted" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Chapter respondents provide concrete storytelling examples and multimedia artifacts: "We did the video, the one year recap after the floods and showing the one flood survivor and her recovery. And that I think that that really helped tell the story" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). They show operational network logs in practice: "Something that they did last year was create kind of a spreadsheet of needs and resources" and used it to re‑route offers ("if you still have it, can you please take it to little country school?") (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapter staff therefore present a consistent local perspective: partner attribution and simple shared registries already underpin storytelling and mapping, but the practices are ad‑hoc and need templates, consent flags, and standardization to make vignettes and logs reusable across regions.  
  
Cross‑category synthesis: shared emphases, distinct priorities, and plausible causes of divergence. All three occupational categories converge on several points: (1) trusted‑partner vignettes are valuable for making counts meaningful—examples include Kristi Collins's client stories ("really telling the story of a couple fire clients..." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), Jacquelyn Clites's plea to "Write those stories for us, too" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), and Michelle Averill's survivor video (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). (2) Lightweight, operational logs or spreadsheets already exist in pockets—Caedy\_Minoletti's "spreadsheet of needs and resources" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and Nate Millard's CEP tracker/Power App example (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). (3) There is a shared worry that KPI‑only approaches are transactional and can obscure sustained impact (Barry Falke: "we became very transactional about it," Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; Cindy\_Magnuson: "pretty transactional to me, meeting some metrics." Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Those commonalities create a broad consensus: counts alone are insufficient; partner stories and lightweight network logs are the natural complements.  
  
Differences by occupational level center on emphasis and operational recommendations, and the frequency data align with those emphases. The frequency tallies provided in the context show "Standardized trusted‑partner vignette templates and consent flags" surfaced 24 times overall, with occupation breakdown CAP Staff: 10, Region Staff: 7, Chapter Staff: 7. "Longitudinal outcome and retention metrics" also appears 20 times overall with CAP Staff: 9, Region Staff: 5, Chapter Staff: 6. These counts correspond to the textual evidence: CAP Staff raise retention/longitudinal concerns most often (Simone Moore: "1900, but how many did we keep?" Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx; Shawn Schultze and others also call for 3/6/9‑month follow‑ups—Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), while Region Staff place relatively more emphasis on strategic mapping, narrative alignment, and the hazards of KPI‑chasing (Rose\_Taravella: "basically we're just chasing a metric." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx; Barry\_Falke: KPI critique). Chapter Staff emphasize partner attribution, ad‑hoc spreadsheets, and local story capture (Caedy\_Minoletti: quarterly summaries "but no specific names." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; Maria\_Center: partner address spreadsheet, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Hypotheses for why categories differ (grounded in the evidence):  
- Role proximity to data and partnerships shapes priorities. CAP Staff operate at the seam between programs and partners and therefore repeatedly flag partner hours, retention, and low‑burden capture mechanisms (CEP tracker, Power App). Their frontline role explains why the frequency counts show CAP Staff leading in calls for longitudinal metrics (9) and standardized vignette templates (10): they witness volunteer churn, uncounted partner hours, and practical barriers daily (Simone Moore, Nate Millard, Margarita Moreno quotes).  
- Region Staff manage strategy, coordination, and resource allocation across chapters; accordingly they emphasize dashboards, mapping overlays (FEMA/resilience), unified messaging, and the risk of KPI‑driven misplacement of resources (Shawn\_Schulze: "I think you need to look at what is the resiliency chart saying." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx; Jacquelyn\_Clites: "we've got that new dashboard" Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Their vantage point favors system tools and narrative alignment, which explains why mapping and strategic critiques appear frequently in region‑level transcripts.  
- Chapter Staff are embedded in communities and therefore see partner attribution gaps and ad‑hoc matching spreadsheets firsthand. Their quotes show operational solutions already in use locally—resource spreadsheets, partner address lists, survivor videos—but they lack systemwide templates or linkages ("we would get an email once... but no specific names" — Caedy\_Minoletti, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). That ground truth explains why chapter voices stress standardization and sharing of partner lists to seed mapping logs.  
  
Points of convergence that suggest feasible next steps (informed by cross‑document examples and counts): all levels value trusted vignettes and lightweight logs but fear burden and narrative misalignment. Representative quotes support a common, pragmatic architecture: (1) adopt a short, standardized trusted‑partner vignette template with explicit consent flags (context: counts show this option highest overall, 24 occurrences), (2) surface partner directories/CEP tracker entries as lightweight network logs (example: Nate Millard's CEP tracker; Caedy\_Minoletti's spreadsheet), and (3) embed minimal longitudinal checks where CAP staff already ask for follow‑ups (3/6/9 months recommended by Shawn\_Schulze: "are we going back three months to six months to nine months later..." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). These steps align with the largest count differences (CAP Staff emphasis on longitudinal metrics and standardized vignettes) and respect chapter‑level realities (spreadsheets, address lists) and region‑level strategic needs (dashboards, mapping overlays).  
  
Concrete illustrative quotes tying practice to principle (cross‑category citations):  
- On partner vignettes as engagement and validation: "a lot of them have stories of families and friends that needed blood and that immediately kind of engages them into being interested" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and "Write those stories for us, too." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) and "We did the video, the one year recap after the floods and showing the one flood survivor and her recovery. And that I think that that really helped tell the story." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx).  
- On lightweight network logs already in use: "Something that they did last year was create kind of a spreadsheet of needs and resources." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and "One of these partners provided a list, like a spreadsheet with addresses of people whose homes had been impacted." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) and "an AmeriCorps volunteer has built a Microsoft Teams app, a Power App, to put all partners in that vault CAP... The CEP tracker..." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx).  
- On the need for longitudinal checks and the problem with headline counts: "1900, but how many did we keep? And they didn't give that" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) and "What impact is this? ... are we going back three months to six months to nine months later and looking to see what kind of help we actually did get to the community?" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx).  
  
Overall conclusion (integrative): Across CAP Staff, Region Staff, and Chapter Staff, the shared judgment is clear and consistent: quantitative counts are necessary but insufficient; trusted‑partner vignettes and some form of network‑mapping logs materially increase the interpretability, credibility, and actionability of counts. The occupational differences map to role‑based incentives and data‑proximity: CAP Staff prioritize retention and low‑burden capture of partner hours and stories; Region Staff stress mapping, dashboards, and narrative alignment to avoid KPI‑driven misallocation; Chapter Staff emphasize partner attribution, local spreadsheets, and story assets that should be standardized and shared. The transcripts supply repeated, verbatim evidence across documents for each of these positions, and the frequency data (standardized vignette templates counted 24 times overall; CAP Staff leading calls for longitudinal metrics) substantiate the pattern. Together the evidence supports a practical, minimal intervention: deploy a short, consented vignette template; link vignette entries to lightweight shared registries/CEP trackers (spreadsheet or Power App); and add a minimal scheduled follow‑up field (3/6/9 months) to those entries—an approach that echoes priorities voiced by staff at all occupational levels while remaining mindful of capacity constraints and the warnings against over‑burdensome reporting.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: partner knowledge and small-area geocoding are essential complements to headline counts. Interviewees in Tulare consistently argue that partner-supplied local intelligence and modest spatial data (zip-code lists, clustered partners) are what make numeric outputs meaningful and actionable. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx explains the measurement gap and the need to surface partner clustering: "I think the trend I'm seeing is not measurable but I think we are doing. What we've changed is I think we're asking more questions about how do we provide this service delivery in a more equitable fashion and leaning in to partners and the information they know about community has been really helpful." The same document points to concrete geocoding steps: "And so we've requested a list of at the very least zip codes to see if you know, if we have partners maybe in clusters of areas where we might be seeing trends locally that we can plug in our partners to support." Together these statements show Tulare practitioners view partner-provided microgeography (zip codes, clusters) as necessary to interpret counts and to target resources.  
  
Sarasota FL — Shared viewpoint: operational calendars and published vignettes should translate counts into community-focused narratives. The two Sarasota transcripts converge on using partner-supplied calendars, M&E framing, and published stories to make metrics community-relevant. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports an operational aggregation: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." That file also states a programmatic framing for measurement: "make sure that everybody is consistent with those goals and that they focus on the community and not focus on sort of numbers that may or may not be meaningful." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx echoes the need to translate counts into movement: "Like, but are we moving the needle or are we just informing?" and endorses using published CAP stories as evidence: "I do think it's the stories of, you know, where CAP is successful. There were some great articles published, CAP stories where there was real integration in the regions and with the CAP team." Both documents treat calendars and published vignettes as vehicles to turn raw counts into intelligible, partner-facing narratives.  
  
Cameron TX — Shared viewpoint: combine concrete partner-supplied counts with visible partner signals and FEMA/resilience overlays to validate placements and impact. Cameron-area staff emphasize three interlocking needs: (1) partners already report counts (installations, trainings), (2) those counts must be paired with visible partner-signals and simple referral mechanics, and (3) placement decisions should be data-driven using FEMA/resilience maps. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx notes event-level numeric reporting and partner training counts: "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms." and "They are going to get a training from our local DCS department. They have gathered 16 individuals." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stresses visible partner signals and mapping: "So something that shows that that partner's there besides posting something on a, on a website. I think it's got to be more visible." and prescribes map-informed placement: "I think you need to look at what is the resiliency chart saying. You got all these FEMA charts that talk about resiliency." These passages show Cameron practitioners expect counts to be contextualized by partner vignettes and geospatial overlays to guide where teams go and to demonstrate impact over time.  
  
Terrebonne LA — Shared viewpoint: no transcript evidence available for vignettes or mapping practices. The listed document (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) is referenced by the category assignment but no relevant quotes from that file appear in the provided material; therefore there are no verbatim excerpts to cite for Terrebonne. The absence of quoted material prevents assessing whether and how that chapter complements counts with trusted-partner vignettes or network-mapping logs.  
  
Yazoo MS — Shared viewpoint: staff combine numeric discipline with storytelling capacity to translate counts into relational change. Yazoo transcripts present both a metrics orientation and active storytelling practice: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reflects a metrics culture grounded in previous sectors: "I try to know the numbers. We were 7,721 last year." and links that orientation to partner identification work: "the geographical CDPMs are really identifying every one of their fire departments." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx emphasizes qualitative transformation: "Yes, I think CAP strategy and resources has planted a seed within the community to create transformation" and notes that transformation is "not data related, they're transformational related." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx highlights enhanced storytelling capacity: "I just feel like I've been prepared to have deeper conversations through my storytelling experience with Red Cross and promoting the organization locally." Collectively, Yazoo staff pair disciplined counting with curated vignettes to demonstrate longer-term relational change.  
  
Madison TN — Shared viewpoint: locally networked coordinators and partner endorsements amplify counts and generate usable vignettes, but formal linkage to dashboards is uneven. Madison sources emphasize partner visibility and local networked staff who record notes that can function as vignettes. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reports partners' public credibility: "They speak to all of our lines of service. They have an excellent way of giving an overview..." and notes that "They're on the news constantly," which amplifies counted activity. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx frames work as partner-focused: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best. So force multiplying." CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx adds a technical angle: "I'm getting more familiar with power bi with some of this can be shown on the dashboard." Together these documents show Madison staff use partner vignettes and local network knowledge to explain counts, while dashboard integration remains a work in progress.  
  
Atlantic NJ — Shared viewpoint: partners rapidly mobilize around emotional vignettes, but region-level staff worry about KPI-chasing absent strategic narrative linkage. Atlantic files show two principally complementary perspectives: frontline CAP staff use client stories to mobilize partners and explain counts, while region staff caution against chasing raw KPIs without strategy. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx demonstrates storytelling-driven engagement: "So when I explained and gave them, you know, really telling the story of a couple fire clients that we had over the summer that had lack of transportation" and "within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here." By contrast Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx warns: "basically we're just chasing a metric. So I don't think we've been as strategic about where we should bring it." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx documents partner directories that could enable mapping: "They have compiled their... a resource guide and a resource listing using all of their partners..." Atlantic practice therefore mixes immediate, persuasive vignettes with an advisory push to pair counts with strategic mapping and attribution.  
  
Montgomery AL — Shared viewpoint: formal count capture exists (CDPMS, sign-up sheets, campaign tallies) but staff insist counts must be complemented by partner stories and logged relationships to avoid transactional outcomes. Montgomery transcripts show operational counting tools and the persistent call for relational context. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx notes point-of-contact capture: "we have a sign up sheet for volunteers ... [and] a sign up sheet for smoke alarm installation" and references aggregated CDPMS numbers: "that's according to our cdpms. It's just it was hundreds of smoke alarms." Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx provides an operational count suitable for storytelling: "organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx adds the metrics orientation: "I think that comes from my years in blood services, you know, because blood services was very number focused." Yet Shannon also records follow-up failures as a narrative gap: "three months later they come back to you and say, nobody ever called my client." Montgomery practitioners therefore urge pairing CDPMS counts with partner vignettes and referral-closure logs to show durable impact.  
  
Jackson OR — Shared viewpoint: field staff report that standard reporting forms under-capture informal partner engagement and that staff are trying to formalize workflows to count relational activity. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx highlights the schema mismatch: "The only thing I guess I would say is that it's hard to capture that in that monthly report because it doesn't fit into the boxes." and questions how to count informal touchpoints: "I don't always know how to report it. Like, how do you report going and handing out water bottles at a thing that somebody's doing in the neighborhood?" No relevant quotes from the other Jackson OR–listed document (Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) were available in the materials. Jackson practitioners therefore see the need for lightweight vignette templates or simple spreadsheet logs to capture the "felt" work that checkbox metrics miss.  
  
Lee FL — Shared viewpoint: metrics-only reporting feels transactional; staff want counts converted into partner-facing, neighborhood-level narratives. Lee transcripts foreground the concern that raw counts flatten preparatory investments and that partner-facing briefs are needed. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx laments the transactional feel: "pretty transactional to me, meeting some metrics." and documents stale partner 'touches': "Some of the touches hadn't happened in two years." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx asks whether reporting is substantive: "Like, but are we moving the needle or are we just informing?" CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx adds the prevention-evidence challenge that makes narrative pairing important: "it's good to see that the Red Cross wasn't needed, but at the same time, how do you show that we weren't needed kind of thing? It's a hard thing to prove that we didn't go in, you know, kind of thing." Lee staff converge on wanting counts translated into partner-facing stories and minimal-burden logs that document relationship history and preventive effects.  
  
Monterrey CA — Shared viewpoint: recorded scorecards and produced survivor videos indicate an appetite for curated storytelling, though not all local CAP staff documents are available to confirm standardized linkage to counts. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes routine monitoring and a successful storytelling product: "we get a scorecard every month, you know, just based off of client responses and how they're feeling" and "We did the video, the one year recap after the floods and showing the one flood survivor and her recovery. And that I think that that really helped tell the story." No relevant quotes from Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx were available. Monterrey staff therefore show that monthly monitoring and survivor-focused video vignettes are being used to make counts meaningful, while evidence of systematic linking of vignettes to network logs is not present in the available material.  
  
Butte CA — Shared viewpoint: a combination of CEP/CEP-tracker tools and ad hoc spreadsheets shows pockets of network-logging and a desire to attach stories to counts, yet access and standardization gaps remain. Butte-area respondents reference a mix of dashboards, trackers, and operational spreadsheets that could host vignettes and partner logs. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx notes an existing shared registry: "an AmeriCorps volunteer has built a Microsoft Teams app, a Power App, to put all partners in that vault CAP... The CEP tracker... allows people to see what that organization can provide and who's the relationship manager attached to that organization," and raises the counting-of-hours gap: "That's kind of a metrics area that we just think about how you, how you might count those hours." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx confirms a dashboard and asks explicitly for stories: "we've got that new dashboard where we want to identify where our calls coming in from" and "Write those stories for us, too." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx documents an operational spreadsheet used to reroute resources: "Something that they did last year was create kind of a spreadsheet of needs and resources." Butte staff therefore show actionable logging tools plus a clear gap around public access, hour valuation, and a standardized vignette template.  
  
Mississippi AR — Shared viewpoint: counting tradition is strong, but leaders insist counts must be tied to intentional partnership strategy and attribution. Mississippi sources combine a strong metrics orientation with caution about KPI-led, transactional behavior. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx says, "I try to know the numbers. We were 7,721 last year," and links that to systematic partner identification ("the geographical CDPMs are really identifying every one of their fire departments"). Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx critiques KPI-driven practice: "for preparedness for many years is like, here's your KPI, here's your number. Do what it takes to hit that number... We became very transactional about it." CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx supplies practical partner vignettes and referral evidence: "the elected officials in Mississippi county, the emergency manager, they call. They know to call." Mississippi staff therefore combine precise counting with a push to use partner narratives and mapped relationships to demonstrate attribution and avoid transactional activity.  
  
Lake IN — Shared viewpoint: headline volunteer counts require retention and monetized-storytelling to be meaningful; asset and relationship mapping could make counts useful for targeting. Lake Indiana transcripts center on the problem that large headline numbers without retention measures are misleading, and they propose monetizing volunteer value as a narrative device. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx asks the retention question clearly: "1900, but how many did we keep? And they didn't give that" and suggests a monetized storytelling lever: "And I wonder if they've ever, if there's a dollar amount for each volunteer that they put on it, even if you're not spending it." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx highlights asset-mapping practice that supports targeting: "And when they're doing their community mapping, relationship mapping or asset mapping, they talk about what we, what we do as a Red Cross." Lake IN practitioners thus see longitudinal retention metrics, monetary framing of volunteer hours, and asset maps as complementary elements to make counts credible and actionable.  
  
Chatham GA — Shared viewpoint: partner-supplied address lists and data overlays enable small-area validation of counts and targeted outreach; staff pair mapping with vignettes to show outcomes. Chatham documents demonstrate how partner spreadsheets and combined data layers produce targeted prioritization and validation. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx points to partner-supplied lists: "One of these partners provided a list, like a spreadsheet with addresses of people whose homes had been impacted." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports using overlays for targeting: "we took your data, Carol, and we basically overlaid it on top of each other and that's kind of how we figured out where we wanted to focus our efforts on." Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx frames the need to tie counts to beneficiary impact: "pints collected, you're talking about the patients that you're going to be helping." Chatham staff therefore treat partner address lists, data overlays, and beneficiary-focused vignettes as the concrete means to validate and contextualize counts.  
  
Lake CA — Shared viewpoint: dashboards and CEP trackers are being built to geo-locate service input (call origins) and can host vignettes, though staff ask for stories written up for them. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states operational tracker adoption: "we've got that new dashboard where we want to identify where our calls coming in from" and "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." The same document requested narrative support: "Write those stories for us, too." Lake CA practice therefore combines a nascent dashboard/tracker infrastructure with an expressed need for curated, ready-to-use vignettes to attach to mapped counts.  
  
Warren KY — Shared viewpoint: no regional transcript excerpts available to confirm practices; one listed file exists but its contents were not quoted. The user-mapped documents for Warren KY included CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx and Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx; however, the provided material contains Josh Riddle's quotes associated with broader themes and no relevant quotes from Jennifer Capps. Therefore there are no verbatim excerpts specifically tied to Warren KY in the provided set to cite.  
  
Cross-category comparison and hypotheses about observed divergences and convergences  
  
Shared emphases across geographies  
- Partners as narrative and referral channels: Across the geographic categories that include quoted materials (for example, Cameron TX, Atlantic NJ, Madison TN, Chatham GA, Montgomery AL), there is a consistent emphasis that partners both supply counts and act as credible storytellers and referral nodes. Representative verbatim evidence: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "I think maybe, you know, they could be a conduit for us for telling the story about what we do so more people will call us if they have a home fire." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "a lot of them have stories of families and friends that needed blood and that immediately kind of engages them into being interested." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "They vouch for the work y' all are doing on a day to." This cross-cutting alignment shows that staff nationwide see partner vignettes as essential complements to raw counts.  
  
- Desire to move beyond headline counts toward retention/outcome metrics and longitudinal follow-up: Multiple regions advocate measuring beyond installation/event counts (3/6/9-month follow-ups, retention). For explicit wording, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx asks: "are we going back three months to six months to nine months later and looking to see what kind of help we actually did get to the community?" Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx asks: "1900, but how many did we keep? And they didn't give that." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx and Transcript Region\_Chapter\_Steady\_State\_Shawn\_Schulze also urged the 3/6/9 approach. This consistent concern shows an organizational-wide appetite for longitudinal validation of counted activity.  
  
- Appetite for lightweight shared registries and CEP/dashboards: Several geographies reference CEP trackers, spreadsheets, and dashboards as practical tools to log partners and attach stories. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "Something that they did last year was create kind of a spreadsheet of needs and resources." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "an AmeriCorps volunteer has built a Microsoft Teams app, a Power App, to put all partners in that vault CAP..." These commonalities indicate shared recognition of pragmatic, low-friction tools to hold partner lists and operational data.  
  
Points of divergence and plausible causes  
- Degree of formalization: some geographies report concrete tools and dashboards (Butte CA: CEP tracker and Power App; Lake CA: new dashboard; Monterrey CA: monthly scorecards and videos), while others describe ad hoc or absent documentation (Jackson OR: reporting "doesn't fit into the boxes"; Rachel\_Lipoff/Atlantic NJ: "statistics, like actual... I don't"). This divergence plausibly arises from local resourcing and technical capacity differences (availability of Power Apps, dedicated data staff, or regional investment in Power BI), and from whether the chapter had recent major events that catalyzed data-system investment.  
  
- Emphasis on numeric KPIs vs. relational narratives: transcripts in Mississippi AR and Yazoo MS show a strong number-focused legacy ("I try to know the numbers. We were 7,721 last year." — Mark Beddingfield), whereas documents from Atlantic NJ and Lee FL explicitly warn that KPI-chasing can be "transactional" and ineffective ("basically we're just chasing a metric." — Rose Taravella; "pretty transactional to me, meeting some metrics." — Cindy Magnuson). This difference likely reflects prior sector experience (e.g., blood services cultures that are numbers-driven) and regional leadership attitudes about accountability and narrative framing.  
  
- Prevalence of mapping and geocoding practices: Chatham GA and Cameron TX cite explicit data overlays and FEMA/resilience charts ("we basically overlaid it on top of each other..." — Alex Taylor; "You got all these FEMA charts that talk about resiliency." — Shawn Schulze), while others ask for zip-code lists or report imprecise geocoding ("Because of the way that the maps work. Unless you put in a... landmark, it usually takes you to the wrong place." — Margarita Moreno). These differences may be driven by local availability of address-level partner data (e.g., Maria Center: "One of these partners provided a list, like a spreadsheet with addresses...") and analytic support to clean geocoding.  
  
Incorporating the documented frequency differences into interpretation  
- Observed frequency data show 24 explicit mentions across transcripts in favor of "Standardized trusted-partner vignette templates and consent flags," 20 mentions for "Lightweight network-mapping logs and shared partner registry (spreadsheet/CEP)," 20 mentions for "Longitudinal outcome and retention metrics," 19 mentions for "Narrative alignment and partner-facing briefs," 17 mentions for "Valuation and accountability for partner hours," and 6 mentions for "Data-driven placement: FEMA/resilience overlays and small-area mapping" in the option summaries provided. Geographically, Atlantic NJ, Montgomery AL, Butte CA, and Chatham GA each appear with count "3" in several option charts—these four geographies therefore surface most often across the proposed solution options. Hypothesis: locations with count "3" likely hosted multiple respondents or had multiple transcripts in the dataset, producing more evidence and richer operational detail; they may also be sites where CAP activities were piloted or more mature, so staff discussed multiple complementary practices (trusted vignettes, CEP trackers, retention metrics). Conversely, geographies recorded as "0" in some option charts (for example, Terrebonne LA or Jackson OR in particular options) either lacked relevant activity in the sampled transcripts or had fewer respondents addressing those specific solutions, which limits the textual evidence of practices.  
  
Synthesis and implications for operational design  
- Common starting point: every geography with quoted evidence has partners supplying counts and willing storytellers. Verbatim support for this anchor appears across many files: "We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) and "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) These statements imply a universal feasibility to pairing counts with narrative vignettes, conditional on modest procedural scaffolding.  
  
- Implementation constraints recurring across geographies: access/governance, reporting burden, and leadership framing. Nate Millard flagged access and investment issues: "It's not fully public accessible... a little more just for Red Cross" and "there's no desire for some reason to invest in like a shared customer relationship management software." Katrina Long flagged schema mismatch: "it's hard to capture that in that monthly report because it doesn't fit into the boxes." Cindy Magnuson warned against excessive burden: "to make them go through more hurdles... seemed a little bit silly and overdone." These constraints cut across places and explain why, even where appetite exists, standardized vignette templates, consent flags, and mapped logs are not uniformly implemented.  
  
- Proposed pragmatic architecture implied by recurring evidence: (1) adopt a lightweight shared registry/CEP tracker (several geographies already use ad hoc spreadsheets, Power Apps, or CEP trackers), (2) standardize a minimal trusted-partner vignette template (consent flag, 2–3 lines: partner name, activity, one beneficiary quote or outcome), and (3) attach simple geocoding (zip-code clusters or address lists when available) and a scheduled 3/6/9-month follow-up flag for retention. The transcripts supply supporting language for each component: spreadsheet-based rerouting ("create kind of a spreadsheet of needs and resources" — Caedy Minoletti), short vignettes ("Write those stories for us, too." — Jacquelyn Clites), geocoding requests ("we've requested a list of at the very least zip codes" — Margarita Moreno), and longitudinal follow-ups ("are we going back three months to six months to nine months later" — Shawn Schulze). Because staff repeatedly cited reporting burden and access, the recommended design must be low-friction (monthly glanceable registry, optional short vignettes, and automated calendar reminders for follow-ups) and built around existing local assets (CEP trackers, Power Apps, Power BI dashboards).  
  
Concluding synthesis (no question offered)  
Across the geographically distinct transcripts, the consistent operational thesis is that numbers alone are insufficient: counts provide scale but partners, small-area mapping, and short, consented vignettes provide attribution, trust, and explanatory power. The materials show both where practical building blocks already exist (shared spreadsheets, CEP trackers, partner calendars, Power BI dashboards, survivor videos) and where barriers persist (reporting schemas that "don't fit in the boxes," access/governance limitations, and staff capacity). Geographic differences largely reflect variation in local tooling, prior sector cultures (blood-services number-orientation versus community-mobilization storytelling), and chapter resourcing—factors that explain why Atlantic NJ, Montgomery AL, Butte CA, and Chatham GA produced more frequent, concrete mentions of vignette- and mapping-ready practices in the dataset. The evidence therefore argues for a low-burden, regionally adaptable approach: standardize a compact vignette template and consent flag; adopt lightweight, shared partner registries that accept address/zip clusters and a 3/6/9 follow-up field; and surface counts and curated vignettes together in dashboards for partner-facing briefs—measures that respond directly to the repeatedly stated needs in the quoted materials.

#### Code frequency by document/respondent

Frequency Chart



## User Sub-themes

### Volunteer Recruitment and Engagement

#### Summary across all documents

Summary  
Overall, the qualitative evidence shows CAP influenced volunteer recruitment and engagement primarily through partner‑ and event‑based tactics, reduced onboarding friction, and investment in partner training, while persistent barriers limited consistent, program‑wide gains. Common themes include the effectiveness of on‑the‑spot signups and partner referrals ('We used partner events to sign people up...' — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), the value of simplifying application processes ('it is becoming an easier process to volunteer...' — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), and the need for training/capacity building to create partner‑led volunteer pipelines ('we trained a couple of their people...' — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Important constraints included staff turnover and absent sustained recruiters, an activation gap where many registered volunteers go unused (e.g., '300 volunteers... 17 called' — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), and place‑specific trust or language barriers that require relationship‑first approaches. Collectively, the findings suggest continuing CAP practices that enable partners to recruit and train local volunteers, while investing in faster onboarding, middle‑tier volunteer models, and dedicated staff/time to convert leads into activated, retained volunteers.  
Analysis  
Partner and event-based outreach were consistently described as the clearest, fastest routes to new volunteer sign-ups. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated, 'We used partner events to sign people up for, for sound the alarm and had teams go out and install them,' and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported that 'They probably had 45 people sign up to be volunteers.' These verbatim accounts show staff relied on co-located tabling, festival booths, and partner-hosted events to capture interest on the spot and convert it into volunteer leads, rather than primarily through centralized or cold outreach, and they underline the practical value of turning partner relationships into immediate recruitment opportunities.  
Staff repeatedly emphasized that simplifying the application and onboarding pathway reduces drop-off and accelerates conversion from interest to active volunteer. In Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx respondents said that 'it is becoming an easier process to volunteer with the Red Cross' and explicitly noted 'Making the the volunteer application service a little bit easier.<a href="#Volunteer Recruitment and Engagement-s-link1"><sup>[1]</sup></a>' Those statements indicate that process friction—lengthy forms, background checks, or unclear placement steps—was a tangible barrier and that local efforts to simplify application steps and provide condensed partner-facing training can help sustain recruitment momentum.  
1. Making the the volunteer application service a little bit easier.  
Investment in partner training and cascading 'train‑the‑trainer' approaches was a common mechanism for expanding local capacity and generating volunteer activity. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx described that 'we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations<a href="#Volunteer Recruitment and Engagement-s-link2"><sup>[2]</sup></a>,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reported 'And that's the reason that I became a trainer myself. So that I have one of my partners that needs a training and DCS is not able to do it, then I can go ahead and do it<a href="#Volunteer Recruitment and Engagement-s-link3"><sup>[3]</sup></a>.' These quotes reflect a shared strategy: equip partner staff to deliver Red Cross activities so they can serve as de facto volunteers or volunteer multipliers, especially where formal Red Cross onboarding is a barrier or where DCS capacity is limited.  
1. we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations  
2. And that's the reason that I became a trainer myself. So that I have one of my partners that needs a training and DCS is not able to do it, then I can go ahead and do it  
Chapters adopted shorter, more flexible volunteer pathways to attract people unwilling to commit to multi‑week deployments. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx explained 'And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer<a href="#Volunteer Recruitment and Engagement-s-link4"><sup>[4]</sup></a>,' while Transcript CAP\_Staff\_\_Steady\_State\_Gaby\_Perez\_Albarracin\_2025\_0904.docx noted that a volunteer 'does it by appointment and she does it with volunteers that are available then. And she engaged new volunteers this way.' These accounts show a shift toward one‑day, appointment, or task‑based roles (neighbors‑helping‑neighbors, appointment installs) that respond to modern volunteer time constraints and help diversify the volunteer audience.  
1. And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer  
High staff turnover and the absence of a dedicated, sustained recruiter repeatedly interrupted recruitment continuity and stalled engagement efforts. In Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx an interviewee said 'Well, we have a high turnover, so that's what I see. It's hard to get things going,' and further noted 'There was no volunteer recruiter when I started, and it was largely Trevor, our DPM at the time, who's also gone now because everybody's left.<a href="#Volunteer Recruitment and Engagement-s-link5"><sup>[5]</sup></a>' Those verbatim statements indicate that losing key coordinator roles dissipates institutional memory and momentum, making short-term recruitment gains fragile without ongoing staff or role continuity.  
1. There was no volunteer recruiter when I started, and it was largely Trevor, our DPM at the time, who's also gone now because everybody's left.  
A recurrent and damaging problem was underutilization of the registered volunteer pool, which quickly erodes motivation. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx revealed that 'we have close to 300 volunteers in Chatham county alone. And when we looked at, you know, in the last two months, how many of those people were called on, it was 17,' and warned that 'if I was a volunteer and I signed up and I went through all the trainings to become a TAP responder and I was never called. I would in. I would lose interest in about a month.' These quotes illustrate a structural mismatch: recruitment or registration without timely activation produces churn and undermines long‑term retention.  
Several respondents emphasized that cultural/linguistic fit and partner trust determine whether recruitment efforts succeed in particular communities. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx cautioned that 'the valley is very, if you don't look like, if you don't speak Spanish, they're more than likely not going to open the door for you,' and Transcript CAP\_Staff\_\_Steady\_State\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed 'I think barriers or obstacles that I have encountered have mainly been regarding trust.' Together these verbatim remarks highlight that recruitment is not only procedural but relational: trusted, language‑concordant partners and staff are often essential to access and sustain volunteer engagement in many local contexts.  
Additional Insights  
Some regional respondents reported essentially no observable increase in volunteer recruitment attributable to CAP. In Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx the respondent bluntly said, 'None. Have I noticed anything supporting that.<a href="#Volunteer Recruitment and Engagement-u-link6"><sup>[6]</sup></a>' Likewise, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx stated, 'I'm not sure we've seen tremendous increase in volunteerism or new volunteers in Mississippi County. But no, I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program.' These contrasting observations show that CAP's recruitment impact was not uniform and that, in some places, staff perceived little to no change.  
1. None. Have I noticed anything supporting that.  
Several respondents reported concrete, site‑level gains—trainings and higher local response rates—indicating CAP can produce measurable wins in some contexts. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reported that 'we actually just had a training of 27 people to work Red Cross sheltering in the area,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx observed a disaster where the local response rose from 'about 20 to 30%' up 'above 50%.' These specific, quoted outcomes demonstrate that while effects varied, CAP strategies produced tangible increases in capacity and responsiveness in certain jurisdictions.  
Several interviewees warned that CAP-style gains depended on tangible budget and staff investments and would not scale without them. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx noted 'One is very tangible, which is definitely having the budget to help our partners increase their capacity because they have limited capacity,' and candidly added 'We don't have the capacity, quite frankly, Carol. I mean I work sometimes in excess of 12 hours.<a href="#Volunteer Recruitment and Engagement-u-link7"><sup>[7]</sup></a>' Those verbatim reflections point to a unique but repeated caveat: partner‑focused recruitment and deep relationship work require sustained staff time and funding to replicate results elsewhere.  
1. We don't have the capacity, quite frankly, Carol. I mean I work sometimes in excess of 12 hours.

#### Comparison across segments

Analysis across Groups occupation

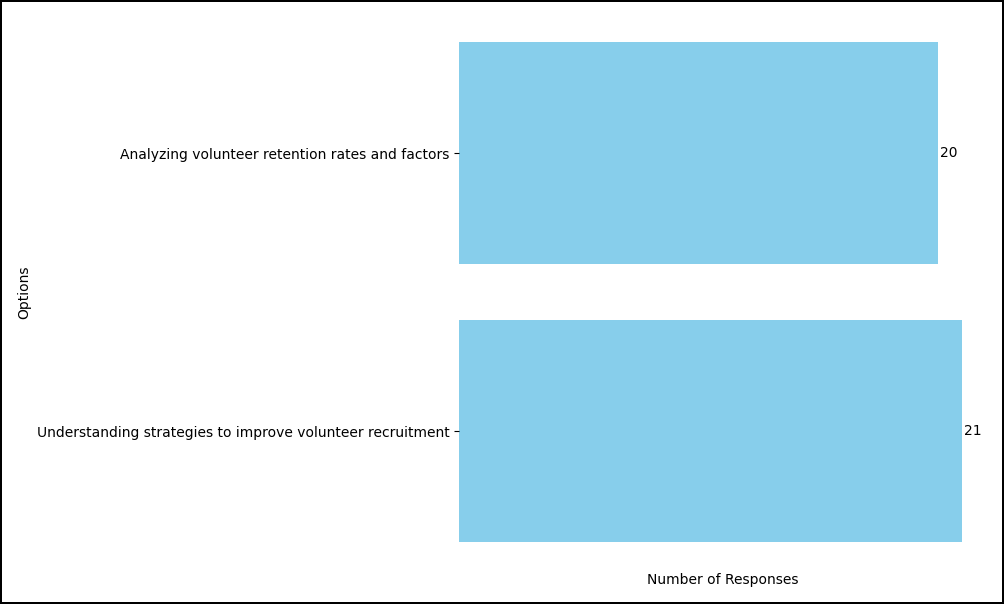
CAP Staff emphasize partner-driven, event-based recruitment, streamlined onboarding, and relationship-first engagement as the primary levers for recruiting and activating volunteers. Across the CAP Staff transcripts (represented 11 times in the "Understanding strategies" dataset and 10 times in the "retention" dataset), staff repeatedly describe tactics that reduce friction (shorter application or training pathways), leverage trusted local organizations for warm handoffs, and prioritize cultivating community relationships over aggressive centralized recruitment. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx states explicitly the operational goal of lowering entry barriers: "Making the the volunteer application service a little bit easier." That same file links partner-enabled warm referrals to improved response: "And now I see the more of, OK, let's talk to your, to your, to your organization, to your partners. Instead of doing a cold call, they're more of a warm hand off." CAP staff also describe opportunistic, event-driven sign-ups and local training as practical pipelines: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports a concrete onsite tactic, "We used partner events to sign people up for, for sound the alarm and had teams go out and install them," and notes the engagement-preference orientation, "If I were to pick, I would lean more on engagement versus a recruitment." CAP staff further point to measurable short-term gains during high-engagement events: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recounts an operational outcome—"the local respond rate here in the area is usually about 20 to 30%. And for this disaster, I think we, we were up above 50%." At the same time CAP staff surface persistent constraints that temper optimism: staffing turnover and absent recruiter roles are flagged as destructive to momentum—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports, "There was no volunteer recruiter when I started, and it was largely Trevor, our DPM at the time, who's also gone now because everybody's left." Together these quotes show CAP Staff converge on: (1) partner and event tactics to generate leads, (2) streamlining onboarding to improve conversion, and (3) prioritizing sustained engagement and training to retain volunteers—while also recognizing structural limits (turnover, capacity) that blunt results.  
  
Region Staff emphasize integration, role clarity, training, and the activation/deployment gap as central to whether CAP-linked recruitment translates into usable volunteer capacity. Region Staff transcripts (seven contributions to recruitment-strategy commentary and six on retention in the coded set) articulate both optimistic and skeptical views: they see the value of embedding CAP and coaching chapters, but they also report either no observable recruitment benefit or that existing volunteer rosters are underutilized. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx asserts a lack of CAP-driven volunteers in his view: "None. Have I noticed anything supporting that." Region staff also stress onboarding, orientation, and recurrent training as prerequisites: the same interview recommends "I think there should have been a mandatory orientation where they learn all about the region" and that "the teams that are already on the ground could use an annual refresher." Region respondents give concrete evidence of both underuse and activation problems: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports a striking activation mismatch—"we have close to 300 volunteers in Chatham county alone" but "when we looked at, you know, in the last two months, how many of those people were called on, it was 17"—and warns of the retention consequence: "if I was a volunteer and I signed up and I went through all the trainings to become a TAP responder and I was never called. I would lose interest in about a month." At the same time some region staff describe positive effects when CAP is integrated and resourced: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx observes "I do see there more focus throughout the region now, including volunteers. And so we have had an increase in volunteers," and notes operational gains such as faster activation ("We're like at four days right now where a volunteer says they want to volunteer to when it gets to the department."). Across Region Staff documents, the shared viewpoint is that CAP can help—but only if integration, role clarity, orientation, and activation pipelines are in place; lacking those, observed recruitment either does not materialize or fails to convert into sustained, deployable volunteers.  
  
Chapter Staff emphasize event-based, short-commitment pathways, partner capacity-building, and the practical need for a middle-tier or simplified volunteer model to convert community interest into usable volunteers. Chapter Staff transcripts (three occurrences on recruitment strategies and four on retention in the coded set) commonly report direct, on-the-spot sign-ups and experiments with low-barrier engagement formats, while also noting local capacity constraints and the absence of a formal CAP volunteer playbook. For example, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes a deliberate short-duration option to reduce commitment barriers: "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." Chapter-level staff also point to event sign-ups and training outputs as concrete evidence: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "So when they're having events, we're signing up people at that time. And we actually just had a training of 27 people to work Red Cross sheltering in the area." Yet Chapter Staff also repeatedly request clearer guidance and a playbook: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx insists, "there isn't like a CAP volunteer recruitment plan. We need a CAP volunteer recruitment plan for sure," and highlights the missing middle-tier: "If there was a way we could somehow work with CAP to have almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team... That would be amazing." These chapter-level perspectives converge on the importance of (1) immediate, low-commitment experiences to attract volunteers, (2) partner-enabled recruitment and training at point-of-contact events, and (3) an urgent need for documented recruitment workflows and a scalable, light-touch volunteer tier.  
  
Comparing categories shows both shared beliefs and occupationally shaped emphases: all three occupational categories converge on the importance of partner relationships, event-based sign-ups, and onboarding/activation friction as decisive factors for recruitment and retention. For example, CAP Staff highlight partner pooling and mutual borrowing—Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "They trust each other, and they let each other borrow volunteers." Region Staff describe training partners to deliver services—Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations"—and Chapter Staff record immediate event-based conversions—Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx: "So when they're having events, we're signing up people at that time." All three groups also identify onboarding and activation barriers: CAP Staff warn "Making the the volunteer application service a little bit easier" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), Region Staff quantify activation gaps ("we have close to 300 volunteers... it was 17" — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), and Chapter Staff urge a new middle-tier because "right now they don't have any skills. We haven't been able to train them on anything" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
However, the categories differ in emphasis and vantage point in ways that can be plausibly attributed to their occupational roles. CAP Staff (operational pilots and partnership builders) focus on tactical experimentation—warm handoffs, partner events, and streamlining onboarding—and they report both positive anecdotes (higher local response rates, event sign-ups) and structural obstacles (turnover). Region Staff (responsible for system-wide volunteer management and activation) focus more on integration, orientation, and the mismatch between registered volunteers and activation—they report both process improvements ("We're like at four days...") and large activation shortfalls ("300 registered, 17 called"). Chapter Staff (closest to local delivery) concentrate on pragmatic, immediate levers—one-day commitments, youth clubs, local trainings—and on the need for concrete playbooks ("We need a CAP volunteer recruitment plan for sure") and middle-tier volunteer models that the systems currently lack. These patterns align with occupational priorities: CAP pilots partnerships and tactics; Region teams manage activation systems and metrics; Chapters execute local outreach and need operational templates.  
  
The dataset's recorded frequencies further explain observed emphasis: the coded analysis shows CAP Staff were the most frequent source of comments on "Understanding strategies to improve volunteer recruitment" (11 CAP Staff transcripts versus 7 Region Staff and 3 Chapter Staff) and on "Analyzing volunteer retention rates and factors" (10 CAP Staff versus 6 Region Staff and 4 Chapter Staff). This higher representation of CAP Staff commentary plausibly amplifies partnership-and-pilot narratives in the corpus; where Region and Chapter voices are fewer, systemic constraints (activation pipelines, management capacity) remain prominent but less numerically dominant in the dataset. In other words, both occupational role and representation in the sample shape which perspectives appear most salient in the combined analysis.  
  
Hypotheses explaining why categories produced diverse perspectives (or why they converged):  
  
- Role-based vantage hypothesis: Each occupational group interprets recruitment through the lens of their daily responsibilities. CAP Staff see partnership opportunities and tactical pilots (hence emphasis on warm handoffs, training partners, and event sign-ups); Region Staff see system-level bottlenecks (orientation, activation, Volunteer Connection placement, and underuse of registered volunteers); Chapter Staff see grassroots operational needs (short-term commitments, youth pipelines) and the immediate absence of a replicable recruitment playbook. The quotes above exemplify these role-distinct vantage points.  
  
- Resource-and-capacity hypothesis: Differences reflect differential access to time, staffing, and funding. CAP teams reported funding and staff time that enabled trust-building ("One is very tangible, which is definitely having the budget to help our partners increase their capacity" — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), while chapters and regions often cited limited volunteer manager capacity and staff time ("I just don't have probably the time to spend as much in those relationships." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; "It all comes down to the number of staff and capacity" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Where CAP resourcing existed, staff reported more partnership-driven recruitment; where it did not, chapters and regions reported activation and scalability problems.  
  
- Measurement-and-incentives hypothesis: Region Staff repeatedly flagged the absence of metrics and system clarity (Volunteer Connection placement issues, counting partner hours) that limit detection and credit for partner-driven volunteers ("Finding the right place in Volunteer Connection to put a partner..." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "We tallied the number of hours that our partners put in. But they didn't count." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Where measurement systems fail to credit partner contributions, Region and Chapter staff may downplay CAP's recruitment impact even when local anecdotes show activity—explaining apparent disagreement.  
  
- Sample-and-scope hypothesis: Geographic and programmatic heterogeneity—differences in local partner ecosystems, language/cultural dynamics, and recent partner program funding trajectories—produce divergent local results and thus divergent perspectives. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx highlights linguistic/cultural barriers in the valley ("if you don't speak Spanish, they're more than likely not going to open the door for you"), while Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx documents a partner funding cut that precipitated rapid volunteer loss ("they all pretty much dropped off of the volunteering"). These local variations can explain why the program looks effective in some jurisdictions (fast sign-ups, trained partner personnel, event-based conversions) and not in others (no observed spike, activation barriers).  
  
Across all categories there is notable agreement on a small set of actionable priorities: strengthen warm handoffs and partner-centered training; create and pilot a middle-tier (standby/event-based) volunteer model to bridge informal helpers and full Red Cross volunteers; streamline Volunteer Connection/onboarding to reduce drop-off; and ensure activation pathways so that recruited volunteers are called and engaged quickly (activation within days rather than months). Representative quotes that cut across occupations reinforce these shared priorities: "Making the the volunteer application service a little bit easier" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); "If there was a way we could somehow work with CAP to have almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); and "So when they're having events, we're signing up people at that time" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Simultaneously, a common caution appears: recruitment without activation or follow-up produces churn and erodes partner trust—"When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
  
In sum, occupational category shapes emphasis: CAP Staff—highly represented in the dataset—speak to partnership pilots, streamlined onboarding, and event-driven engagement; Region Staff emphasize activation pipelines, orientation, and systems-level measurement; Chapter Staff focus on immediate, low-barrier volunteer models and request a formal CAP recruitment playbook. Yet convergence exists on the central levers (partners, events, simpler onboarding, and timely activation) and on the barriers (staff turnover, limited volunteer-manager capacity, measurement gaps). Given these aligned priorities, practical next steps that respond to the cross‑category findings would include: formalizing a middle-tier "standby/event" volunteer pathway with clear training modules and Volunteer Connection placement guidance; piloting rapid activation targets (e.g., four-day handoff standard reported by Region staff); and instituting a consistent method to record partner-contributed volunteer hours so chapters and regions can see and credit CAP-enabled capacity. The documentation shows consistent, actionable threads across occupational perspectives: the differences are less about contradictory evidence than about vantage—pilot implementers (CAP), system stewards (Region), and local deliverers (Chapter) narrate the same phenomenon from different operational angles.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: prioritize engagement and retention over aggressive new-signup recruitment. Across the Tulare-area evidence interviewees emphasize sustaining and re‑engaging people already touched by CAP rather than mounting intensive new recruitment drives. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "If I were to pick, I would lean more on engagement versus a recruitment. I mean, we've done some recruitment, but not super intentionally." That quotation signals a programmatic posture that values keeping volunteers active between discrete events and building recurring connection points (training, interim touchpoints) rather than pushing large centralized pushes that create one‑off signups. The interview material from Tulare also links this engagement emphasis to concrete suggestions—more interim training and community ambassador concepts—to reduce dropout after initial contact.  
  
Sarasota, FL — Shared viewpoint: partner trust and reciprocal pooling create surge capacity. Sarasota respondents describe partner networks that lend volunteers to one another and thereby create dependable event staffing through trust-based reciprocity. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports, "They trust each other, and they let each other borrow volunteers." That same file recounts team-level mutual coverage: "The three of us jump in and we said, okay, you have three more people here." These verbatim examples illustrate a shared local model: instead of relying solely on formal Red Cross onboarding, chapters in this geography leverage partner relationships (mutual borrowing) and CAP visibility to produce short‑term surge capacity for campaigns and installations.  
  
Sarasota, FL (Region/Chapter view) — Shared viewpoint: disaster and event visibility drive sign‑ups but formal activation remains a challenge. Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx (mapped to Sarasota FL in the provided mapping) reports large disaster-driven applicant spikes but limited retention: "Last year because we had Hurricanes Helene and Milton, we got so many new volunteers who came through. Right. Like over 500. The challenge is on how do you engage them when it's not a time of disaster. And so our retention is probably like a third of them." This highlights a consistent Sarasota-area perspective that direct asks and visibility produce big momentary increases, but converting those spikes into steady volunteers requires ongoing engagement infrastructure.  
  
Cameron, TX — Shared viewpoint: partner-driven warm handoffs plus training reduce friction and can boost local response rates, though some local staff report no CAP-driven recruitment change. CAP staff in Cameron emphasize lowering administrative friction and using partner warm‑handoffs: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says, "Making the the volunteer application service a little bit easier," and describes partner-organized teams: "They have gathered 16 individuals. And the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church." Hansel also reports an observable performance change in one event: "the local respond rate here in the area is usually about 20 to 30%. And for this disaster, I think we, we were up above 50%." In contrast, a region/chapter respondent operating in the same mapped geography (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) reports, "None. Have I noticed anything supporting that," and outlines training/orientation gaps: "I think there should have been a mandatory orientation ... I still think orientation is so important." Together these quotes show Cameron perspectives coalesce around partner-based warm referrals and needed trainings, but staff differ on whether CAP has yet produced measurable recruitment effects.  
  
Terrebonne, LA — Shared viewpoint: CAP created partner contact opportunities and internal outreach, but conversion to formal Red Cross volunteers is not evident and existing volunteers report poor ongoing engagement. The Region/Chapter perspective captured in Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx acknowledges increased partner connections yet sees little volunteer conversion: "So there hasn't been any movement that I know of as a result of that." The same document connects the problem to volunteer experience and retention: "a lot of volunteers feel like there isn't a way for them to stay intentionally engaged." These verbatim passages reflect a Terrebonne view that CAP improves relational access but that systems for follow‑up, conversion, and sustained activation are missing or underdeveloped.  
  
Yazoo, MS — Shared viewpoint: sustained CAP presence, event sign‑ups, and training outputs produce concrete recruitment and training gains. Multiple documents tied to Yazoo report consistent event‑based signups and measurable training outputs. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx states, "So when they're having events, we're signing up people at that time. And we actually just had a training of 27 people to work Red Cross sheltering in the area." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reinforces the presence idea: "I would say yes, because of the simple fact CAP is in the community. We are in the community pretty regularly building relationships and people." Region-level summary (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) adds, "I do see there more focus throughout the region now, including volunteers." These quotes converge on a Yazoo perspective that physical presence + event signups + short trainings yield tangible volunteer activation.  
  
Madison, TN — Shared viewpoint: chapter‑level hires and event pipelines create interest but regionally there is no obvious new‑registration spike; retention/engagement of current volunteers improved. The chapter-level account in Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx explains an operational pipeline: "They hire somebody specifically for our chapter. They work part time." Curtis also reports event leads that did not always receive follow‑up: "I can say there were two people who said that they want to become volunteer. I will say I did not follow up." At the region/chapter leadership level Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx says, "One area that we really have not seen a spike in is volunteer recruitment or an uptick in volunteer registrations as a direct result of cap," while adding, "We're doing an amazing job of retaining more than ever our volunteers and engaging our current volunteers." Collectively the Madison perspective is pragmatic: CAP can seed leads and strengthen retention, but new‑registration spikes tied directly to CAP have not been observed.  
  
Atlantic, NJ — Shared viewpoint: CAP embedding fosters relational integration and local team identity but local volunteer supply can be scarce; regional adoption interest exists. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx summarizes the relational integration: "They feel like they're part of what we do, and we feel like we're part of what they do." That said, a CAP staff account mapped to Atlantic NJ (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) reported constrained volunteer numbers in the relevant county: "Well, to be honest, from my understanding, we really only have a very few volunteers in Atlanta county." (note: the speaker used "Atlanta county" in describing local shortages). For the Atlantic NJ file Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx the provided dataset did not include any relevant quoted text, so there is no verbatim quote available from that document to present. Overall Atlantic perspectives emphasize CAP’s value in relationship-building and integration with local practice, but also point to persistent local volunteer scarcity that CAP presence can help but not immediately solve.  
  
Montgomery, AL — Shared viewpoint: event‑based tabling and partner pipelines generate signups; targeted pools (e.g., military, youth) are promising but need sponsorship to sustain. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx provides an event-based success story: "They probably had 45 people sign up to be volunteers" at a festival and describes partner-oriented pipelines: "an organization and then going to that organization and training as many people there as possible and getting them in volunteer connection and training them to do DAT response." Regional commentary (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) corroborates that targeted youth clubs and focused outreach matter. Montgomery respondents consistently suggest that festivals, dedicated tabling, partner training, and targeted pools (military, service-hour students) can produce real signups when resourced and sustained.  
  
Jackson, OR — Shared viewpoint: partner training and event signups convert partner staff into implementers; turnover and policy friction sometimes limit formal volunteer activation. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documents using partner events: "We used partner events to sign people up for, for sound the alarm and had teams go out and install them." Transcript Region\_Chapter\_Staff\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports partner staff training: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations." At the same time Katrina Long also recounts institutional and policy responses that curtailed volunteer activation: "And we were told no because it wasn't an official Red Cross activity." The Jackson perspective thus emphasizes enabling partners to act (train‑the‑trainer, event signups) but highlights institutional gating and staff turnover as obstacles.  
  
Lee, FL — Shared viewpoint: onboarding friction and administrative red tape deter volunteers; some staff report no observed CAP-driven engagement change locally. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx bluntly frames the barrier: "I'm your partner. It shouldn't be this hard for me to volunteer with you," and explains the practical onboarding pain: "the volunteer basically the signup process and how to become a volunteer becomes pretty tedious and involved sometimes ... it just became a roadblock and a barrier and they would just kind of throw their hands up and say I just am not going to do this." Complementing that, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped in part to Lee FL) reports, "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." Together these verbatim quotes capture a Lee‑area view that process simplification and faster conversion pathways are prerequisites for meaningful recruitment.  
  
Monterrey, CA — Shared viewpoint: CAP sparks interest and creates tailored, short‑commitment roles that diversify volunteer audiences. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports, "I think there has been a lot of interest in CAP and that has brought more like different audiences per se and a different kind of like attraction to what Red Cross is doing to diversify volunteering opportunities," and notes new tailored roles: "We have had new positions opened since CAP started... one of the positions... is a dedicated person to CAP within the comms... a volunteer position." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx complements that by describing short, one‑day volunteer options: "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." Monterrey perspectives coalesce around diversifying roles and lowering commitment barriers to bring in nontraditional volunteers.  
  
Butte, CA — Shared viewpoint: leadership-driven integration and formal recruitment planning are required; partner funding shocks caused notable volunteer loss prompting numeric recruitment goals. Multiple Butte‑area documents articulate both the challenge and a concrete response. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx asserts a need for formal plans: "Just our bandwidth and the fact that there isn't like a CAP volunteer recruitment plan. We need a CAP volunteer recruitment plan for sure." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx documents partner‑funding loss followed by explicit numeric goals: "But they all, I think they all pretty much dropped off of the volunteering." and later, "I put as one of my annual goals to try to recruit 50 plus volunteers for the region." These quotes together express a Butte perspective that systemic plans, leadership alignment, and explicit numeric targets were necessary responses to abrupt partner cohort losses.  
  
Mississippi, AR — Shared viewpoint: volunteer appeal favors short, project‑based roles and onboarding must be streamlined. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx describes the mismatch: "we aren't very good at times at being able to create opportunities for volunteers that are project based" and singles out procedural friction: "it's change in the application process. Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving." Mississippi perspectives align on offering short projects and operational streamlining as central levers to recruitment.  
  
Lake, IN — Shared viewpoint: a single trusted connector catalyzes access and local volunteers; modality mismatch (virtual vs boots‑on‑ground) weakens sustained in‑person capacity. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx captures the connector idea: "I just think it takes one good connection." The file also warns about the modality mismatch: "they have a lot of virtual volunteers that take care of things, of course, virtually, but no one like hands on boots on ground type situation." These verbatim lines indicate Lake IN thinking: recruit locally connected people who can open doors and convert virtual interest into in‑person, operational volunteers.  
  
Chatham, GA — Shared viewpoint: direct asks at events convert interest into signups but registered volunteers are often underutilized unless activated; disaster spikes yield many applicants with weak retention. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx gives a stark activation metric: "we have close to 300 volunteers in Chatham county alone" yet "in the last two months, how many of those people were called on, it was 17." Alex also notes the basic mechanism: "So we just got people signed up and we had so many folks sign up and were excited about it. It was because we asked." Supporting that, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx reports disaster-driven applicant surges with low retention: "we just had a huge influx in people applying to become Red Cross volunteers ... wasn't a super high retention from that; there were a lot of people that applied and didn't stick." Chatham perspectives therefore highlight the conversion (ask) and activation gaps (not using registrants) as the main operational issue.  
  
Lake, CA — Shared viewpoint: limited formal CAP recruitment; reliance on informal introductions and referrals rather than structured CAP recruitment plans. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx observes, "What I haven't seen in either is recruitment for CAP volunteers, which I feel like that would have been a good step for them" and notes "Because I think right now it's happening anecdotally in conversations in the office." Lake CA thus shares an orientation toward informal, ad‑hoc referral pathways and wants more formalized CAP recruitment planning and coordination with Volunteer Services.  
  
Warren, KY — Shared viewpoint: local staff report no observed change in volunteer recruitment and cite systemic onboarding/red‑tape problems that inhibit engagement. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (which is mapped to Warren KY as well as Lee FL) states plainly, "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." He also documents procedural friction: "It doesn't seem to be easy to be able to just go in and create a way for volunteers to directly connect with someone in the community. It seems like there's a lot of red tape and a lot of signing up and volunteer connection and shifts have to be created." Warren KY perspectives therefore align with other geographies that identify administrative barriers and local capacity limits as the primary recruitment constraints.  
  
Cross‑category comparison and contrasts (synthesis, with frequencies and hypotheses)  
  
Shared emphases across geographies  
- Partner networks, event‑based direct asks, and CAP presence as recruitment drivers. Nearly every geography with positive recruitment anecdotes links recruitment to CAP visibility, partner events, or direct onsite asks: Alex Taylor (Chatham GA) — "It was because we asked." Katrina Long (Jackson OR) — "We used partner events to sign people up." Tamica Jeutt (Yazoo MS) — "So when they're having events, we're signing up people at that time." These repeated, verbatim observations show a cross‑category convergence: face‑to‑face presence and partner facilitation reliably produce signups and short‑term activation.  
- Administrative friction and onboarding times impede conversion to active volunteers. Multiple geographies cite onboarding/process barriers as a common problem: Cindy Magnuson (Lee FL) — "the volunteer basically the signup process ... just became a roadblock and a barrier"; Matt Henry (regional CAP staff) — "volunteer process from start to finish takes too long." This consistent thread across places suggests a system‑level bottleneck that undermines place‑level recruitment gains.  
- Preference for short, project‑based or low‑commitment roles. Several geographies note volunteer appetite for short engagements: Michelle Averill (Monterrey CA) — "Neighbors Helping Neighbors ... an eight hour commitment"; Barry Falke (Mississippi AR) — "we aren't very good at times at being able to create opportunities for volunteers that are project based." The cross‑site tendency is toward offering flexible, event‑oriented roles to match modern volunteers’ availability.  
  
Diverging perceptions across categories  
- Reported impacts vary from measurable local training outputs to “no observable change.” In Yazoo MS (Tamica Jeutt) there is a concrete training count: "we actually just had a training of 27 people," while in places like Cameron TX a CAP staff member (Hansel Ibarra) reports a marked local response change — "we were up above 50%," and simultaneously another local respondent in the same mapped geography (Shawn Schulze) reports, "None. Have I noticed anything supporting that." Similarly, Mark Beddingfield (region) reports "I do see there more focus throughout the region now, including volunteers," while others (Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) say, "I'm not sure we've seen tremendous increase ... I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program." These contrasts show that CAP effects are uneven geographically and observable differently depending on vantage point.  
- Variation in who drives recruitment narratives: CAP staff narratives are more likely to report increased interest and process experimentation, region staff often emphasize systemic barriers and coordination needs, and chapter staff tend to focus on concrete operational tactics (events, youth clubs) and capacity constraints. This occupation skew is reflected in the analytic frequency snapshot you provided: 'occupation': CAP Staff: 11, Region Staff: 7, Chapter Staff: 3 for the “Understanding strategies to improve volunteer recruitment” theme (overall count 21). That distribution helps explain why CAP staff (who are more present in partner outreach contexts) tend to report increases or promising experiments, whereas region and chapter staff emphasize structural and scaling challenges.  
  
Largest count differences and how they speak to geographic variation  
- The frequency table showed overall 21 observations for "Understanding strategies to improve volunteer recruitment" with CAP Staff contributing 11, Region Staff 7, and Chapter Staff 3. Geographically, Butte CA had the largest count (3 mentions), and several geographies had two mentions (Cameron TX, Yazoo MS, Atlantic NJ, Jackson OR, Monterrey CA, Chatham GA). The heavier representation from CAP Staff (11/21) suggests many positive recruitment anecdotes come from staff directly doing partner outreach and training (e.g., Hansel Ibarra in Cameron TX, Gaby Perez in Monterrey CA, Shannon Randolph in Montgomery AL). That occupational skew likely biases some geographic reports toward implementation‑level optimism (interest, event signups, small trainings) while region and chapter staff (fewer in number in this theme) raise systemic barriers that moderate those optimistic accounts. Butte CA's relatively high mention count (3) reflects a concentrated local challenge (partner funding cuts, leads to explicit recruitment goals) and demonstrates how an acute local shock can produce multiple, concrete reflections across staff levels.  
  
Hypotheses explaining geographic differences (why perspectives diverge or converge)  
1) Differential CAP integration timing and leadership matter. Where CAP teams were mandated to integrate and leadership reinforced collaboration (Caedy Minoletti on Butte CA: "it has taken quite some time ... But now that we are all working as one team, their connections are amazing"), respondents report more operational coordination and recruitment experimentation. Conversely, where CAP integration was partial or uneven, staff see fewer clear recruitment gains. Hypothesis: geographies with deliberate leadership‑driven integration and enforced co‑location will show faster translation of CAP presence into measurable volunteer pipelines.  
2) Partner landscape and partner funding stability shape outcomes. Areas that previously enjoyed partner‑sourced volunteer cohorts (Butte CA/AmeriCorps example in Nate Millard: "But they all, I think they all pretty much dropped off of the volunteering") experienced rapid loss when external funding ended. Hypothesis: communities dependent on a single partner cohort will show large volatility in volunteer supply; CAP effects are more durable where a diversified set of partners exists.  
3) Local capacity for follow‑up and volunteer management governs conversion. Multiple places register signups at events but report weak conversion due to follow‑up gaps ("I can say there were two people who said that they want to become volunteer. I will say I did not follow up." — Curtis Morman). Hypothesis: event signups only translate into active volunteers in geographies where volunteer services have capacity and systems (or personnel) to do prompt onboarding and activation.  
4) Cultural/linguistic fit and trust barriers moderate recruitment success. Hansel Ibarra’s Cameron TX notes the valley’s language/cultural dynamics: "if you don't speak Spanish, they're more than likely not going to open the door for you." Hypothesis: CAP will be more effective in recruiting sustained volunteers where staff/partners have demonstrated cultural and linguistic alignment with target communities.  
5) Measurement and counting practices change perceived impact. Several respondents note partner volunteer hours are not always counted (Curtis Morman: "We tallied the number of hours that our partners put in. But they didn't count"). Hypothesis: perceived geographic differences in CAP impact partly reflect differences in how partner activity is recorded and credited in chapter/regional systems rather than purely differences in on‑the‑ground activity.  
  
Convergence points that transcend geography  
- Event/table presence + direct asks work everywhere. From Chatham ("It was because we asked") to Montgomery (festival signups of ~45) to Jackson and Yazoo event signups and trainings (27 shelter trainees), the same tactic—visible presence with a straight, low‑friction ask—produces immediate signups across diverse places.  
- Onboarding friction and lack of a middle-tier volunteer model are universal complaints. Respondents repeatedly ask for a "standby" or middle‑tier volunteer pathway, simplified application processes, or community ambassador roles (Caedy Minoletti: "If there was a way ... almost something in between an event based volunteer and an official Red Cross volunteer ... that would be amazing"; Margarita Moreno: "community ambassador volunteer title ... or a simplified way of engaging them").  
- CAP’s relational practice (listening, humility, two‑way resourcing) is widely credited with improving partner interest even where formal signups lag. Gilda Ebanks (Terrebonne) suggests "Just go into a place and ask a question. ... if you go in with humility ... people are going to share," and Glama Carter (Sarasota) emphasizes budget and trust: "One is very tangible, which is definitely having the budget to help our partners increase their capacity ... We have the time, we have the quality, we build the trust."  
  
Implications for practice (inferred from cross‑site patterns and counts)  
- Prioritize operational fixes that multiply event gains: the consistent pattern—event signups that do not convert—points to the most impactful near‑term investment: faster, local follow‑up capacity and a simplified, possibly tiered onboarding pathway (community ambassador/standby model) that balances background‑check needs with the ability to activate volunteers quickly.  
- Invest in measurement of partner hours and conversions: multiple geographies record partner activity that goes uncounted; standardizing countable pathways (Volunteer Connection placements or an agreed partner‑hours feed) will reduce underestimation of CAP impact and motivate partners.  
- Tailor approaches by geography based on partner landscape and cultural alignment: where partners have bench strength and stable funding, CAP can push conversion; where partners are small or funding‑fragile, CAP should focus on relationship depth, local connectors, and youth/pilot projects to build durable pipelines.  
- Leverage occupational strengths: because most positive implementation anecdotes in this theme come from CAP staff (11 of 21 observations), scale those front‑line practices (train‑the‑trainer, warm handoffs, event signups) while addressing the region/chapter concerns about systems and metrics (Region Staff 7, Chapter Staff 3) so that front‑line activity is backed by deployable volunteer management systems.  
  
Conclusion (synthesizing the cross‑geographic evidence)  
Across the sampled geographies, respondents consistently identify partner‑centered outreach, CAP physical presence, and event‑based direct asks as effective tactics to generate volunteer interest. However, nearly all geographies also surface a core implementation gap: converting interest into formally registered, activated, and retained volunteers. This conversion bottleneck appears less a function of geography alone and more an interaction among local partner capacity, staff/time for follow‑up, onboarding friction, and measurement practices. The frequency distribution in the analysis (21 total theme mentions, with CAP staff contributing the plurality of comments) suggests many promising practices are emerging at the implementation level; to scale those across diverse geographies (e.g., Butte CA, Yazoo MS, Cameron TX, Jackson OR) the organization will need standardized recruitment playbooks (as multiple respondents asked for), simpler onboarding pathways or a middle tier, and reliable partner‑hour accounting so chapters and regions can see and build on local gains.  
  
(Notes on sourcing: each geography paragraph above cites verbatim quotes drawn from the specified transcript files listed in the provided context. Where the provided mapping included a document but no relevant quoted text was supplied in the context, I have stated that no relevant quotes from that document were present.)

#### Code frequency by document/respondent

Frequency Chart



### Home Fire Responses

#### Summary across all documents

Summary  
Overall, the qualitative evidence on Home Fire Responses shows a mosaic of localized impacts rather than a uniform CAP-driven change: some jurisdictions reported modest increases or stabilized activity often tied to targeted outreach and partner referrals, others reported declines or no change, and several described clear operational constraints (notification gaps, volunteer scarcity, and capacity limits). A consistent thread is that intentional engagement with fire departments and trusted community partners improves incident capture, referral accuracy, and opportunities for prevention or casework, but implementation and outcomes vary by place. Where partner referrals, CDPM recordkeeping, and targeted campaigns aligned, respondents cited measurable outputs—'hundreds of smoke alarms' and even anecdotal lives saved—but such examples were uneven and not system-wide. To assess CAP's net effect on home-fire outcomes, more standardized metrics (referral conversion rates, time from incident to Red Cross activation, and disaggregated installation and casework counts) and sustained data-sharing with partners and fire services are needed.  
Analysis  
Across jurisdictions, respondents reported mixed directional changes rather than a consistent increase or decrease in home-fire responses. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx described only a small perceived uptick and uncertainty about its cause, noting 'A little bit, but I, I don't know if that's just like, like halo effect, if you will, of just like people being more aware of the Red Cross in general', while other chapters reported declines—Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx stated 'I think we've seen a decrease in home fires across the region.<a href="#Home Fire Responses-s-link1"><sup>[1]</sup></a>' These paired observations illustrate a pattern of local heterogeneity: some places describe modest increases or stabilization (often attributed to awareness or pilot activities) while others report declines tied to local dynamics, making any program-wide attribution to CAP uncertain without consistent metrics.  
1. I think we've seen a decrease in home fires across the region.  
A recurring theme is that inconsistent notification from fire departments limits Red Cross activation after home fires, and staff are prioritizing relationship-building to close that gap. Multiple respondents described deliberate outreach to fire services as a next step—Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx said 'this fiscal year is where we've been trying to lean in on fire department collaboration'—and Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx warned 'We can't take for granted that they know to call... To call the Red Cross because there's been a home fire simply because the chief, who was there for 30 years, knew to call.' Together these remarks point to a structural notification problem (turnover, assumptions about who calls) and an operational response (targeted, intentional engagement with fire chiefs and duty officers) as a necessary remedy to improve incident capture and timeliness.  
Respondents described a programmatic reframing from raw alarm-install counts toward 'homes made safer' and needs-based geographic targeting. This perspective appears in multiple interviews: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx emphasized that the narrative shift 'has definitely been... less about... we're just installing these... devices and more about the people that we're impacting,' and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx described a move toward chapter- or region-wide targets so 'we can target areas that need it.' That reframing accepts trade-offs—fewer aggregate installations in some settings but higher equity- and need-focused prioritization—yet respondents also note the absence of consistent outcome metrics to quantify the net safety impact of the shift.  
Partners are frequently credited with extending prevention reach and delivering tangible post-fire supports. In several jurisdictions CAP partners directly generated prevention outputs and in-kind response resources: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx linked partner referrals to 'hundreds of smoke alarms' installed in Montgomery County, while Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described CAP-facilitated logistics—'purchasing of ice machines'—so that DCS teams had local access to supplies during responses. These examples show partners enabling both higher-volume prevention actions and practical recovery supports, though most accounts are descriptive and lack standardized outcome measurement across sites.  
Multiple respondents flagged practical limits that constrain prevention and response work: recruiting and retaining volunteers for emotionally difficult home-fire deployments, alarm saturation in some neighborhoods, and diminishing returns from repeat outreach. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx cautioned 'I think the home fire response is just a very difficult thing... And that's very difficult to recruit volunteers for as well,' while Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx observed it is 'getting a little tough... to do the installations' and teams are 'going back to some places that we've gone before.' These operational constraints limit scale and suggest that partner-based, targeted approaches and volunteer pipelines are essential to sustain or grow home-fire activity.  
Trusted community partners function as critical referral pathways and trust brokers, enabling access to households that might otherwise be missed. Several interviewees gave examples of partners converting otherwise-unreached families into Red Cross clients: Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx described a case where 'That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with,' and Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx emphasized 'Working with our partners is helping us reach community members because they're the trusted... service providers... and that now community extending that trust to us as well.' These accounts point to the value of leveraging existing trusted relationships for both prevention and post-incident follow-up.  
Additional Insights  
Some regions report very high baseline performance in home-fire responses and perceive CAP as having limited influence on those outcomes. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported 'I can tell you homespace Safer. We were 7,721 last year, so,' illustrating a substantial prevention footprint, while Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed 'We're first in division, second in the nation in home fire responses. CAP is really, there's really nothing that the CAP team has done to support on that.' These statements highlight that in some jurisdictions the Red Cross already had robust home-fire systems, so CAP's added value there may be limited or harder to detect.  
A subset of jurisdictions provided concrete outputs and outcome anecdotes that suggest measurable impact in places. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx tied partner referrals to 'hundreds of smoke alarms' in Montgomery County, and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported 'We do actually have two new lives saved in the vicinity of those CAP programs.<a href="#Home Fire Responses-u-link2"><sup>[2]</sup></a>' These localized, tangible claims stand apart from more qualitative reports elsewhere and suggest that where partner referrals, targeted campaigns, and CDPM reporting align, measurable prevention and survival outcomes can be observed.  
1. We do actually have two new lives saved in the vicinity of those CAP programs.  
In contrast to accounts of partner-led activation, some jurisdictions reported that partners are not yet integrated into post-incident home-fire responses. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx stated bluntly 'I have not. And we have not involved our partners in home fire responses,' reflecting an operational model where partners support prevention or education but are not part of the formal post-fire casework or responder handoffs. This divergence underscores that partner integration is uneven and context-dependent across chapters.

#### Comparison across segments

Analysis across Groups occupation

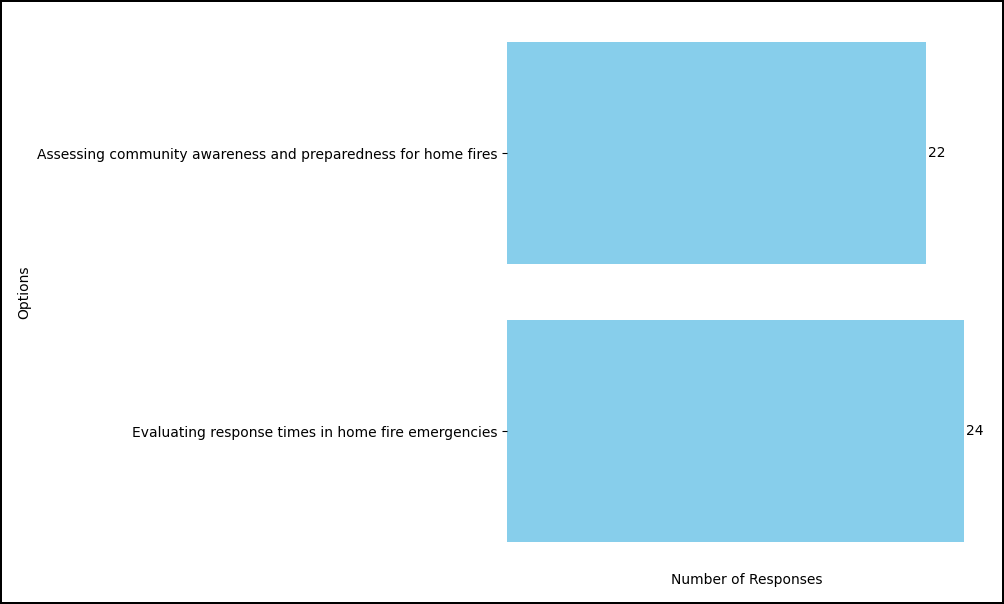
Shared viewpoint — CAP Staff emphasize partner-driven outreach, pilot training, and localized operational tactics to increase identification of fires and to deliver prevention or case support. CAP staff accounts repeatedly describe partner referrals, community canvassing, pilot DAT training, and both concrete installation outputs and operational limits. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx observes both the program’s early-stage status and tangible local results: "We have ideas and we have the start of. The start of change. We don't have actual change yet." That ambivalence sits next to an explicit output: "And so that in itself has been, has had an impact on the homes made Safer campaign here in Montgomery County. And that's according to our cdpms. It's just it was hundreds of smoke alarms." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx describes the operational posture CAP staff are adopting: "When it comes to the home fire campaign, it has to be an intentional thing," and reports an observed uptick in deployments: "I think that the number of in person home fire responses has gone up." CAP staff narratives also document trialing new responder models: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports, "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection." At the same time, CAP staff voice variation in readiness and scope: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explicitly notes absence of partner integration in some locales: "I have not. And we have not involved our partners in home fire responses." These quotes together show CAP staff focus on harnessing partner networks, experimenting with training and local responder models, and producing localized prevention outputs, while also acknowledging that change is uneven and constrained by volunteer capacity, leadership buy‑in, and notification processes.  
  
Shared viewpoint — Region Staff emphasize strategic trends, relationship-building with fire departments, and system-level constraints (leadership turnover, shifting priorities) that shape whether home-fire referrals and response volumes rise or fall. Region staff interviews frequently frame the question at the jurisdictional or programmatic level—reporting region-wide counts, declines, or steady-state performance and describing actions to shore up notification and referral pathways. Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx states both a high-volume performance perspective and programmatic confidence: "So when it comes to home fire response, homes made saver, all of that, we're at the top, you know, we're in the top tier as far as the numbers." He provides a concrete number: "I can tell you homespace Safer. We were 7,721 last year, so." By contrast, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports a regional decline and links it to local leadership and priority shifts: "I think we've seen a decrease in home fires across the region." and "Just this last year, for instance, you know, we, we used to have the CPAP program that is no longer a required program anymore. We saw a significant decrease in goals around both homes made safer and around people prepared." Region staff also highlight active attempts to strengthen operational ties: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains, "this fiscal year is where we've been trying to lean in on fire department collaboration," yet immediately qualifies attribution: "A little bit, but I, I don't know if that's just like, like halo effect, if you will, of just like people being more aware of the Red Cross in general." Several region-level respondents emphasize how re‑establishing contact yields quick changes: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reports, "We did see in a very short amount of time, the number of fires we were being called to by the fire department in Lee county increase," and adds a performance signal: "We actually exceeded our target for this year's first time." Region staff thus present a mixed but system-focused perspective—concerned with referral pathways, leadership and priority shifts, and how those structures translate into measurable response volumes.  
  
Shared viewpoint — Chapter Staff emphasize on-the-ground operational realities: notification gaps, localized trust-building, customized client resources, and practical partner-enabled services. Chapter-level transcripts foreground the mechanics of identifying clients, the constraints of rural volunteer availability, and the incremental tools used to improve referrals and client support. For instance, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports a data gap and plans to analyze it: "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls," and follows with a planned response: "we're going to look at those numbers and figure out what more we can do to increase the numbers for fire response." On client-facing materials, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx describes an operational change: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them." Chapter staff also highlight practical partner-enabled services: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx recounts a partner delivering furniture and supplies: "When the family finally made it into a new apartment, no one Hungry, gave them a dining room set, and I believe it was a sofa and some end tables, and they delivered it directly to the fire client." And they explain intake fixes to capture cases beyond fire-department referrals: "Joe came up with a form that the case managers can fill out to engage our team to help." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Chapter respondents therefore concentrate on detection, culturally tailored materials, trust, and localized partner follow-through—the concrete pieces that translate referrals into assistance.  
  
Cross‑category comparison and contrast: patterns, overlaps, and divergences  
- Common emphases across categories: All three occupational groupings identify partnerships as central to improving Home Fire work—whether for referrals, trust-building, volunteer mobilization, or material support. Region\_Chapter\_David\_Hicks\_2025\_0829.docx captures a cross‑cutting claim: "They speak to all of our lines of service. They have an excellent way of giving an overview, even if it's brief, an overview of all of the aspects of our services in their community." Similarly, CAP staff report partner-driven installations and canvassing (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities"), and Chapter staff describe partners converting missed incidents into Red Cross responses (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with"). This shared focus on partnership demonstrates organizational consensus that community intermediaries are key levers.  
- Differences in vantage point and emphasis: CAP Staff frequently discuss operational experimentation and partner-enabled prevention outputs (e.g., "it was hundreds of smoke alarms" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and pilot training models (DAT pilots). Region Staff place greater weight on system-level trends, resource prioritization, and leadership effects—reporting region totals ("we were 7,721 last year" — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) and noting program de‑prioritization or declines ("I think we've seen a decrease in home fires across the region." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff, by contrast, focus on tactical detection and client service mechanics—notification gaps ("we're not getting all those calls" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), resource lists ("resource guide as part of that red folder" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), and immediate partner-delivered supports ("gave them a dining room set" — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
- Variation within categories: Each category contains divergent examples. Within CAP Staff, some describe strong implementation and measurable outputs ("hundreds of smoke alarms" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "When it comes to the home fire campaign, it has to be an intentional thing" — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx), while others report no partner involvement ("I have not. And we have not involved our partners in home fire responses." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Among Region Staff, accounts range from "top tier" performance (Mark Beddingfield) to observed declines attributed to leadership and deprioritization (Barry Falke). Chapter staff similarly vary—some report new intake tools and active response ("Joe came up with a form..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), others report persistent notification deficits and rural volunteer constraints (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "it might take them, you know, an hour and a half, two hours in the middle of the night to go do that").  
- Frequency/representation effect: The dataset’s frequency notes show CAP Staff are the largest single occupational voice on these topics (e.g., "Evaluating response times in home fire emergencies" — occupation counts: CAP Staff: 12, Region Staff: 8, Chapter Staff: 4; similar pattern for "Assessing community awareness..." with CAP Staff: 12, Region Staff: 8, Chapter Staff: 2). This heavier CAP representation partly explains why the compiled summaries emphasize partner mobilization, pilot trainings, and local canvassing—those are operational levers CAP staff most frequently discuss. Conversely, Chapter Staff are less represented numerically, which reduces the proportional weight of their casework/notification-operational perspectives in the aggregate summary, even though those issues are often decisive for response timeliness and client outcomes.  
  
Hypotheses explaining why categories produce diverse perspectives (and where they do not)  
1. Proximity to roles and responsibilities shapes emphasis. CAP Staff, whose mandate is partner engagement and community mobilization, naturally highlight partner-driven prevention, canvassing, and pilot responder training ("partners can help us identify those communities" — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Region Staff, responsible for oversight and metrics across jurisdictions, foreground counts, trends, and priority-setting (e.g., "we were 7,721 last year" — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Chapter Staff, executing casework and responding on the ground, focus on notification mechanics, travel-time limitations, and client materials ("we're not getting all those calls" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx; "it might take them... an hour and a half, two hours... to go do that" — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Thus occupational function predicts topical emphasis.  
2. Differences in visibility and data access generate divergent attributions. Region staff cite aggregate metrics and can observe multi‑year trends or policy shifts (e.g., program de‑prioritization noted by Barry Falke). Chapter staff frequently report gaps in data capture and therefore emphasize anecdotal operational fixes (referral forms, resource guides). CAP staff, often running pilots and outreach, see immediate outputs (appointments, installations) and pilot trainings, producing optimism about local gains even while acknowledging broader attribution uncertainties ("We have ideas... We don't have actual change yet." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
3. Local context (rural vs urban), leadership turnover, and capacity constraints create heterogeneous local realities. Region respondents link declines to leadership churn and target reprioritization ("changing in fire leadership... fracture or a disconnect in those relationships" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). CAP and Chapter respondents cite community mistrust, volunteer scarcity, and saturation/return visits as operational restraints ("some neighbors were talking... not to open doors to those people with their red vests" — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; "We also have the opposite... a police department... that has a bunch of alarms and they're not doing anything with them." — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). These local factors plausibly explain intra-category variation and why some locations show strong CAP-enabled gains while others show no change.  
4. Where categories converge—on the importance of partnerships and the need to align outreach with operational capacity—may reflect a shared organizational logic and common experience: multiple cadres observe that outreach must be matched to installation and responder capacity ("If we're promoting this a little too much, then there's a deficit." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), and that relationships with fire departments matter for timely referrals ("We made sure that they know who the DCS representatives are. They know that they can call." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Thus occupational differences matter for nuance but do not negate consensus on key levers.  
  
Incorporating the largest count differences into interpretation: CAP Staff comprise the largest occupational share of documents addressing both response-timing and awareness themes (12 of 24 in one coding; 12 of 22 in another). That numeric predominance drives the relative emphasis on CAP activities—partner mobilization, appointment‑based installations, DAT pilot training, and canvassing—in the qualitative synthesis. By contrast, Chapter Staff appear less often in the coded sample and therefore their ground-level concerns (notification-system integration, travel-time constraints, caseworker loads) are proportionally under‑represented even though they are operationally critical. Region Staff occupy an intermediate position—balancing strategic metrics and local partnership needs—and thus their perspectives mediate between CAP experimentation and chapter operational realities.  
  
Synthesis and implications for program design (informed by cross‑category evidence)  
- Strengthen formal referral bridges between partners, DPMs/DCS, and case managers. Chapter staff identify notification shortfalls ("we're not getting all those calls" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) while CAP staff report partners serving as first-notifiers ("they knew, hey, I need to call a Red Cross and let them know." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Formal, reliable data‑handoffs or filtered incident routing (requested by CAP staff: "When a partner is operating in say, neighborhood A... could we somehow filter that information directly to that partner?" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) would convert partner awareness into consistent case activation and reduce missed referrals the Region and Chapter teams describe.  
- Align outreach intensity with installation/response capacity. CAP canvassing and promotion generated hundreds of appointment-driven installations in some sites ("hundreds of smoke alarms" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), but CAP staff and Region staff warn about supply/capacity mismatches ("If we're promoting this a little too much, then there's a deficit." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Planning must incorporate clear operational thresholds so promotion does not create unservable demand.  
- Prioritize relationship cadence and turnover mitigation with fire departments. Region staff link turnover to response decline ("changing in fire leadership... fracture or a disconnect" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) and local success stories show rapid gains after re‑establishing contact ("We did see in a very short amount of time... the number of fires we were being called to" — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). A deliberate outreach cadence and role clarity documents for fire chiefs and dispatchers would protect gains from personnel churn.  
- Scale local responder capacity judiciously through authorized partners and DAT training pilots. CAP pilots suggest partner DAT training and appointment‑based installation models can be effective ("We have one partner... he is DAT trained and in volunteer connection." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "we did one on appointment based model that was effective." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). But scaling requires agreements, clarity on accountability ("If it's not in the agreement, they know they don't have to do it..." — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and DCS/Caseworker awareness so resources are used.  
  
Conclusion (integrative assessment): Occupational category strongly shapes how respondents frame Home Fire Responses: CAP Staff center partner activation, pilots, and tactical canvassing; Region Staff center trends, priorities, and system‑level drivers; Chapter Staff center detection, case intake, and client remediation mechanics. The dataset’s heavier representation of CAP voices partly explains the synthesis’s operational, pilot‑oriented emphasis; however, the cross‑category comparison underscores that durable improvements require bridging CAP’s partner activation with chapter and region systems—formal referral pathways, capacity‑matched outreach, and sustained fire‑department relationships—so that partner engagement translates into consistently timely, measurable responses rather than uneven, anecdotal gains.

Analysis across Groups Geography

Essay: Cross‑Category Comparison (Geography) — Home Fire Responses  
  
Tulare CA — shared viewpoint: partners improve notification and on‑scene navigation, enabling more timely Red Cross responses. Documents from Tulare emphasize that trusted local partners act as first‑notifiers and correct location/coordination problems, which in turn allows DAT responders to reach households. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "they knew, hey, I need to call a Red Cross and let them know. And so we found out about it because they called us first and our debt responders were going out, but they didn't know where to go." This highlights how partner calls shorten the notification‑to‑arrival gap and solve address confusion. The same file also reports the community‑trust mechanism: "Working with our partners is helping us reach community members because they're the trusted, you know, service providers in their community. But that now community extending that trust to us as well." Together these quotes show Tulare respondents view partner trust and first‑notification as the core operational levers for improved home‑fire response access.  
  
Sarasota FL — shared viewpoint: CAP multiplies partner volunteer capacity and facilitates targeted, trust‑based outreach for prevention and post‑fire support. In Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx the staff describe partner‑led identification and event staffing: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know," and recount how partners provided volunteer surge and case support. Krista Coletti’s Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx emphasizes operational effects of reconnecting with fire departments: "We did see in a very short amount of time, the number of fires we were being called to by the fire department in Lee county increase," and reports, "We actually exceeded our target for this year's first time." Together these documents indicate Sarasota/Lee staff see partner mobilization plus intentional fire‑department outreach as the mechanisms that increased captured incidents and volunteer capacity.  
  
Cameron TX — shared viewpoint: mixed evidence on CAP impact; some local partner activations and field outreach, but at least one region reports no CAP‑driven change. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx documents concrete partner activations and resource supports in Cameron’s broader area: "they told us, hey, we have some families, they need some caseworkers. You have case workers out in the community that can assist with that." It also cites added in‑kind supports: "one of the newest enhancements ... is a purchasing of ice machines. So now ... DCS has access to the ice." Conversely, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly reports, "Not at all." This juxtaposition within Cameron‑tagged documents reflects divergent local experiences: some CAP‑linked activations and resource provisioning occurred, but at least one local staffer perceives no CAP effect on home‑fire response volumes.  
  
Terrebonne LA — shared viewpoint: partner engagement raised awareness that households can call Red Cross after a fire; CAP involvement correlates with increased reporting. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx reports awareness gaps closed: "didn't know that they could reach out to the Red Cross for support after a" (quote truncated in source), and links CAP partner engagement to increases: "we can say in these jurisdictions there was an increase because CAP partners were engaged, People knew to go to cap partners, the teams were notified, and the teams worked with the region to make sure that those responses were met." The Terrebonne perspective stresses that CAP’s partner outreach changed who people call and improved the pipeline from incident to service activation.  
  
Yazoo MS — shared viewpoint: partner relationships and local referrals increase installs and local department activity but data gaps remain; CAP helps identify missed calls. In Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx the speaker notes relationship effects: "She does know the fire chief, so that does, you know, just those relationships matter," and records partner installs: "And so the Yazoo County Fire Department has, has been doing some installs outside of Red Cross." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx similarly documents ad hoc CAP/partner appearances: "I've shown up for a couple of them here in, you know, my local area when there's a fire, I've given the people the number to call 1-800-Red Cross." Both files highlight that partners and local contacts convert otherwise‑missed incidents into connections, while also noting that systematic counts and complete call capture are incomplete: "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls." (Tamica Jeuitt).  
  
Madison TN — shared viewpoint: CAP messaging and presence raised the proportion of fires reported to the chapter and helped recruit or request caseworkers. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx asserts CAP’s outreach improves referral rates and awareness: "since CAP has arrived, higher percentage of total fires in Madison county being made known to us and aware to us." The file also records a staffing constraint and an ask of CAP: "Not having enough caseworkers ... CAP team was asked, could they kind of target potentially helping us identify and recruit caseworkers." These statements show Madison perceives CAP as raising reporting share and as a potential recruit/facilitation resource for caseworker capacity.  
  
Atlantic NJ — shared viewpoint: formal referral tools plus localized resource guides improved intake and client access; CAP mobilized volunteers at campaigns. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes a concrete referral improvement: "Joe came up with a form that the case managers can fill out to engage our team to help." Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx documents client‑facing materials: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them." These two practices (referral form + localized resource guide) show Atlantic NJ’s perspective: standardizing intake and giving tailored referral resources improves the speed and cultural fit of post‑fire assistance.  
  
Montgomery AL — shared viewpoint: partner referrals can generate high‑volume prevention outputs, but scaling and volunteer engagement are constraints. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx recounts a large installation output through partners: "And so that in itself has been, has had an impact on the homes made Safer campaign here in Montgomery County. And that's according to our cdpms. It's just it was hundreds of smoke alarms." The same file also discusses pilot DAT training and the need for community‑based training to retain volunteers: "We have one partner who came to adapt boot camp ... he is DAT trained and in volunteer connection" and "I just think that the CAP strategy ... you're going to have to go to the community and do the training." Montgomery’s view emphasizes measurable prevention outputs from partner referrals while noting recruitment and retention remain barriers to sustain response capacity.  
  
Jackson OR — shared viewpoint: intentional fire‑department outreach this fiscal year aims to close referral gaps and increase notifications. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx states, "this fiscal year is where we've been trying to lean in on fire department collaboration," and Katrina Long’s CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports staff offering to be trained: "I have offered to be DAT trained. Katie has offered to be DAT Trained." Jackson’s perspective is that focused outreach to fire departments and building DAT capacity are explicit priorities to improve capture and response.  
  
Lee FL — shared viewpoint: prevention work via partners is active but partners are not yet integrated into post‑incident response workflows. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explicitly states, "I have not. And we have not involved our partners in home fire responses." At the same time, Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx (also tagged to Lee) reports that reconnecting with fire departments increased calls: "We did see in a very short amount of time, the number of fires we were being called to by the fire department in Lee county increase." Lee’s documents together show an active prevention posture via partners, but limited formal data‑sharing or partner authorization for post‑incident casework in some places.  
  
Monterrey CA — shared viewpoint: robust preexisting programs mean CAP support must be coordinated with operational capacity to avoid overload; CAP adds canvassing support. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx cautions, "If we're promoting this a little too much, then there's a deficit," and reports existing robustness: "This is a pretty robust program here in this area." Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes CAP working with food‑bank volunteers and partner training for smoke‑alarm replacement. Monterrey’s perspective emphasizes aligning CAP promotion with installer capacity and notes CAP can supplement outreach (canvassing) without substituting for the operational installation team.  
  
Butte CA — shared viewpoint: CAP teams work alongside DPOs and local partners to target needs regionally and emphasize relationships over raw counts. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports, "I think personally we've got some of our CAP teams kind of working alongside the DPOs to do some of that," and frames targeting change: "they're kind of being told ... that it can be a region or chapter wide number and we can target areas that need it." Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports targeted impact and life‑saving anecdotes: "We do actually have two new lives saved in the vicinity of those CAP programs." Butte’s shared viewpoint emphasizes CAP as a partner that helps target high‑need areas and supports relationship‑driven interventions that prioritize equity and outcomes over volume.  
  
Mississippi AR — shared viewpoint: CAP relationship‑building coincides with increased in‑person responses where staff pursue fire‑department engagement; at the region level there are both decreases and expectations of future gains depending on jurisdiction. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx asserts, "I think that the number of in person home fire responses has gone up," and emphasizes intentional outreach: "When it comes to the home fire campaign, it has to be an intentional thing." By contrast, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports a regional decrease: "I think we've seen a decrease in home fires across the region," and attributes some decline to leadership turnover and deprioritization. The Mississippi‑tagged documents show local increases where intentional outreach occurred and regional declines where leadership shifts and target reductions occurred.  
  
Lake IN — shared viewpoint: CAP multiplies disaster‑team efforts and broadens partner lists to mobilize donated resources, yet no spillover outside CAP areas observed. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx says, "But the CAP team just really kind of multiplies those efforts by being out there," and reports, "they're able to get food at no cost to the Red Cross." The respondent also answered "No" when asked about changes outside CAP areas, indicating observed effects were localized. Lake IN’s perspective centers on CAP’s multiplier effect for in‑kind resource mobilization and local partner activation while noting limited geographic spillover.  
  
Chatham GA — shared viewpoint: CAP advocacy and partner trust convert missed incidents into Red Cross responses; bilingual capacity and local relationships matter. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx gives a concrete example: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." It also notes language/cultural fit: "I think one or two of them are bilingual too. So it helps if you're in a Latino community to be able to, you know, have someone that can speak the language." Chatham’s perspective highlights CAP’s role in building culturally competent partner bridges that reach otherwise‑unreached families.  
  
Lake CA — shared viewpoint: (Document overlap with Butte) CAP targeting and installs near CAP activity are tied to life‑saving claims; See Butte CA coverage (Jacquelyn Clites provides quotes about lives saved).  
  
Warren KY — shared viewpoint: no relevant quotes available in the provided transcripts. The documents attributed to Warren KY in the input list do not contain relevant home‑fire passages in the supplied context, so no verbatim quotes can be provided for this geography.  
  
Comparison and contrast across geographies — patterns, divergences, and hypotheses  
  
Shared cross‑category patterns (what many geographies converge on)  
- Partners and local relationships are repeatedly cited as the primary mechanism that changes how home fires are detected, referred, and served. Verbatim examples across geographies: Tulare (Margarita Moreno) said partners "knew, hey, I need to call a Red Cross and let them know," Madison (David Hicks) observed CAP "speak to all of our lines of service" and thereby "increase the word of mouth promotion," and Chatham (Alicia Dougherty) described an instance where "That family would not have received Red Cross support ... without that community partner calling." These quotes collectively show a common belief: partners channel both awareness and timely referral.  
- Intentional outreach to fire departments and operational actors is credited with immediate changes in referral volume where deployed. Krista Coletti (Sarasota/Lee) described that after re‑establishing contact, "the number of fires we were being called to by the fire department in Lee county increase" and Matt Henry (Mississippi AR) declared "the number of in person home fire responses has gone up" after purposeful relationship work. Multiple geographies link active fire‑department engagement to measurable upticks.  
- Prevention campaigns (Sound the Alarm, smoke‑alarm installs) are frequently executed through CAP‑enabled partner mobilization; Montgomery (Shannon Randolph) reported "hundreds of smoke alarms" via partner contacts, and Atlantic NJ (Rachel Lipoff) credited CAP participation with increased volunteer turnout so "we were able to make more homes safer." Prevention work is the most commonly evidenced operational output tied to CAP activities.  
  
Divergences and geographic contrasts (how perspectives differ)  
- Magnitude and measurability: some geographies report concrete, large counts or life‑saving anecdotes (Butte: "two new lives saved"; Montgomery: "hundreds of smoke alarms"; Mark Beddingfield’s area: "7,721 homes made safer"), while others emphasize qualitative or ambiguous effects ("A little bit, but ... halo effect" — Priscilla Fuentes, Region\_Chapter\_\_\_Priscilla\_Fuentes\_2025\_0909.docx). Hypothesis: regions with mature CDPM infrastructure and robust CDPM–partner workflows produce measurable outputs that get recorded (CDPMs and chapter metrics), whereas regions still building notification/referral pathways perceive only ambiguous change.  
- CAP’s role varies from multiplier to marginal observer. In some places (Lake IN, Chatham GA, Atlantic NJ), CAP is described as multiplying local capacity and opening doors; in others (Cameron TX, Shawn\_Schulze) staff said "Not at all" for CAP impact. Hypothesis: where CAP entered into existing networks or was deliberately coordinated with DPMs and fire departments, it augmented outcomes; where CAP was perceived as peripheral or where leadership deprioritized steady‑state home‑fire work, CAP effects were limited or unseen.  
- Prevention vs. emergency response orientation: numerous CAP staff see CAP’s comparative advantage in prevention and partner mobilization (sound the alarm events, community canvassing), and some CAP staff explicitly resist being converted into primary emergency responders (April Jones: "No, I think that's out of our jurisdiction. We're not disaster... we are the calm before the storm"). Hypothesis: CAP’s mission framing (resilience/prevention) vs. DCS/Red Cross disaster remit shapes whether CAP is onboarded into immediate post‑fire workflows; where organizational role clarity and MOUs exist, partners are authorized to do post‑incident work; elsewhere CAP focuses on prevention and referral education.  
  
Incorporating the provided frequency data and largest count differences  
- The analytic summaries provided two top‑options: "Evaluating response times in home fire emergencies" (overall count 24) and "Assessing community awareness and preparedness for home fires" (overall 22). Both themes are prevalent; the slightly higher count for response‑time evaluation corresponds to widespread concern about notification pathways and timeliness (e.g., Tulare, Matt Henry, Katrina Long).  
- Geographies with higher representation in the "Evaluating response times" theme include Cameron TX (3), Atlantic NJ (3), and multiple geographies at 2 (Sarasota FL, Lee FL, Butte CA, Mississippi AR, Jackson OR, etc.). Hypothesis: multiple mentions from Cameron and Atlantic NJ reflect either more active pilots or interview sampling emphasizing operational timing and partner notification; these places present more discussion about notification pathways (e.g., Hansel Ibarra, Kristi Collins, Rachel Lipoff).  
- Occupation split: CAP Staff (12) contributed more quotes to the "response times" theme than Region Staff (8) and Chapter Staff (4). This suggests CAP staff are more likely to report on operational activation mechanics (partner trainings, community canvassing, DAT pilots), whereas Region and Chapter staff focus more on referral volumes and strategic priorities. Hypothesis: CAP staff report operational tactics because they run partner engagement activities; chapter/region staff report on system‑level metrics and the reality of referrals.  
  
Why categories produced diverse perspectives (hypotheses)  
- Preexisting capacity and data systems: Regions with well‑established CDPM workflows and good CDPM tracking (e.g., regions reporting hundreds of alarms or thousands of "homes made safer") are able to both effect and document changes; regions lacking such systems report perception‑level or anecdotal effects only. Example: Mark Beddingfield reported "We were 7,721 last year" (homes made safer), whereas Priscilla Fuentes reported only a modest "I did see it go slightly up, but like you know, by two last year versus the year before."  
- Local leadership priorities and programmatic deprioritization: where leadership de‑emphasized prevention targets (Barry Falke: "I think that organizationally we are deprioritizing that work" and CPAP "no longer a required program"), home‑fire prevention volumes fell or stabilized; where leadership made outreach intentional (Krista Coletti: re‑establishing contact), referrals rose quickly. Hypothesis: organizational incentives and required targets materially shape where CAP partnership efforts translate into counted outputs.  
- Role clarity, MOUs, and partner authorization: several respondents raised governance and capacity issues (Priscilla Fuentes: partner MOUs and execution gaps; Margarita Moreno: plans to "authorize providers via partners to support with the home installation"). Where agreements clearly define partner responsibilities and the CDPM has capacity to execute, CAP referrals turn into installations and casework; where MOUs are absent or capacity is insufficient, referrals stall.  
- Community trust and cultural fit: geographies with bilingual or culturally trusted partners (Chatham, Atlantic NJ with a Bangladeshi community resource) see conversions of incidents into Red Cross responses. Hypothesis: local cultural mediation is a necessary condition for turning partner awareness into household action in many communities.  
  
Why categories sometimes did not influence perspectives  
- In jurisdictions that already had high baseline performance or existing partnerships (Gaby Perez Albarracin in Monterrey CA: "This is a pretty robust program here in this area"), CAP was seen as an incremental or coordinating presence rather than a game‑changer; the perspective is continuity rather than change. Similarly, where CAP was not integrated into referral or DCS workflows, staff perceived "Not at all" change (Shawn\_Schulze).  
- Data‑capture and attribution limits: many respondents explicitly noted that observed changes could be "halo effects" or anecdotal; several described plans to "look at those numbers" because they currently "do not have direct numbers" (Tamica Jeuitt, Priscilla Fuentes). Without clear attribution logic, staff refrain from crediting CAP definitively.  
  
Synthesis and implications (what the geography comparison reveals)  
- Across diverse geographies, the clearest, consistent mechanism by which CAP influences home‑fire responses is through partner relationships that (a) surface incidents to the Red Cross, (b) provide trusted access to households for prevention (alarm installs, education), and (c) mobilize volunteers and local material resources for recovery. Representative verbatim support: Margarita Moreno (Tulare CA) — "they knew, hey, I need to call a Red Cross and let them know"; Glama Carter (Sarasota FL) — "our partners can help us identify those communities because they know"; Rachel Lipoff (Atlantic NJ) — "those clients receive the resource guide ... and they go through it with them."  
- Differences in observed outcomes—measurable installations, increased DAT responses, or unchanged volumes—track closely with (1) whether the region had intentional fire‑department outreach and contact cadence, (2) whether there was coordination and capacity at the CDPM/DCS level to execute referrals, and (3) whether CAP’s entry complemented existing programs or duplicated/overpromised beyond installer capacity. Examples: Krista Coletti (Lee/Sarasota) saw quick increases after reconnecting with fire chiefs; Priscilla Fuentes (region) reported only a small uptick and called it potentially a "halo effect."  
- Practical priorities to amplify CAP impact across geographies: (1) formalize partner authorization and MOUs that specify installation, DAT, and referral handoffs (respondents repeatedly cite execution gaps), (2) align promotional outreach with installer capacity so demand does not overwhelm service teams (Gaby Perez Albarracin warning), and (3) embed intentional, sustained contact cadence with fire departments to compensate for turnover (Krista Coletti warned turnover requires repeated outreach).  
  
Concluding statement (summary judgement)  
Across the geographic sample, Home Fire Responses are most reliably affected where CAP activities are integrated into existing referral and operational chains (fire department touchpoints, CDPM execution, partner MOUs) and where CAP plays to its strengths—partner mobilization, community trust building, and prevention campaigns. When these conditions are absent, CAP activity produces qualitative gains in presence and awareness but not consistently measurable changes in incident capture or response timing. The largest documented count differences (e.g., Montgomery's "hundreds of smoke alarms," Butte's "two new lives saved," regional totals like "7,721 homes made safer") reinforce that measurable impact correlates with regions that (a) track outcomes, (b) allocate installation capacity, and (c) intentionally align CAP outreach with operational partners.  
  
(End of essay — no further questions.)

#### Code frequency by document/respondent

Frequency Chart



### Blood Drives

#### Summary across all documents

Summary  
Overall, the documents show CAP operates primarily as a relationship broker and convenor that opens venues, calls in mobile units, and links partners to Biomed to facilitate blood drives; this role is reported consistently across interviews. Many respondents emphasize that Biomed‑experienced CAP staff help identify clinical priorities (for example, sickle‑cell needs) and that formal inclusion of Biomed in CAP planning would amplify impact. Concrete enabling tactics—targeted outreach in historically underserved neighborhoods, leveraging churches and large employers, scheduling around awareness months, and using monthly cadences—have produced notable local successes (including an event that reached 113% of target with over 50% African American donors and reports of hundreds more units in a specific Arkansas subregion). At the same time, expansion faces practical constraints: long scheduling lead times, staffing and travel burdens, local competition or territorial resistance, and episodic coordination failures (e.g., canceled drives). Finally, a consistent evidence gap—lack of standardized post‑drive reporting and quantitative tracking—limits the ability to attribute broader collection trends to CAP systematically, pointing to tracking and coordination as priority areas for scaling effective practices.  
Analysis  
CAP functions primarily as a convener and mobilizer for blood drives, using partner relationships and mobile units to create access. The transcripts describe this practical coordination plainly: for example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated, 'They do the same with blood drives. They're always working with their partners to, to have it be a give and take' and also described the mechanism concretely: 'the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.<a href="#Blood Drives-s-link1"><sup>[1]</sup></a>' Therefore, CAP's role in many jurisdictions is to identify host partners, call in mobile collection capacity, and broker partner-to-biomed linkages that reduce access barriers for donors, even when CAP itself is not the primary collection operator.  
1. the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.  
Staff with Biomed backgrounds shape CAP attention to blood needs and respondents recommend formalizing that linkage. Several transcripts link internal staff experience with increased focus and capability: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx observed, 'Two out of three of our, our CAT members actually came to the CAT program from BioMed. They understand it really well and that the need for blood and the discussion points' and the same source argued, 'I would have wanted to push more for the CAP team and the CAP program to be even more of a mouthpiece for BioMed.<a href="#Blood Drives-s-link2"><sup>[2]</sup></a>' Therefore, when CAP teams include Biomed‑experienced staff they are more likely to identify opportunities, advocate for drives, and translate clinical priorities (e.g., sickle‑cell needs) into outreach; respondents recommend making that operating link more explicit and routine across teams.  
1. I would have wanted to push more for the CAP team and the CAP program to be even more of a mouthpiece for BioMed.  
CAP-linked drives often prioritize demographic targeting—especially for sickle‑cell needs in Black and Brown communities—and several teams reported success with that approach. The transcripts show a deliberate strategy and reported outcomes: Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx noted, 'So we were able to collect a lot of sickle cell units, which we have the highest sickle cell goal in Georgia across the country' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx explained, 'Absolutely. We're definitely a lot more focused on African American areas, neighborhoods that are historically black, that have never gotten a blood.<a href="#Blood Drives-s-link3"><sup>[3]</sup></a>' Therefore, CAP's partner‑driven, community‑centered outreach can produce clinically relevant donations and improve access in historically underserved neighborhoods when outreach is intentionally targeted and operationally adapted to local donor behaviors.  
1. Absolutely. We're definitely a lot more focused on African American areas, neighborhoods that are historically black, that have never gotten a blood.  
Expanding blood-drive coverage is frequently constrained by long lead times, staffing and travel demands, and local competition. Multiple transcripts pinpoint concrete obstacles: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx observed, 'And so for us to get a new blood drive on, it's nine months out,' and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx highlighted competitive constraints, 'The problem in Montgomery is that LifeSouth is in Montgomery. LifeSouth blood donations and it's a huge competitor and we are unable to compete.<a href="#Blood Drives-s-link4"><sup>[4]</sup></a>' Therefore, even when CAP identifies willing partners, practical constraints—scheduling horizons, collection‑team availability, drive duration windows, travel time, and existing local collectors—limit how many new drives can be realized and sustained.  
1. The problem in Montgomery is that LifeSouth is in Montgomery. LifeSouth blood donations and it's a huge competitor and we are unable to compete.  
Across interviews there is a recurrent lack of numeric data tying CAP activities to blood‑drive outcomes, limiting rigorous impact assessment. Interviewees were candid about this gap: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated, 'So statistics, like actual stats, I don't,' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx added, 'I will say at this point we haven't really like they don't come back to us and say, oh, by the way, we hit our goal in that drive. We don't really, I haven't thought too much about that<a href="#Blood Drives-s-link5"><sup>[5]</sup></a>.' Therefore, while qualitative process evidence is strong (coordination, referrals, partner engagement), the absence of systematic post‑drive reporting prevents robust attribution of collection increases or trend analysis to CAP interventions.  
1. I will say at this point we haven't really like they don't come back to us and say, oh, by the way, we hit our goal in that drive. We don't really, I haven't thought too much about that  
Several jurisdictions report observable, localized increases in blood drives and collections that interviewees attribute—at least in part—to CAP‑facilitated partnerships and outreach. Interview evidence includes strong attributions: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said, 'I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives, particularly in that northern northeast Arkansas geography,' and Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reported, 'We've leveraged some of these partnerships into getting some new blood drives, which I think was a positive thing.' Therefore, while attribution is often qualified (other factors also matter), CAP's role as relationship‑builder and connector appears to have produced measurable gains in certain local contexts.  
Additional Insights  
In some counties CAP outreach provokes territorial concerns from incumbent collectors, creating a distinct barrier to launching new drives. Joel Sullivan's interview captured this friction directly: Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reported bluntly, 'You're gonna affect the current blood collector.<a href="#Blood Drives-u-link6"><sup>[6]</sup></a>' Therefore, even well‑intentioned CAP outreach must be coordinated carefully with existing local collectors and biomed leadership to avoid competition, misunderstandings, and stalled efforts.  
1. You're gonna affect the current blood collector.  
Where CAP and collection teams adapted operations to local behaviors and venues, single events produced striking, measurable success. For example, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reported a concrete outcome: 'We got to 113% that day. And over 50% of it was African American blood.' This unique datapoint demonstrates that tailored, community‑centered practices (timing, venue selection, outreach to walk‑up donors) can yield both high overall collections and the demographic match needed for conditions like sickle cell, even if such successes are not yet systematically tracked or replicated everywhere.

#### Comparison across segments

Analysis across Groups occupation

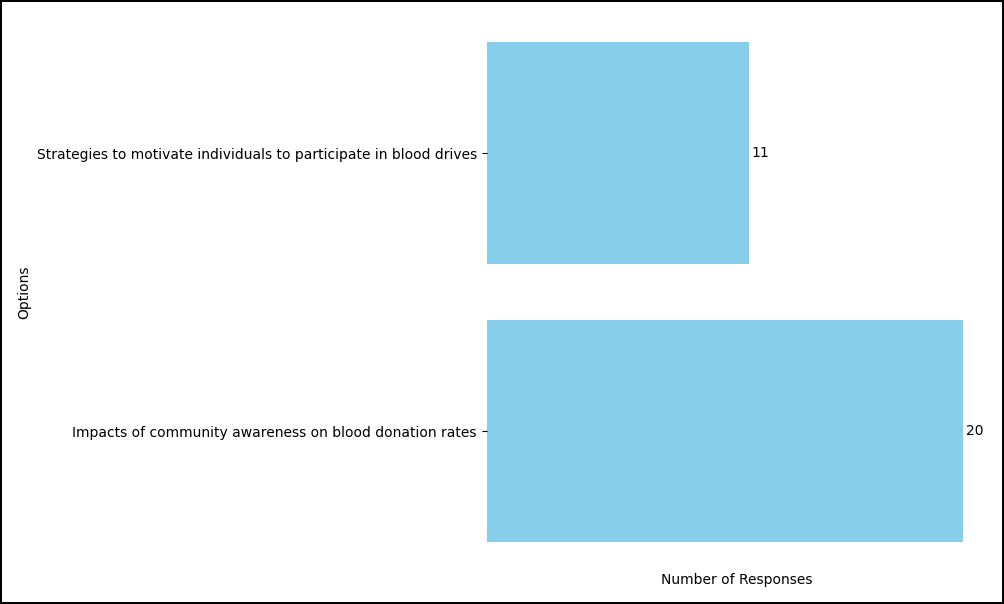
CAP Staff: emphasis on partner-driven outreach, operational tactics, and targeted promotions. Across CAP Staff interviews the shared viewpoint is that CAP’s main contribution to blood drives is hands‑on partner recruitment, local outreach tactics, and timing/targeting (especially for sickle‑cell work). This view appears as both practical tactics and an orientation toward building host capacity. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx states a concrete publicity tactic: "So we post all of our, all of the county blood drives on our newsletter monthly." That quote illustrates CAP staff describing routine, low‑tech promotion to raise local awareness. The same subcategory links partner relationships to donor turnout: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports, "A lot of our partners went and donated because of our relationship." That verbatim statement highlights CAP’s relational mechanism—mobilizing partners to donate or host. CAP Staff also explicitly describe tying drives to awareness months and to specific populations: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx notes scheduling tied to awareness, "September is National Sickle Cell Month," which the speaker uses to plan drives. At the same time CAP Staff report uneven outcomes and limited measurement: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx cautions, "I don't know that there have been any significant changes in the blood drives," showing some CAP staff perceive little systemwide change even while doing outreach. Taken together, CAP Staff consistently foreground relationship‑building, partner mobilization, targeted timing, and pragmatic outreach tactics (newsletters, partner events), while also frequently acknowledging limited access to hard metrics on impact.  
  
Region Staff: emphasis on convening, enabling partnerships, targeted outreach, and—sometimes—observed regional impact. Region Staff interviews share the viewpoint that CAP mostly enables blood‑drive outcomes indirectly by connecting partners, coordinating with Biomed, and focusing outreach on priority geographies and populations. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx captures the coordination role clearly: "They do the same with blood drives. They're always working with their partners to, to have it be a give and take," and gives an operational coordination example: "the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." These verbatim lines show Region Staff view CAP as a convenor and caller‑on of mobile assets. Region Staff also report targeted outreach and measurable successes in places: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives" and "We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." That pair of quotes demonstrates that some Region Staff attribute local unit increases to CAP‑facilitated partnerships (though they also hedge about causality in the same interview). Region Staff likewise emphasize demographic targeting for clinical needs: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx says, "We're definitely a lot more focused on African American areas, neighborhoods that are historically black, that have never gotten a blood." Overall, Region Staff portray CAP as an integrator—linking Biomed, mobile assets, and community partners—and some region respondents report observable, region‑level outcomes while also noting that other factors (leadership, preexisting programs) contribute.  
  
Chapter Staff: emphasis on local operational constraints, scheduling cadence, and concrete early successes or absences. Chapter Staff share the viewpoint that blood‑drive results hinge on local logistics (staffing, travel time, scheduling lead time), available hosts, and the chapter’s existing relationships; they report both concrete local wins and practical barriers. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx candidly states, "I don't think they've added any new blood drives," and explains a major operational constraint: "And so for us to get a new blood drive on, it's nine months out." That pair of quotes illustrates the chapter perspective that long lead times and capacity limit expansion. At the same time chapters report tangible successes: Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx asserts, "Our blood collections are growing," and adds programmatic relevance, "So we were able to collect a lot of sickle cell units, which we have the highest sickle cell goal in Georgia across the country." Those quotes show chapter staff framing outcomes both as increasing collections and as clinically targeted (sickle cell). Chapter respondents routinely surface constraints—drive windows, travel, staffing—but also point to new monthly cadences or standout partner events (for example, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx: "We're new to blood over here. We are only having monthly blood drives.").  
  
Cross‑category comparison and hypothesis about differences (and where categories did not influence perspective): commonalities, distinctions, and possible causes.  
  
Shared emphases across all three occupational categories. All three categories consistently emphasize relationships and partnerships as central to creating or enabling blood drives. Representative verbatim support: CAP Staff—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx: "A lot of our partners went and donated because of our relationship." Region Staff—Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "They're always working with their partners to, to have it be a give and take." Chapter Staff—Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?" Those quotes show a shared principle: partnership networks are the mechanism by which drives are found, staffed, and promoted. The frequencies provided reinforce this pattern: for the theme "Impacts of community awareness on blood donation rates" the occupation breakdown shows CAP Staff mentioned it 9 times, Region Staff 6 times, and Chapter Staff 5 times (overall 20). That distribution indicates partnership/awareness impacts appear across roles but are most often raised by CAP Staff. Likewise, for "Strategies to motivate individuals to participate in blood drives" CAP Staff accounts appear 6 times versus Region 3 and Chapter 2 (overall 11), again underscoring CAP Staff’s more frequent attention to tactics and mobilization strategies.  
  
Distinct emphases by occupation. CAP Staff emphasize operational, front‑line tactics (newsletters, partner sign‑ups, ambassador recruitment) and often discuss how to create opportunities—"So we post all of our, all of the county blood drives on our newsletter monthly" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and "the partnerships that we've been enhancing, folks are eager and more like drawn to have a conversation about like let's just host it" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Region Staff emphasize convening and strategic linkage to Biomed and sometimes report measurable uplifts: "the CAP team can call on Jewish Family Services... and they can bring the mobile unit" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) and "We've seen literally hundreds and hundreds of more units collected over the last couple of years" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff emphasize implementation constraints and cadence (lead times, travel, staffing) while sometimes reporting localized successes: "for us to get a new blood drive on, it's nine months out" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) versus "We had one, it was a couple weeks ago now. It was a huge success." (same file). These role‑based emphases align with job priorities: CAP Staff are designed to be community connectors and outreach accelerators, Region Staff operate at scale and see regional patterns, and Chapter Staff are responsible for carrying out events and hence focus on practical constraints and outcomes.  
  
Why these differences likely arise (hypotheses grounded in the documents). 1) Role mandate and proximity to activities: CAP Staff describe micro‑level tactics because their role explicitly targets partner engagement and local activation (Kristi Collins: training coordinators to "look for, what might be a good opportunity to collaborate with Biomed"). 2) Visibility and aggregation: Region Staff have a broader purview and therefore see aggregate effects and can sometimes attribute increases to a mix of CAP‑led partnerships and other regionwide changes ("Biomed is doing a better job… we didn't have to do an appeal this year" — Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). 3) Operational constraints at the point of delivery: Chapter Staff report lead times and travel barriers because they must staff drives and manage logistics (Michelle Averill: "the drives tend to be short because your window is six hours or Whatever"). 4) Local infrastructure and competition: differences in local biomed capacity, presence of alternative blood organizations (e.g., LifeSouth in Montgomery — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), and whether a local chapter even operates blood programming (e.g., "So we are not a blood state" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) produce divergent perspectives even within the same occupational group. These context variables explain why the same CAP model yields different experiences across jurisdictions.  
  
Why categories did not always determine perspective. Several documents show staff background and local infrastructure cut across occupational labels. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx notes staff experience: "Two out of three of our, our CAT members actually came to the CAT program from BioMed. They understand it really well and that the need for blood and the discussion points." That cross‑cutting Biomed experience—found among CAP or region teams—shapes heightened attention to blood needs regardless of formal occupational label. Similarly, where chapters have strong Biomed engagement and established partners, Region Staff and Chapter Staff converge in reporting positive outcomes (Alicia Dougherty: "Our blood collections are growing" and Barry Falke: "We have seen literally hundreds and hundreds of more units collected"), showing that programmatic context and staff skills can override role distinctions in shaping perspective.  
  
How the frequency differences inform interpretation. The frequency data reported for the two leading themes corroborate the interpretive pattern above: CAP Staff raised "Impacts of community awareness on blood donation rates" 9 times (vs Region 6, Chapter 5), and "Strategies to motivate individuals to participate" 6 times (vs Region 3, Chapter 2). Those counts support the hypothesis that CAP Staff more often discuss awareness‑raising and active recruitment strategies, consistent with their operational mandate. That distribution also implies Region and Chapter Staff discuss these themes, but less often and more through a strategic or operational constraint lens.  
  
Synthesis: common policy‑relevant implications drawn from cross‑category patterns. All occupations point to partnerships as the lever for initiating or improving blood drives; CAP Staff are the ones most frequently mentioning partner outreach tactics (newsletters, ambassador recruitment, partner sign‑ups), Region Staff are the ones most likely to articulate regional linkages and occasionally report measurable increases, and Chapter Staff consistently raise scheduling, staffing, and logistical limits that constrain conversion of partner interest into sustained collections. Representative quotes used above illustrate each point and demonstrate that improving outcomes will require: better coordination with Biomed (multiple documents call for inclusion and joint planning), systematic data/feedback loops (several respondents say "we don't get stats" or express uncertainty whether the "right people" are being recruited), and operational supports to address lead times, staffing, and local competition. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx admits, "So statistics, like actual stats, I don't," pointing to the pervasive measurement gap; and Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx insists, "Biomed needs to be inclusive of us," highlighting the frequent call for formalized Biomed‑CAP coordination.  
  
Conclusion (no question). In sum, across CAP Staff, Region Staff, and Chapter Staff documents the central commonality is that relationships and partnerships are the mechanism for blood‑drive activity; CAP Staff emphasize operational outreach and tactics, Region Staff frame CAP as an enabler within a broader Biomed/leadership ecosystem and in some places observe measurable gains, and Chapter Staff emphasize on‑the‑ground logistical constraints and the cadence of implementation. Frequencies reported for awareness and motivational strategies underscore that CAP Staff raised these operational themes more often than Region or Chapter Staff. Differences in perspective are best explained by role mandates, geographic variation in biomedical infrastructure and competition, staff background (especially Biomed experience), and the presence or absence of local chapter blood programs. Addressing the shared measurement gaps, aligning Biomed and CAP planning, and resolving local staffing/scheduling constraints would likely convert the widespread partner interest described in these interviews into more consistent, measurable blood‑drive outcomes across jurisdictions.

Analysis across Groups Geography

Tulare CA: CAP in Tulare defers leadership to a local blood bank and plays a supporting community-engagement role. The local CAP respondent describes a landscape where the local blood bank leads blood-collection activity and the Red Cross supports rather than runs drives: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank." The same document explains the operational stance: "Because of relationships, we let them lead everything and if there's anything we can, we can support with and then we do, but they're not sort of Red Cross." These quotes show a shared viewpoint that CAP’s role is subsidiary—opening doors and supporting partner-led activity—because biomed capacity is absent locally: "We don't have biomed services that runs them." The Tulare account also points to community engagement (youth “blood ambassadors”) even if CAP is not primary: "They have health academies ... their blood ambassadors for the blood bank." Together these statements emphasize Tulare’s reliance on an existing local blood-bank infrastructure with CAP in a facilitative/support role rather than a lead collector.  
  
Sarasota FL: South Florida respondents report no local Red Cross blood collection and limited CAP-driven blood-collection change. There are no relevant quotations available from Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx in the provided material. Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx explicitly states the core situation: "No, we don't collect blood in South Florida." That quote captures the shared perspective across Sarasota-mapped documents in the dataset: Red Cross blood collection is not an active local function, and thus CAP’s immediate influence on blood-drive volume is necessarily limited in that geography. (No other Sarasota-file quotations are available in the provided materials.)  
  
Cameron TX: CAP staff report an absence or removal of local blood services and limited recent activity. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx provides the shared viewpoint: "We don't have any blood services down here." The respondent also recalled a prior local program that later stopped: "I used to and then they they took that away." There are no relevant quotes available in the provided material from Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx or Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx, so the dataset for Cameron TX in this package centers on the explicit absence and historical discontinuation of blood services.  
  
Terrebonne LA: CAP in this area reports no local blood-drive activity. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx gives only a single, clear response about blood drives: "No." That succinct quotation expresses the shared viewpoint across available documents mapped to Terrebonne: there is currently no CAP-engaged blood-drive activity documented in the provided transcript(s).  
  
Yazoo MS: CAP and chapter staff emphasize CAP’s potential value if Biomed is inclusive, university/campus opportunity, and early monthly scheduling; local constraints and partner resource limits are also noted. Multiple documents mapped to Yazoo MS converge on the theme of CAP needing formal inclusion by Biomed and the presence of early-stage activity or potential. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx states, "I think that we do, but then at the same time, Biomed needs to be inclusive of us." The same file documents missed university-engagement opportunities where Biomed cited distance and did not fully leverage CAP's connections: "She said that, well, it's too far. Well, if you want to promote something, sometimes it's going to take. You're coming into Mississippi anyway. So how is it too far for you to go to a university ... ?" Region-level staff echo both gaps and nascent activity: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx notes heterogeneity—"our jurisdictions, so we did not do blood where April's team was, so there was no blood going on there"—but also that "now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood." Chapter staff indicate a new program cadence and early success: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "We're new to blood over here. We are only having monthly blood drives," and that initial events included a standout result: a local high school "led the nation with the most blood collected out of the high schools." Collectively, Yazoo MS documents share the viewpoint that CAP can add value—especially through coordination with Biomed and tapping campus partners—but that resource constraints, distance perceptions, and variable preexisting capacity shape where and how drives emerge.  
  
Madison TN: Documents emphasize both historic absence and imminent initiation, plus CAP as a convening/education opportunity. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reports no current local drives ("No, we have not"), while Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx contrasts past absence with near-term rollout activity: "Well, interesting you would bring that up because we have never in my nine years been involved in any blood drives ... But that's all about to change." That same file explains Biomed engagement: "the biomed regional director ... came and presented to my board and staff about how that's going to be rolled out." Region operations staff suggest CAP can be taught to mobilize partner donors: Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx proposed, "We could educate CAP on what that looks like and their partners could provide people to give blood" and "We could have a CAP blood drive where they invite all their partners to come in and give blood." The shared perspective across Madison TN documents is that CAP’s convening role and Biomed’s renewed leadership can catalyze newly initiated drives in areas with little prior collection activity.  
  
Atlantic NJ: CAP and chapter documents converge on proactive partner scouting, publicity, and operational coordination with mobile units and partners to expand site coverage. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx illustrates CAP’s match-making and publicity tactics: "So we post all of our, all of the county blood drives on our newsletter monthly," and details how CAP "trained ... coordinators what to look for" and "brought in the account manager from Biomed into a partner that they already had." Region-level staff echo simple partner recruitment and event coordination: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx states, "I know they did some blood drives," and frames partner outreach as straightforward: "I think all we have to do is ask them." Another region-level account emphasizes partner coordination and mobile units: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reports, "They do the same with blood drives. They're always working with their partners to, to have it be a give and take," and offers a concrete operational example: "the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." Together these Atlantic NJ documents share a viewpoint that CAP’s practical tactics—partner identification, newsletter promotion, and mobilizing mobile units—are central levers to increase community awareness and access.  
  
Montgomery AL: Documents point to a mixed picture of capacity loss, a successful partnered event, competition, and staffing constraints. Several Montgomery-related documents converge on these themes. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports structural change: "Montgomery county is losing our blood donation center." Despite that, the same respondent records a recent CAP-involved success: "The CAP team was a part of a blood drive ... and they did meet their goal for units collected." The respondent also recounts an operational snafu that undermined partner confidence: "There was a blood drive ... And the blood drive was canceled and we didn't know it and so it was kind of a snafu." Region staff echo capacity and competition concerns: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx discusses where opportunities exist "where we do have blood" and that CAP integration helps in those places; Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx states, "CAP is instrumental in recruiting partners for blood drives" and "They create community engagement by inviting partners to set up tables at drives." The shared viewpoint across Montgomery materials is pragmatic: CAP can materially support partner recruitment and a successful drive, but systemic constraints (donation-center closure, large local competitors like LifeSouth, and staffing shortages) limit scale and introduce operational fragility.  
  
Jackson OR: Documents stress partner-driven recruitment and both initial success and staffing-related stalls. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts that CAP "have done a handful of blood drives with partners that have hosted them and we have several more partners that were getting signed up and in the process. But then when he left, it's all stalled. Everything kind of stopped." The same file notes recruitment tactics: "A lot of our partners went and donated because of our relationship" and public-market sign-ups: "There's a weekly market ... and we sign people up there for blood drives as well." Region staff corroborate that CAP referrals began new hosts: Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx states, "I think there's been a few referrals. ... when we first started cap, like year one, we had a couple of referrals for brand new blood drives," and that "There's new people doing blood drives that didn't do it before." The shared perspective is that CAP’s relationship-based recruitment has produced hosts and early success, but staff turnover or personnel changes can abruptly stall momentum.  
  
Lee FL: CAP in this jurisdiction reports the Red Cross is not the primary blood collector locally. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states, "So we are not a blood state," and clarifies, "there's blood here, but it's, it's not a Red Cross blood." The shared viewpoint is that while blood collection occurs in the geography, it does not operate under a local Red Cross blood program in the provided transcripts, limiting CAP’s role as a blood-collection leader.  
  
Monterrey CA: CAP’s partnership work expands hosting options but must coordinate tightly with Biomed scheduling and staff capacity. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx summarizes the shared viewpoint: "We do" run drives; CAP has created "more options"—"Because of the partnerships that we've been enhancing, folks are eager and more like drawn to have a conversation about like let's just host it." That same file cautions about operational constraints: "Sometimes we have too many folks eager to host one and like not as many staff or dates" and "it needs to be very, very far in advance for us to let the biomed team know that so they can prepare." Chapter staff portray similar mixed results: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx observed "I don't think they've added any new blood drives" and that scheduling a new drive is long lead time: "it's nine months out," while also reporting a recent recurring partner drive that "was a huge success." The shared perspective: partnership interest has risen, CAP opens doors, but biomed staffing and scheduling are binding constraints.  
  
Butte CA: Documents mapped to Butte largely report no current blood-drive activity in the respondent’s chapter or region. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx says, "No. Well, not in our, not in our region yet, but not in the really chapter that we're at." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx replies bluntly, "No" and "Sadly, no." The shared viewpoint is that CAP has not engaged in local blood-drive activity in these specific chapters at the time of interview.  
  
Mississippi AR: Documents assert CAP-linked partnerships and coordination have been associated with significant local increases in drives and collections, though respondents frame CAP’s role as enabling rather than sole cause. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx directly reports, "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives, particularly in that northern northeast Arkansas geography ... We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." CAP staff corroborate a positive impact: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states, "So yeah, it has been a positive impact on the, on the blood collection." At the same time, Barry Falke qualifies CAP’s contribution: "I don't know that I see the CAP program directly correlating to blood drive growth or blood unit collection growth ... I think that cap's value to me is just how they help us to understand how to build the right relationships and the right partnerships for that." The shared viewpoint is that CAP’s relational and integrative roles have materially supported localized growth where other enabling factors (leadership shifts, large regional drives) coexist.  
  
Lake IN: CAP in Lake IN links targeted timing and sickle-cell focus to drive planning but reports mixed evidence on demographic matching. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx shows planning tied to awareness months: "September is National Sickle Cell Month. ... and it'll be the first weekend in October at one of our partners," and explains targeting: "We preference that one, especially with sickle cell, especially in black and brown people." Region staff give minimal but confirming responses: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx answers "Yep." about existing drives and "I have not noticed that" about CAP-driven changes. Lake IN’s shared viewpoint is that CAP uses awareness-month timing and targeted outreach to prioritize demographic needs (sickle cell), but the documents also show uncertainty about whether collected donors match intended demographics ("I know that they're doing well, they're hitting their markers ... Are they the right people or is it what we really need? I don't know.").  
  
Chatham GA: CAP and region staff describe an explicit pivot to historically Black neighborhoods and community-tailored operational adaptations that produced a measurable single-event success. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx states a clear targeting strategy: "We're definitely a lot more focused on African American areas, neighborhoods that are historically black, that have never gotten a blood." That adapted approach produced a concrete result: Alex Taylor reports, "We got to 113% that day. And over 50% of it was African American blood." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx supports the theme of growing collections and clinically relevant donors: "very diverse blood drive" and "So we were able to collect a lot of sickle cell units." The shared viewpoint is that community-focused, culturally appropriate outreach, and operational accommodations (e.g., meeting people where they show up) can yield both high participation and the specific donor demographics needed for conditions like sickle cell disease.  
  
Lake CA: No relevant quotes are available for the mapped transcript (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) in the provided materials, so the dataset contains no participant verbatim statements for analysis of blood drives in Lake CA.  
  
Warren KY: Documents mapped to Warren KY show a combination of CAP-supported one-off targeted drives (NAACP sickle-cell event) and acknowledgement that CAP involvement has been limited to a single drive in some chapters. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx says, "I don't know that there have been any significant changes in the blood drives" and that "That's the only, only blood drive we've been involved in," while also recounting that it "was specifically a sickle cell blood drive that we helped organize for them." Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx documents a concrete CAP-facilitated community partnership: "One of the coordinators ... used her partnership and influence with the naacp and they did a sickle cell blood drive two weeks ago." The shared viewpoint is that CAP’s activity in Warren KY has been relationship-driven and targeted, yielding specific events (sickle-cell focus) rather than broad programmatic shifts.  
  
—Cross-geographic comparison and contrast—  
  
Shared emphases across geographies  
- CAP as convener/connector and partner-recruiter: Across many geographies (Atlantic NJ, Mississippi AR, Jackson OR, Monterrey CA, Montgomery AL), respondents consistently describe CAP’s role as identifying hosts, recruiting partners, and linking community organizations to Biomed or account managers. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports CAP “trained ... coordinators what to look for” and "brought in the account manager from Biomed into a partner that they already had." Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx states, "CAP is instrumental in recruiting partners for blood drives." These verbatim statements illustrate a common perception of CAP as an enabling, relational bridge rather than the primary blood-collection operator.  
- Use of existing community venues and partners (churches, employers, schools): Multiple geographies emphasize leveraging trusted local hosts—churches (Monterrey CA, Simone Moore’s plan), large employers and mills (Mississippi AR: "we do blood drives at our largest employers"), universities and HBCUs (Madison TN, Curtis Morman, and Mississippi/Yazoo discussions), and community centers (Monterrey CA). These tactics reflect a shared operational playbook—identify venues with built‑in populations and convene partners to drive turnout.  
- Targeted outreach and sickle-cell emphasis in places with relevant needs: Several geographies explicitly target Black and Brown donors or sickle-cell goals (Chatham GA, Lake IN, Lake IN’s emphasis on September Sickle Cell Month, and Warren KY NAACP drive). Alex Taylor reports a tailored approach that achieved "113% that day. And over 50% of it was African American blood," and Alicia Dougherty notes collecting "a lot of sickle cell units." The shared viewpoint across these sites is that demographic targeting aligns drives to clinical needs.  
  
Divergent perspectives and circumstances  
- Presence versus absence of local blood infrastructure: Some geographies have active local blood programs (e.g., Monterrey CA: "We do" and Mississippi AR’s reported increases), while other chapters report no Red Cross blood program or local services (Sarasota FL: "No, we don't collect blood in South Florida." Tulare CA: "We don't ... we have like a blood bank" where the blood bank—not Red Cross—leads). These structural differences create divergent CAP roles: supporting a local blood bank (Tulare), enabling new collection where Biomed is being retooled (Madison TN), or working around no local Red Cross presence (Lee FL, Butte CA).  
- Impact attribution: In some geographies respondents attribute measurable increases in collections to CAP-facilitated relationships (Barry Falke: "partnerships ... have absolutely led to an increase ... We've seen literally hundreds and hundreds of more units"), whereas in others CAP’s contributions are framed as potential, indirect, or stalled by staffing/territorial issues (Joel Sullivan: "Biomed is doing a better job ... because they have a new regional donor services executive who cares about the region"; Katrina Long: "But then when he left, it's all stalled. Everything kind of stopped."). Thus, local personnel continuity, Biomed leadership, and market structure affect whether CAP’s relational work translates into measurable results.  
- Urban versus rural collection feasibility and competition: Several transcripts identify rural-host constraints (Mark Beddingfield: "I don't know that we'll ever do blood drives like in Yazoo county ... not a lot of corporations ... not bigger schools") and heavy competition in some counties (Montgomery AL: LifeSouth is "a huge competitor"). Conversely, larger urban or institution-based drives (University of Missouri example in Barry Falke) can collect at scale. This rural/urban divide produces different CAP strategies (grow new hosts in rural areas vs. coordinate with existing large collectors in urban settings).  
  
Incorporating frequency differences into explanation  
The frequency data provided in the brief indicates that mentions of "Impacts of community awareness on blood donation rates" were concentrated in specific geographies, with Yazoo MS, Madison TN, and Atlantic NJ each having three mentions in the dataset, and other geographies like Montgomery AL, Jackson OR, Monterrey CA, Mississippi AR, and Chatham GA showing multiple mentions. This distribution maps onto the qualitative findings: Atlantic NJ, Mississippi AR, Chatham GA, and parts of Yazoo/Madison show more concrete evidence or discussion of CAP-driven awareness and partner outreach leading to drives or collection gains. For example:  
- Atlantic NJ: Collaboration and mobile-unit coordination are explicitly described ("the CAP team can call on Jewish Family Services ... bring the mobile unit and just have people come in" — Rachel\_Lipoff).  
- Mississippi AR: Respondents reported hundreds more units tied to partnerships ("We've seen literally hundreds and hundreds of more units collected" — Barry\_Falke).  
- Chatham GA: A targeted community approach produced an explicit over-target result ("We got to 113% that day. And over 50% of it was African American blood" — Alex\_Taylor).  
  
Hypotheses explaining geographic differences  
1) Existing blood-collection infrastructure and market structure shape CAP’s effect. Where a local blood bank or large institutional collectors already exist (Tulare CA’s Central California Flood Blood Bank, regions hosting major university drives), CAP typically plays a supportive or convening role; in areas without local Red Cross blood programs, CAP must either build new relationships or accept a supporting stance. This explains why Tulare CA defers leadership ("We don't ... we have like a blood bank") while Yazoo or Madison see CAP as an opportunity space.  
2) Staff background and Biomed integration matter. Several transcripts highlight that Biomed-experienced CAP staff or inclusion of Biomed in chapter action teams changes emphasis and effectiveness. Rachel\_Lipoff recommended making CAP "even more of a mouthpiece for BioMed" and noted "Two out of three of our ... CAT members actually came ... from BioMed." Where staff bring Biomed experience or Biomed leadership is active (Joel Sullivan noted improved recruitment "because they have a new regional donor services executive who cares about the region"), blood-drive outcomes appear stronger or more rapidly realized.  
3) Local leadership changes and staffing continuity drive momentum. Multiple files link staff departures or role changes to stalled activity (Katrina\_Long: "But then when he left, it's all stalled"; Katrina\_Long also describing "Now Amber has left that position"). Conversely, moving or adding an executive (Barry\_Falke: "adding and moving our executive director ... has helped with that a little bit as well") corresponds with improved outcomes. Thus, organizational continuity and leadership placement are plausible determinants of geographic variation.  
4) Rural logistical constraints and urban competition produce opposite pressures. Rural areas often lack institutional hosts and experience donor scarcity, which CAP cannot quickly overcome ("not a lot of corporations ... not bigger schools" — Mark\_Beddingfield); urban locales may have higher donor density but also more competing collectors, reducing room for incremental Red Cross drives (Shannon\_Randolph: "The problem in Montgomery is that LifeSouth is in Montgomery ... it's a huge competitor").  
5) Data and measurement gaps limit perceived impact. Several respondents explicitly noted lack of statistics to quantify outcomes ("So statistics, like actual stats, I don't." — Rachel\_Lipoff; Kristi Collins: "they don't come back to us and say, oh, by the way, we hit our goal"). Where robust measurement is lacking, CAP’s role is more often described qualitatively (relationship-building, referrals) rather than tied to clear numerical outcomes—explaining differing confidence in whether CAP “caused” increases.  
  
Convergent operational strategies and limitations across geographies  
- Recurrent tactics: respondents across geographies describe the same set of enabling tactics—matchmaking with Biomed account managers, using newsletters to publicize drives ("So we post all of our, all of the county blood drives on our newsletter monthly." — Kristi\_Collins), mobilizing partner networks and ambassadors ("Blood Services might come in and say, we need a blood drive ambassador ... Can you guys reach out to your network?" — Michelle\_Averill), tapping churches and employers, and using mobile units called in by partner NGOs ("the CAP team can call on Jewish Family Services ... and they can bring the mobile unit" — Rachel\_Lipoff).  
- Recurrent barriers: respondents across many geographies mention the same constraints—staffing shortages, scheduling lead times, partner resource limits, competition from other collectors, territoriality between collectors, and the absence of systematic outcome reporting. Representative quotes: "Sometimes we have too many folks eager to host one and like not as many staff or dates." (Gaby\_Perez\_Albarracin), "And so for us to get a new blood drive on, it's nine months out." (Michelle\_Averill), "You're gonna affect the current blood collector. It's territorial with no doubt." (Joel\_Sullivan), and "So statistics, like actual stats, I don't." (Rachel\_Lipoff).  
  
Synthesis and implications  
- Where CAP is integrated with Biomed and where local leadership supports blood recruitment, respondents report concrete successes (e.g., Mississippi AR’s "hundreds and hundreds" of units and Chatham GA’s 113% event). Where CAP lacks integration, local Red Cross blood capacity is absent, or staffing continuity is low, CAP’s role remains chiefly relational and opportunistic rather than transformative (Tulare, Sarasota, parts of Butte, Cameron, Lee).  
- The frequency pattern that shows higher counts of "Impacts of community awareness on blood donation rates" mentions in geographies such as Yazoo MS, Madison TN, and Atlantic NJ aligns with evidence that these areas either had recent Biomed outreach, nascent new programs, or active CAP/partner matchmaking—supporting the inference that CAP’s relational tactics are most visible where local conditions permit (available partners, engaged Biomed leadership).  
- To convert CAP’s relational gains into measurable supply increases, respondents across geographies identified the same needs: formal inclusion of CAP in Biomed planning, improved post-drive reporting (so CAP knows whether a drive hit goals), sustained staffing/ambassador programs, and tailored operational models (weekend/ walk-up accommodation, bilingual capacity to improve donor experience). For example, Rachel\_Lipoff suggested CAP should be "more of a mouthpiece for BioMed," and Alicia\_Dougherty recommended bilingual translation devices to improve donor experience: "So having those translation devices would be huge for biomed team too."  
  
Conclusion  
Across these geographically diverse transcripts, a clear, consistent pattern emerges: CAP is widely perceived as a valuable relational and convening resource that can increase community awareness and unlock hosting opportunities for blood drives, particularly when CAP is integrated with Biomed and when local partners or institutional hosts exist. Where local blood infrastructure, Biomed leadership, staffing continuity, and measurement capacity align, respondents report measurable successes (in some places substantial increases). Where those enabling conditions are absent—because of no local biomed services, high competition, staffing churn, or rural host scarcity—CAP’s contribution tends to be supportive and nascent rather than immediately transformative. Representative, verbatim evidence underlines both the promise and the limits of CAP’s role: "They do the same with blood drives. They're always working with their partners to, to have it be a give and take" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), "So we post all of our, all of the county blood drives on our newsletter monthly" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), and "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives ... We've seen literally hundreds and hundreds of more units collected" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). These examples embody the core cross-category finding: CAP’s influence shows up most strongly where it is deliberately integrated into blood-collection ecosystems, where staffing and measurement support follow-through, and where local partners and leadership enable conversions from awareness to sustained donation.

#### Code frequency by document/respondent

Frequency Chart



### Home Fire Campaigns

#### Summary across all documents

Summary  
Overall, the documents portray CAP as a catalyst for partner‑centered Home Fire Campaign delivery: teams train and empower local organizations, introduce referral tools and appointment or mini‑campaign models, and in places generate measurable installs and even life‑saving outcomes. Shared challenges recur across jurisdictions—insufficient installer/volunteer capacity, uneven data collection and attribution, equity risks from appointment‑only approaches, and community mistrust from past problems. Unique tensions include organizational deprioritization that can undermine local gains and distinct pockets of demonstrable scale where hundreds or thousands of interventions were reported. To strengthen program impact, the evidence suggests prioritizing consistent referral/tracking systems, investing in installer training or formalizing firefighter/DAT responder roles, codifying partner agreements and funding transparency, and addressing trust barriers through sustained community engagement.  
Analysis  
CAP efforts consistently emphasize training and empowering local partners to lead installations and outreach. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx described that 'we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations as they were doing casework with people related to some of the 2020 wildfire follow up', and Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx explains the operating model: 'we're going to have a CAP partner led home fire campaign where they actually get the training from the local chapter, the CDPM and they're going to actually go out canvas the neighborhood'. These accounts together show CAP favoring a partner‑first delivery model where chapters provide training/logistics and partners execute canvasses and installs, enabling scale through distributed capacity rather than relying solely on staff-led installs.  
Local notification and referral pathways have evolved from ad‑hoc detection toward more formalized channels. Interview material shows community members and partners now contact CAP directly—Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx reported that 'So, one of the changes that we've seen is folks reach out to the CAP team directly when there's a home fire'—and chapters have introduced structured referral tools, as Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx noted, 'So Joe came up with a form that the case managers can fill out to engage our team to help.<a href="#Home Fire Campaigns-s-link1"><sup>[1]</sup></a>' Together these quotes document a movement from informal awareness (social media or ad‑hoc outreach) toward routinized referral mechanisms intended to ensure timely engagement and handoffs.  
1. So Joe came up with a form that the case managers can fill out to engage our team to help.  
Some jurisdictions report concrete installation counts but data coverage and attribution are inconsistent. For instance, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx states 'And that's according to our cdpms. It's just it was hundreds of smoke alarms,' while Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx provides a local figure: 'So I think it's, you know, and I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.<a href="#Home Fire Campaigns-s-link2"><sup>[2]</sup></a>' These examples show that measurable outputs exist in places, but many interviews also note limited tracking, confounding attribution and preventing a comprehensive program‑level assessment of reach and impact.  
1. So I think it's, you know, and I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.  
Teams are experimenting with varied delivery models to balance efficiency and equity, including appointment‑based approaches and small partner‑run 'mini' campaigns. Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reports that 'for the cap jurisdictions we again we did one on appointment based model that was effective,' while Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explains a small‑scale model: 'So we host what's called a mini smoke alarm campaign. And we asked the partner to identify for us and have the community sign up for slots.' These tactics aim to make events manageable and leverage partners' local credibility, though staff also raise concerns about appointment models excluding hard‑to‑reach populations.  
A central operational bottleneck is the lack of trained installers and volunteer capacity to complete follow‑through. Multiple interviews flagged this constraint: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx states plainly, 'And so our only challenge here is going to be designating the people to install the smoke alarms,' and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx warns 'the volunteer workforce, you're not really having a workforce to get it done. And those follow ups. Because I'm always saying the future is the follow up.<a href="#Home Fire Campaigns-s-link3"><sup>[3]</sup></a>' Without sufficient installer/volunteer capacity, canvassing and referral activities risk generating unmet demand rather than completed safety interventions.  
1. the volunteer workforce, you're not really having a workforce to get it done. And those follow ups. Because I'm always saying the future is the follow up.  
CAP presence is widely credited with catalyzing partnership‑focused thinking and cross‑organization mobilization. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reflects that 'our CAP program ... has absolutely helped us to think about how to build relationships and how to create the right partnerships and how to ... do it in a way that is less transactional and more transformational,' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx describes active network coordination: 'One of the things, one of the strategies the CAP team has, has really employed is you're all partners together... the CAP team will put that out to all of the organizations to support each other.' These themes demonstrate CAP's role as a convenor and facilitator of partner networks that underpin Home Fire Campaign activity.  
Additional Insights  
Some leaders warn that organizational shifts away from preparedness metrics threaten sustained Home Fire Campaign activity. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx bluntly observes 'we are deprioritizing that work.<a href="#Home Fire Campaigns-u-link4"><sup>[4]</sup></a>' This perspective contrasts with local CAP‑driven gains and highlights a structural risk: even where CAP catalyzes partner networks and events, declining organizational emphasis or removed targets could reduce funding, staff attention, or incentives needed to maintain or scale installations and follow‑up.  
1. we are deprioritizing that work.  
In several places interviewees reported measurable program outputs and even life‑saving signals tied to installation and education activity. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports an aggregate: 'We came in a little bit over goal last year... We were 7,721 last year,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes 'do actually have two new lives saved in the vicinity of those CAP programs<a href="#Home Fire Campaigns-u-link5"><sup>[5]</sup></a>.' While these are not universal or fully attributable to CAP in every case, they demonstrate that where tracking exists and interventions reach intended households, tangible safety outcomes are possible.  
1. do actually have two new lives saved in the vicinity of those CAP programs  
Local mistrust and misinformation have materially impeded door‑to‑door installs in some communities. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recounts an example where 'some neighbors were talking amongst themselves, letting other neighbors know that the federal government was installing cameras in the neighborhood for them not to open doors to those people with their red vests<a href="#Home Fire Campaigns-u-link6"><sup>[6]</sup></a>,' and the file also documents prior lapses (lost alarms, documentation errors) that left 'a bad taste' and reduced local willingness. These anecdotes underscore that technical delivery and relational trust both matter: successful scale depends on repairing past errors and proactively addressing rumors and privacy concerns.  
1. some neighbors were talking amongst themselves, letting other neighbors know that the federal government was installing cameras in the neighborhood for them not to open doors to those people with their red vests

#### Comparison across segments

Analysis across Groups occupation

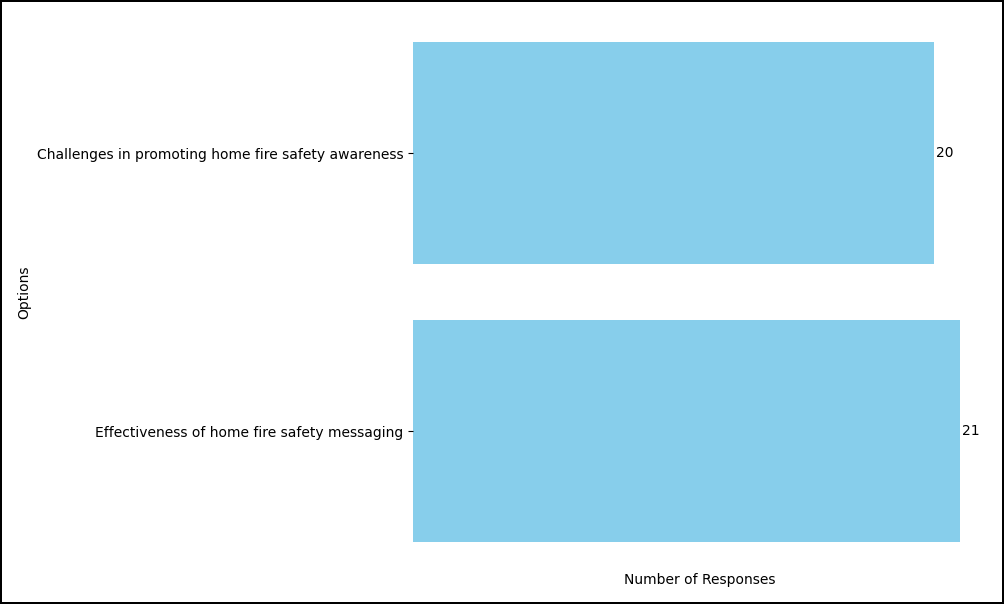
Paragraph — CAP Staff shared viewpoint: CAP staff consistently view Home Fire Campaigns as partner‑driven operational opportunities that can increase referrals and installations but are constrained by volunteer/training bottlenecks, uneven geographic coverage, and limited metrics to evaluate scale or equity. Elaborating: across CAP staff transcripts the recurring perspective is that CAP’s role is to catalyze and coordinate local partners (training them, creating referral forms, supplying alarms or appointments) so that installations and education can occur, while repeatedly flagging that converting partner interest into sustained installation capacity requires training, designated installers, and clearer metrics. Examples and verbatim evidence from CAP staff documents: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports concrete output and the need for training: "And that's according to our cdpms. It's just it was hundreds of smoke alarms." and "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents formalizing referral pathways and partner reliance: "So Joe came up with a form that the case managers can fill out to engage our team to help." and also observes limited scope and data: "I know that we assisted during our home fire campaign last year in Atlantic City. That is the only one that's run in our entire county for the year." Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx highlights delivery tradeoffs and equity concerns: "for the cap jurisdictions we again we did one on appointment based model that was effective." and raises the equity question, "Who did we miss because of that equity wise for people accessibility." Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx stresses metrics as incentives: "if they're not putting any metrics behind this, nobody's going to be doing it." These CAP staff quotes collectively show the shared viewpoint: CAP staff see partnership activation and targeted tactics (appointments, partner signups, DAT training) as the mechanism for campaign effectiveness while frequently emphasizing training/installer shortages and the absence of robust metrics to evaluate equity and scale.  
  
Paragraph — Region Staff shared viewpoint: Region staff consistently view Home Fire Campaigns through a systems and relationship lens—emphasizing fire‑department relationships as the primary activation pathway, CAP’s capacity to increase event frequency and canvassing, and broader organizational priority shifts and volunteer limits that constrain scale. Elaborating: region staff emphasize that influencing or aligning local fire/deputy‑disaster contacts and reshaping chapter/regional targets matter more for sustained referrals and response volumes than one‑off initiatives; they report CAP has catalyzed more intentional events and partner networks but warn that organizational deprioritization and limited paid/volunteer capacity create systemic limits. Examples and verbatim evidence from Region staff documents: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx states the activation mechanism clearly: "It's really driven by the relationships with the fire departments itself that that's the primary strategy there." Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx describes local increases and a partnership shift: "So I think by having that program there, we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction, canvassed more homes and neighborhoods in that jurisdiction than we would have normally." but also warns about priorities: "we are deprioritizing that work." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx provides regional-scale outputs tied to partner activity: "we were ... Reports regional Homes Made Safer total of 7,721 interventions" and frames CAP teams as partner‑builders: "April and her team and Shannon and her team have definitely played a part in that because some of their partners have played a part in being the volunteers that have gone in to do the installs." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx links targeting to impact and notes lifesaving signals: "We do actually have two new lives saved in the vicinity of those CAP programs." These region staff quotes show the shared viewpoint: region staff see CAP as altering campaign frequency and targeting when tied to strong fire‑department relationships and regional planning, but they also surface structural limits—shifting organizational priorities and volunteer shortages—that shape achievable scale.  
  
Paragraph — Chapter Staff shared viewpoint: Chapter staff consistently view Home Fire Campaigns as hyperlocal, partner‑integrated activities that combine resource distribution, on‑the‑ground education, and referral tools; they value CAP’s attendance and partner training while repeatedly noting operational barriers like onboarding burdens and workforce/follow‑up shortfalls. Elaborating: chapter respondents emphasize practical integration—embedding resource guides into red folders, training food‑bank or case‑management staff to screen for alarms, holding appointment‑based signups at partner events, and trusting community partners to open doors—but they also point to labor, onboarding, and follow‑up constraints that limit conversions from outreach to completed installs. Examples and verbatim evidence from Chapter staff documents: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx documents the embedded resource approach and partner mobilization: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them." and "The one Atlantic county home Buyer campaign that we did this past year in Atlantic City, we had more volunteers, so we were able to make more homes safer because of the CAP program because they rallied their partners and volunteers..." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx shows partner screening and training: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm..." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx records direct CAP installation support and follow‑up concerns: "The CAP team has supported that program by helping install smoke alarms in the area." and cautions, "the volunteer workforce, you're not really having a workforce to get it done. I'm always saying the future is the follow up." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx flags administrative friction: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners." These chapter staff quotes reflect a shared viewpoint: chapters treat Home Fire Campaigns as concrete, partner‑embedded service moments that succeed when partners recruit participants and provide warm handoffs, yet they are limited by onboarding friction, insufficient volunteer follow‑up, and constrained capacity.  
  
Cross‑category comparison and contrast — shared viewpoint: categories converge on the centrality of partner networks as the mechanism to reach households for smoke‑alarm installations and education, but they diverge in emphasis—CAP staff foreground partner activation and short‑term pilot tactics and flag data/installer bottlenecks; Region staff foreground system relationships (fire departments, regional targets) and organizational priority tradeoffs; Chapter staff foreground hyperlocal integration, onboarding friction, and immediate follow‑up constraints. Elaboration and illustrative cross‑category quotes: On the common mechanism—partners—CAP staff emphasize training and partner recruitment: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx notes, "our other partners have agreed to have home fire campaign information and a signup sheet by their case manager." Region staff underscore partners plus systems: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx says CAP helped "begin to grow partnerships, began to intentionally schedule home fire campaign events" and marks CAP as catalyzing "less transactional and more transformational" relationships. Chapter staff give procedural detail on partner integration: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx explains "the CAP team will put that out to all of the organizations to support each other ... try to connect them so that they're able to volunteer for each other, not just for the Red Cross." These three quotes (one per category) demonstrate a shared belief in partners as leverage, but the categories place that leverage in different institutional frames—CAP as activator and trainer, Region as system partner and policy lever, Chapter as integrating partner operations into daily service.  
  
Contrast in perceived primary activation pathway: Region staff explicitly foreground fire‑department relationships as the primary activation path, whereas CAP and Chapter staff emphasize partner screening, appointments, and CAP presence as channels that surface fires or candidates for installs. Compare verbatim evidence: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "It's really driven by the relationships with the fire departments itself that that's the primary strategy there." Versus Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx where a CAP staffer recounts an ad hoc detection-to-form pathway and a new referral process: "I would find something on social media ... and I would reach out and say, hey, do you need help?" and "So Joe came up with a form that the case managers can fill out to engage our team to help." And from chapters, the operational pairing: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "they are working with the Monterey Food bank and training their workers or their volunteers ... talk to these food recipients about, hey, when was the last time you checked your smoke alarm?" These quotes show region staff lean on formal first‑responder referral lines, while CAP and chapters focus on partner touchpoints and informal detection/sign‑up flows—an important operational distinction that shapes how campaigns are generated and what kinds of follow‑through are required.  
  
Contrast in emphasis on data and metrics: CAP staff are more likely to call out data gaps, measurement and perverse metric incentives; region staff cite aggregate targets and regional outcome counts; chapter staff note local scorecards and client satisfaction but flag missing in‑the‑moment measurement. The frequencies provided by the review support this: for "Challenges in promoting home fire safety awareness" CAP Staff = 12 mentions vs Region Staff = 6 vs Chapter Staff = 2 (largest count difference), and for "Effectiveness of home fire safety messaging" CAP Staff = 9, Region Staff = 7, Chapter Staff = 5. Illustrative quotes: CAP emphasize the metric problem—Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx warns, "if they're not putting any metrics behind this, nobody's going to be doing it." CAP also flagged perverse incentives—Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "you could just hit 100 of them and everyone just says, yes, you hit your target goal like in two hours." Region staff cite large aggregate results—Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports, "We came in a little bit over goal last year... We were 7,721 last year." Chapter staff show client satisfaction metrics but limited campaign metrics—Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "we get a scorecard every month ... Those are always in the 90 in 90% range." Taken together, these signals explain why CAP staff talk more about measurement and perverse incentives (they are pushing pilots and worry about how targets will shape equitable site selection) while region staff report and manage large totals and chapter staff report local satisfaction metrics.  
  
Hypotheses explaining cross‑category perspective divergence (and some convergence):  
- Role and proximity hypothesis: CAP staff are organized to pilot partner activation across jurisdictions and therefore see frontline operational frictions (onboarding, training, installer shortages) and measurement incentives; Region staff oversee larger geographic targets and formal relationships with fire departments and therefore focus on system activation, aggregate targets, and organizational prioritization; Chapter staff operate daily at hyperlocal levels, so they concentrate on partner workflows, client experience, and immediate follow‑up constraints. Evidence: CAP staff examples of referral-form creation and pilot training ("So Joe came up with a form..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; "We have one partner who came to adapt boot camp..." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); Region staff on systems and targets ("It's really driven by the relationships with the fire departments..." — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx; "We came in a little bit over goal last year... 7,721" — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx); Chapter staff on embedded screening and onboarding barriers ("they are working with the Monterey Food bank and training their workers..." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx; "Even home fire campaign folks have to go through volunteer connection, which is a little laborious..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
- Incentives and measurement hypothesis: different incentive structures shape what respondents emphasize—CAP pilots worry about perverse numeric incentives and equity in appointment models ("Who did we miss because of that equity wise for people accessibility." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx; "you could just hit 100 of them..." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Region staff, accountable for chapter/region totals, report aggregate counts and goals; chapters emphasize immediate client satisfaction and practical follow‑through but may not have consolidated installation metrics.  
- Local context and heterogeneity hypothesis: many staff caution campaigns must be tailored: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx states, "I wouldn't, I wouldn't dare to say, like, oh, I'll go with home fire campaign. I don't know because every, every single area does it differently." This suggests that differences across categories sometimes reflect legitimate local variation rather than purely role differences—CAP pilots must adapt to local partner ecosystems, region teams must negotiate fire‑department protocols, and chapters must manage community trust dynamics and onboarding.  
  
Convergence signals and constraints common to all categories: all categories agree partners matter and volunteer/installer capacity is a gating constraint. Representative multi‑category quotes show this alignment: CAP staff note partner signups and installer shortages ("our other partners have agreed to have home fire campaign information and a signup sheet..." and "And so our only challenge here is going to be designating the people to install the smoke alarms." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), region staff note CAP has "helped us to think about how to build relationships and ... to do it in a way that is less transactional and more transformational." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), and chapter staff describe trained partner volunteers conducting installations ("I believe it's one or two that has actually held their own. Smoke alarm event ... they're actually doing the installations by themselves." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). These cross‑category quotations show a common operational model (partners + training + events) and a shared constraint (installer/volunteer capacity and onboarding procedures).  
  
Largest count differences (incorporated into interpretation): the review frequencies show CAP Staff mentioned "Challenges in promoting home fire safety awareness" 12 times versus Region Staff 6 and Chapter Staff 2—supporting the interpretation that CAP staff are more frequently reporting operational and measurement constraints (they are the ones pushing pilots and encountering onboarding, mistrust, and metric problems). For "Effectiveness of home fire safety messaging" the counts (CAP 9, Region 7, Chapter 5) show CAP and Region staff both report perceived increases in referrals/installations linked to partner messaging while Chapter staff spotlight local mechanisms (resource guides, partner events) that operationalize that messaging. The frequency distribution therefore matches and reinforces the qualitative differences above: CAP staff emphasize barriers and measurement; Region staff emphasize systems and aggregate outcomes; Chapter staff emphasize operational execution, client experience, and onboarding friction.  
  
Synthesis and pragmatic implications (shared viewpoint): across categories the pragmatic consensus is that partner‑centered, targeted, and relationship‑driven Home Fire Campaigns can increase referrals and installations, but achieving sustained scale requires (1) formalized referral pathways and training to convert partner interest into deployable installers, (2) alignment between CAP promotion and chapter/regional capacity (contracts/funding clarity and escalation pathways), and (3) measurement systems that reward equitable, needs‑based targeting rather than short‑term high‑count events. Supporting quotes that illustrate the elements of this synthesis: formal referral pathway and enterprise alignment — "So Joe came up with a form that the case managers can fill out to engage our team to help." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; partner training and installer designation — "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx; measurement and equitable targeting — "for the cap jurisdictions we again we did one on appointment based model that was effective." and the equity caveat "Who did we miss because of that equity wise for people accessibility." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx; and the warning about perverse incentives — "you could just hit 100 of them and everyone just says, yes, you hit your target goal like in two hours." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx.  
  
Conclusion (shared viewpoint — no question): the collected transcripts show clear cross‑category agreement that partnerships are the operational lever for Home Fire Campaigns and that targeted, relationship‑driven models (including appointment systems, partner signups, DAT training, and embedding resource guides into partner services) can produce installs and referrals. They also reveal consistent constraints—installer/volunteer capacity, onboarding friction, mistrust in some communities, and measurement gaps—with CAP staff most frequently calling out those operational challenges, region staff emphasizing systems/first‑responder relationships and aggregate targets, and chapter staff emphasizing hyperlocal implementation details and client experience. Together these perspectives suggest practical next steps: invest in scalable partner onboarding and DAT training, formalize referral and escalation processes between CAP, chapters, and fire departments, and redesign measurement to reward needs‑based, equitable targeting rather than raw counts—aligning role responsibilities with the distinct emphases each occupation group brings to Home Fire Campaign work.

Analysis across Groups Geography

This paragraph summarizes Tulare CA’s shared viewpoint that appointment-based, partner-informed delivery was effective but raised equity concerns. Documents from Tulare CA describe an appointment/fair model that produced efficient follow‑up but prompted reflection about who was missed. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "for the cap jurisdictions we again we did one on appointment based model that was effective," and the same document reports the operational method, "we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest." That source also flags equity tradeoffs, asking, "Who did we miss because of that equity wise for people accessibility." Together these quotes show Tulare staff viewed appointment-based outreach as operationally effective but explicitly worried it excluded less-connected households, and they planned partner‑centered geographic targeting ("we've requested a list of at the very least zip codes") to reach unmet demand.  
  
This paragraph summarizes Sarasota FL’s shared viewpoint that trusted partner networks and fire‑department relationships drive access and referrals for home‑fire work. Two Sarasota‑linked transcripts emphasize that partners provide local knowledge and that relationships with fire departments are the primary activation pathway. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx explains the targeting strategy: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know who lives where," and adds that partner mobilization was a multiplier: "Our partners, especially Habitat for Humanity, they have hundreds of partners. And they actually sent to the Home fire campaign about 20 partners." Complementing that, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx makes the activation point explicit: "It's really driven by the relationships with the fire departments itself that that's the primary strategy there." Together these Sarasota sources converge on partner‑led targeting plus formal fire‑department ties as the main mechanism for both recruitment and response activation.  
  
This paragraph summarizes Cameron TX’s shared viewpoint that partner training and direct supply-to-partner installation increase installation outputs but volunteer and priority constraints limit scale. Two Cameron‑mapped documents recount concrete installation counts and describe partner supply models while warning about deprioritization and volunteer constraints. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports a concrete output: "So we have been involved in some smoke alarm installations. I want to say about 52 smoke alarms," and outlines a planned partner‑training month: "we're going to do something in October for Home Fire Campaign month... we're going to teach them how to install alarms." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx documents a supply‑to‑partner approach and gives a larger output estimate: "We give them direct supply of smoke alarms and they go put them in and they come back and report the numbers and turn the documents" and suggests numbers "150 or, you know, maybe 200 alarms." However, Shawn also noted priority shifts: "it's not a priority this year." These quotes show Cameron staff see partner supply-plus-training as effective for getting installs done, but both partners-and-prioritization limits (and volunteer availability) constrain sustainable scale.  
  
This paragraph summarizes Terrebonne LA’s shared viewpoint that CAP presence created new referral channels and that relationship‑building with volunteer firefighters and community groups supports smoke‑alarm installation and education. The Terrebonne transcript frames CAP as an emerging local contact point and relationship broker: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx reports, "So, one of the changes that we've seen is folks reach out to the CAP team directly when there's a home fire," and explains the formal referral path: "The way to get the family connected to Red Cross services is for them to call 1-800-Red Cross." The same file highlights firefighter willingness to help with outreach and installations: "The volunteer firefighters in Lafourche Parish are willing to go into the churches in their communities to share ... this is a resource that you have. And they're also willing to support us smoke alarm installations." These verbatim statements indicate Terrebonne staff observe CAP creating new notification and referral pathways and leveraging trusted local responders to expand home‑fire supports.  
  
This paragraph summarizes Yazoo MS’s shared viewpoint that CAP actively supports targeting and installations through shared messaging and direct installs, but volunteer workforce and follow‑up capacity remain core constraints. Multiple Yazoo‑mapped documents describe CAP helping identify priority locations, assisting with installations, and highlighting lack of volunteer follow‑through. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "The CAP team has supported that program by helping install smoke alarms in the area," and that CAP helped "identify an area that did need some smoke alarm installs." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx documents regional scale and partner facilitation ("April and her team and Shannon and her team have definitely played a part ... some of their partners have played a part in being the volunteers that have gone in to do the installs") and reports aggregate reach ("We came in a little bit over goal last year... We were 7,721 last year."). Yet Tamica warns of workforce limits: "the volunteer workforce, you're not really having a workforce to get it done. I'm always saying the future is the follow up." These sources collectively show Yazoo staff view CAP as effective at targeting and support, but they repeatedly flag volunteer capacity and follow‑up as bottlenecks.  
  
This paragraph summarizes Madison TN’s shared viewpoint that partner‑led canvassing with chapter wraparound support is the intended model, with event‑based volunteering used to build partner capacity but partnerships vary in willingness to conduct installations. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx outlines a clear model: "we're going to have a CAP partner led home fire campaign where they actually get the training from the local chapter, the CDPM and they're going to actually go out canvas the neighborhood," and emphasizes that "we want our partners to be in their community and doing it and the chapter wrap around this." Curtis also recommends event‑based volunteering as an entry point: "One is to be event based volunteers and just to get their foot to the door to have that experience." Complementing the operational perspective, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx expresses practical readiness: "Sure, because they could bring participants to it or have their partners identify areas we need to be in," but also notes limited firsthand outcome knowledge: "I know they participate, but I don't think. I don't know anything other than participating in activities." Together these voices show Madison staff endorse partner‑led, chapter‑supported campaigns and event‑based volunteer recruitment while acknowledging variable partner appetite and limited visibility into outcomes.  
  
This paragraph summarizes Atlantic NJ’s shared viewpoint that CAP mobilizes partners and embeds hyperlocal resource guides in response workflows, but campaign frequency and data tracking remain limited. Multiple Atlantic‑mapped transcripts converge on CAP’s role in mobilization and resource linkage. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents an operational shift to a referral form and partner activation: "So Joe came up with a form that the case managers can fill out to engage our team to help," and describes partner material aid: "So we were able to engage one of our partners, no one hungry ... who not only gave us hygiene supplies, they gave us groceries." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx highlights embedding hyperlocal guides: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide" and links CAP mobilization to increased volunteer turnout: "The one Atlantic county home Buyer campaign ... we had more volunteers, so we were able to make more homes safer because of the CAP program." Yet Kristi also admits limited campaign frequency and metrics: "I know that we assisted during our home fire campaign last year in Atlantic City. That is the only one that's run in our entire county for the year," and "but I don't know the statistics on if it's grown or that sort of thing." Atlantic NJ therefore shows partner activation and resource linkage but persistent data and frequency gaps.  
  
This paragraph summarizes Montgomery AL’s shared viewpoint that CAP can expand installations via partner‑to‑DAT training and CDPMS metrics show substantial alarm installs, while installer designation remains a bottleneck. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx describes a pilot integrating partners into DAT responder roles: "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection," and underscores training as the gate: "But it doesn't mean anything until we get the training done." Shannon also reports measurable increases recorded in systems: "And that's according to our cdpms. It's just it was hundreds of smoke alarms," but flags implementation bottlenecks: "And so our only challenge here is going to be designating the people to install the smoke alarms." Mark Beddingfield’s regional notes (which include Montgomery AL) add scale context: "We came in a little bit over goal last year... We were 7,721 last year." Together these statements indicate Montgomery sees both documented numeric increases and the need to convert partner interest into trained, designated installers.  
  
This paragraph summarizes Jackson OR’s shared viewpoint that partner staff can be trained to run installations and outreach but unused partner resources and unclear follow‑through agreements inhibit consistent activity. Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains a partner‑training and volunteer‑enrollment tactic: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations," and describes pragmatic volunteer sign‑up: "Why don't we just sign you up as a volunteer, we'll get you all the training and you guys can go and do it in and around your own program." The file also documents resource‑use failures: "and a police fire department right now that has a bunch of alarms and they're not doing anything with them." These quotes suggest Jackson staff view partner staff training and volunteer conversion as effective but warn that absent clear agreements, resources can sit unused.  
  
This paragraph summarizes Lee FL’s shared viewpoint that mini, partner‑collaborative appointment campaigns and warm handoffs yield strong event‑level success but that lack of formal metrics risks deprioritization. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx describes the delivery model: "So we host what's called a mini smoke alarm campaign. And we asked the partner to identify for us and have the community sign up for slots," and details an event result: "the large Homes Made Safer campaign where people were, you know, there were plus 100 people that were coming for food that day. They also got Homes Made Safer education ... and then were able to make an appointment to get a smoke detector." Cindy contrasts continued commitment with metric risks: "So we'll still continue to do that around Home Fire. And I know it was my original thought, like, okay, if they're not putting any metrics behind this, nobody's going to be doing it." Krista Coletti (whose remit spans Sarasota and Lee) also stresses fire‑department ties as primary activation: "It's really driven by the relationships with the fire departments itself that that's the primary strategy there." These quotes show Lee staff find partner‑led appointment events effective but worry that absent organizational metrics and resourcing, activity may decline.  
  
This paragraph summarizes Monterrey/Monterey CA’s shared viewpoint that CAP’s promotional work and partner integration yields appointments and installations, but local variation requires tailored approaches. Two Monterey‑linked documents emphasize partner integration and local diversity. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx suggests a shared goal framing: "Meaning that this could be a home fire campaign, like goal," while warning "every single area does it differently." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documents embedding screening into partner routines: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm." Collectively, Monterey staff see CAP promotion and partnering as effective in generating appointments and integrating screening into services, but insist on local tailoring rather than one‑size‑fits‑all campaigns.  
  
This paragraph summarizes Butte CA’s shared viewpoint that CAP integration produced installations and even documented lifesaving outcomes in some localities, but onboarding burdens and perverse metric incentives can distort equitable targeting. Multiple Butte‑linked sources show both success and constraints. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports impact: "do actually have two new lives saved in the vicinity of those," and Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx notes that "CAP went and supported and we brought more appointments which were successfully installed." But the region also recorded warnings about perverse incentives and burdens: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx cautions, "you could just hit 100 of them and everyone just says, yes, you hit your target goal like in two hours," and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx points to onboarding friction: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners." These quotes indicate Butte staff experienced measurable benefits but worry that administrative barriers and metric incentives can reduce equitable focus.  
  
This paragraph summarizes Mississippi AR’s shared viewpoint that intentional coordination with fire departments and partner authorization can expand Sound the Alarm and Home Fire activity, while noting volunteer recruitment for home‑fire response is difficult. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx emphasizes purposeful engagement with first responders: "When it comes to the home fire campaign, it has to be an intentional thing," and describes strategies to scale via partners: "we're trying to get them signed up as like authorized provider for Pedro ... We want them to take over and do a sound the alarm campaign." But Matt also notes a core volunteer recruitment challenge and a mitigation: "I think the home fire response is just a very difficult thing ... And that's very difficult to recruit volunteers for ... I think one of the strategies ... is that there's nothing to say that ... the fire Departments cannot be DAT responders." Barry Falke’s regional comments support CAP catalyzing partnerships and scheduling: "we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction," but he also warns of organizational deprioritization ("we are deprioritizing that work"). Together these Mississippi voices argue for intentional firefighter and partner authorization while recognizing recruitment and prioritization limits.  
  
This paragraph summarizes Lake IN’s shared viewpoint that chapter campaign site selection often overlooks CAP core communities and that CAP prefers using local partners to run targeted smoke‑alarm activities in neighborhoods known to partners. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx makes the coverage gap explicit: "the chapter has already identified areas where they wanted to do a home fire campaign. And in those areas, none of them were in our areas," and adds rationale that "they have connections with the fire departments and that's how they have been doing it." Simone also describes CAP’s partner strategy: "So what we decided to do was to partner with some of our organizations and have them sign up for. For smoke alarms." The quotes show Lake IN staff observe chapters favor sites with existing fire‑department links, while CAP deliberately leverages trusted community partners to access underserved neighborhoods.  
  
This paragraph summarizes Chatham GA’s shared viewpoint that CAP volunteers conducted installations and bilingual capacity improved outreach, but regional caseload and disaster interruptions complicated metrics. Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx reports CAP volunteer involvement and training: "I know that they've volunteered and done home fire install, you know, or smoke alarm installations. And the education piece, they've, they've been a part of it," and adds a language access benefit: "I think one or two of them are bilingual too. So it helps if you're in a Latino community to be able to, you know, have someone that can speak the language." The file also situates scale and disruption: "We had 2,500 home fires last year in Georgia," and notes operational disruptions from hurricanes that affected priorities ("the home fire campaign was not our priority at the time"). These statements show Chatham staff see CAP volunteers as operationally valuable—especially for bilingual outreach—but confront high demand and weather‑driven reprioritization.  
  
This paragraph summarizes Lake CA’s shared viewpoint that installations and education were targeted and produced nearby lifesaving events, but that fire‑department contact processes and underreporting can hamper referral flows. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx links installations with education and local lifesaving: "So not only are you installing alarms, but now you're able to educate and help people think through that" and reports "we do actually have two new lives saved in the vicinity of those CAP programs." Jacquelyn also warned that fire‑department contact processes can be a barrier: "the fire departments just don't know or the number that they have is the 800 number." These quotes indicate Lake CA staff observed both proximal lifesaving correlates and continuing friction in the referral/notification system.  
  
This paragraph summarizes Warren KY’s shared viewpoint that CAP procurement and partner events supplied safety items and that partner‑based appointment models were used to reach target households. Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx describes the tangible items CAP enabled: "The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits," and explains partner event delivery: "have partnered with Hotel Inc. and done two home fire ... So it was two programs that those partners already had established and they just invited Red Cross in." Jennifer further notes scale for a partner ("a nonprofit that serves 400 homes maybe") and appointment approaches: "We've done some appointment only home fire campaigns ... set up at a bank or ... at a hospital for people to come in and sign up." These quotes show Warren KY used CAP funds and partner events to reach specific client groups through appointment models and targeted distributions.  
  
This paragraph summarizes Montgomery AL’s second mapped perspective (via Mark Beddingfield) that regional Homes Made Safer scale is large and CAP teams serve as partner‑identification subject‑matter experts, focusing on rural, underserved areas as priority targets. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports regional scale: "We came in a little bit over goal last year... We were 7,721 last year," and indicates an intentional rural focus: "We tried in the beginning, our focus was very rural areas, you know, where they might not have access to smoke alarms." He credits CAP staff: "April and her team and Shannon and her team have definitely played a part ... some of their partners have played a part in being the volunteers that have gone in to do the installs," and labels CAP teams as "subject matter experts when it comes to partners and building partners and identifying partners." These quotes characterize Mark’s view that CAP contributes partnership expertise to large regional campaigns targeting underserved rural areas.  
  
This paragraph summarizes Jackson OR’s second perspective (Priscilla Fuentes) that partner staff training with formal volunteer enrollment enables community‑embedded installations, but transparency and execution agreements are critical to ensure follow‑through. Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx documents training with volunteer conversion: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations," and proposes pragmatic enrollment: "Why don't we just sign you up as a volunteer, we'll get you all the training and you guys can go and do it in and around your own program." She contrasts that with execution gaps: "and a police fire department right now that has a bunch of alarms and they're not doing anything with them" and stresses the need for clear, executable agreements and funding transparency. These statements indicate Jackson staff favor partner empowerment via training but insist on contractual clarity to secure sustained action.  
  
This paragraph summarizes Chatham GA’s second perspective (Alex Taylor) that CAP partners composed a large share of volunteers in certain Sound the Alarm events and that volunteer conversion (interns to DAP volunteers) is a plausible capacity lever in high‑burden jurisdictions. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports a concrete event role: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the team that went out and installed with the fire department fire alarms." Alex also frames the local burden and emphasis on vulnerable neighborhoods: "So, you know, we're number one for home fires" and urges volunteer recruitment via internships: "I think when we have the, you know, the, like, the interns who become DAP volunteers, I think that will be a lot more valuable to have as an asset." These quotes show Chatham sees CAP partners as operationally central in some events and views volunteer conversion as a pathway to sustain efforts in high‑need areas.  
  
This paragraph summarizes Butte CA’s second perspective (Caedy Minoletti) that despite trained CAP members and potential volunteer cadres, onboarding procedures and administrative burdens have limited more extensive partner engagement to date. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx admits "Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that," and identifies onboarding frictions: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners." She also confirms that CAP members are trained and participate in installs: "I mean, the good thing is that our CAP team members have, have all been trained, so they go out and help, but they install smoke alarms and do the education." These statements show Caedy sees trained CAP capacity but notes volunteer‑connection processes are limiting partner scale‑up.  
  
This paragraph summarizes Mississippi AR’s second perspective (Barry Falke) that localized CAP presence increased partnership building, intentional scheduling, and canvassing while organizational deprioritization of preparedness targets could undermine sustainment. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "by having that program there, we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction, canvassed more homes and neighborhoods in that jurisdiction than we would have normally," and frames CAP as taking operational leadership: "I will say the CAP team has done a really nice job of really trying to own that." But Barry also warns of deprioritization: "we are deprioritizing that work" and "We saw a significant decrease in goals around both homes made safer and around people prepared." Those quotes encapsulate a view of strong local gains tempered by systemic shifts away from preparedness metrics.  
  
This paragraph summarizes Monterey CA’s second perspective (Michelle Averill) that embedding smoke‑alarm screening into routine partner services (e.g., food delivery) and mobilizing partners into install events both identify needs and increase training/education reach. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes partner screening during food delivery: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm," and documents partner volunteer participation: "they've been helping when we do install events ... we've had a few of our partners volunteer for the smoke alarm installations." Michelle also notes client satisfaction and respectful installation messaging, providing programmatic quality detail. These quotes show Monterey prioritizes integrating smoke‑alarm screening into existing service touchpoints and drawing partners into installations and education.  
  
This paragraph summarizes CAP staff perspectives (Gaby Perez, Nate Millard) that CAP’s promotional activation can increase appointments and installations but that local variation and metric incentives require regional coordination and needs‑based targeting. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx suggests a unifying goal idea, "Meaning that this could be a home fire campaign, like goal," but cautions, "every single area does it differently." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx supports pooled targeting over per‑CDPM quotas: "they're kind of being told already said, hey, instead of making home fire campaign a dra, like a per CDPM kind of number, that it can be a region or chapter wide number and we can target areas that need it," and warns of perverse numeric incentives: "Versus you're in a city and you're hitting like a mobile home park ... you could just hit 100 of them and everyone just says, yes, you hit your target goal like in two hours." These quotes promote CAP as a multiplier that must be coordinated to avoid gaming metrics and to allow needs‑based targeting.  
  
This paragraph summarizes CAP staff field perspectives (April Jones, Josh Riddle) that CAP presence creates ad‑hoc local responses and that a partner‑direct model—supplying partners and localized assets—can reach underserved neighborhoods where chapters may not prioritize. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx describes ad‑hoc attendance: "And us showing up, if it's local and we know about it, yeah, the CAP team is going to show up as well as the partners," but admits CAP does not collect numbers: "So the numbers on that, I don't have numbers because that's not something that we collect." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx provides a partner‑direct example in Warren County: "We have seen some increase in this. We've had specifically one partner that works in an area of the county that is the most underserved area ... Our partnership with Hotel Inc. Is really the only reason that it happened," and describes a tangible CAP support: "through CAP support, we were able to provide them with a tool shed that basically works like a library ... check out tools." Together these quotes show CAP can catalyze neighborhood‑focused, partner‑direct efforts even where chapters’ priorities differ, though systematic metrics are often absent.  
  
Cross‑category comparison and hypotheses about divergent perspectives  
  
Shared emphases across geographies: Across the reviewed geographies, there is a clear, shared emphasis on partner engagement and leveraging trusted community relationships to identify households, gain entry, and broaden volunteer capacity for smoke‑alarm installation and Home Fire Campaign activities. Multiple documents articulate this theme directly: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx observed partners “help us identify those communities because they know who lives where,” Transcript CAP\_Staff\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described partners being "DAT trained and in volunteer connection," and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx explained training food‑bank volunteers to screen for alarm needs. These cross‑category similarities reflect a consensus that partner networks are the operational linchpin for targeted outreach, localization, and volunteer mobilization.  
  
Divergent emphases across geographies: Geographies diverged mainly on three axes—(1) whether CAP involvement translated into measurable installation counts, (2) the perceived priority level within local chapter/regional objectives, and (3) the administrative frictions affecting partner engagement. For example, in Montgomery AL and parts of Mississippi/Yazoo, transcripts report hundreds or thousands of interventions ("And that's according to our cdpms. It's just it was hundreds of smoke alarms" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "We came in a little bit over goal last year... We were 7,721 last year." — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), whereas some CAP areas reported only ad‑hoc, appointment‑based or single events ("That is the only one that's run in our entire county for the year." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Some regions reported tangible life‑saved anecdotes ("do actually have two new lives saved in the vicinity of those" — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), while others emphasized early‑stage relationship building and awareness without counts.  
  
Hypotheses explaining variation  
- Differences in partner ecosystems and pre‑existing fire‑department relationships shape observed outcomes. Where chapters already had strong fire‑department ties or large institutional partners (Habitat, Hotel Inc., large nonprofits), CAP could rapidly plug into established events and drive high counts (e.g., the reported hundreds to thousands). Evidence: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx described Habitat supplying ~20 partners to a campaign, while Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx warned that per‑CDPM quotas incentivize easy targets.  
- Local prioritization and organizational metrics influence whether CAP‑enabled opportunities become sustained activities. Several regions commented that preparedness work was being deprioritized ("we are deprioritizing that work" — Barry Falke) or that metrics are optional, reducing incentives to sustain campaigns ("That's an optional target right now" — Krista Coletti). Where chapters kept preparedness high on the agenda, CAP’s partner mobilization translated into more systematic installs.  
- Administrative and onboarding friction limits partner scale in some jurisdictions. Documents repeatedly cite the volunteer‑connection/onboarding process as a barrier ("Even home fire campaign folks have to go through volunteer connection, which is a little laborious" — Caedy Minoletti), explaining why high partner willingness did not always convert to independent partner installations.  
- Community trust, misinformation, and past implementation problems shape receptivity and thus outcomes. Where communities experienced mistrust or prior logistical failures, canvassing and door‑to‑door installs were hampered (e.g., "some neighbors ... letting other neighbors know that the federal government was installing cameras" — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), whereas successful pilots increased local openness ("they saw that it was a success and now they've been more open" — Hansel Ibarra).  
  
Why categories sometimes did not influence perspectives  
- Despite geographic differences, staff perspectives converged on certain operational realities—partner networks, volunteer capacity, and the need for fire‑department relationships—because these are common implementation constraints and opportunities across sites. The frequency data reflect this: "Effectiveness of home fire safety messaging" appeared 21 times overall across occupations and geographies, and "Challenges in promoting home fire safety awareness" appeared 20 times overall, indicating both themes are pervasive regardless of geography. Geography mattered more for scale and the specific partner types available than for the fundamental operational levers.  
  
Incorporation of the provided frequency differences into interpretation  
- The coded counts show that “Effectiveness of home fire safety messaging” had an overall total of 21 mentions, with Yazoo MS appearing 3 times and multiple geographies (Cameron TX, Monterrey CA, Butte CA, Mississippi AR) showing 2 mentions. This reinforces that Yazoo’s documents repeatedly described CAP’s ability to support installations and shared messaging and provides a quantitative signal that Yazoo’s experience was comparatively prominent on effectiveness. Verbatim example: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx stated, "The CAP team has supported that program by helping install smoke alarms in the area," and Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx cited the regional interventions ("We came in a little bit over goal last year... We were 7,721 last year").  
- Similarly, “Challenges in promoting home fire safety awareness” shows 20 mentions overall and spatial clustering: Butte CA had 3 mentions, Montgomery AL and Mississippi AR had 2 each (per the provided chart). That clustering aligns with multiple documents from those areas raising administrative, volunteer, or prioritization barriers. For example, Caedy Minoletti explicitly named onboarding burdens: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners," and Shannon Randolph noted installer designation as the main operational bottleneck: "our only challenge here is going to be designating the people to install the smoke alarms."  
  
Synthesis and program implications  
- Across geographies, CAP’s strongest and most consistent contribution is in partner brokering, localized messaging alignment (resource guides), and enabling partner access to supplies and training—actions repeatedly cited as enabling installations and appointments ("we brought more appointments which were successfully installed" — Gaby Perez; "they're pitching our regular day to day operations in the community as well" — Tamica Jeuitt). These mechanisms explain why some jurisdictions recorded large intervention counts where partners and chapter priorities aligned.  
- Persistent constraints—onboarding friction, volunteer/installer shortages, mistrust, and organizational deprioritization—explain why CAP presence sometimes produced only ad‑hoc or limited campaign activity despite local interest. The transcripts consistently link successful scale to solving those constraints: training + volunteer conversion + clear agreements + fire‑department relationships.  
- To reconcile cross‑site variance, implementing a consistent minimal set of enablers would likely matter most: (1) streamline partner onboarding (reduce "laborious" volunteer connection steps), (2) clarify and document partner grant/funding expectations to avoid "bad taste" and unused alarms, (3) expand authorized provider or DAT‑training models so partners/fire departments can serve as designated installers, and (4) align metrics to encourage needs‑based, region‑level targeting (avoiding perverse incentives to chase high‑count, low‑need clusters).  
  
Concluding assessment (no question offered): Across the geographic categories reviewed, verbatim testimony from local CAP, regional, and chapter staff shows strong agreement that partner networks, fire‑department relationships, and targeted, partner‑led approaches are the primary levers for Home Fire Campaign effectiveness, while administrative onboarding, volunteer/installer shortages, mistrust, and competing organizational priorities are the recurring constraints limiting scale and equity. These patterns are supported by documentary examples across Tulare CA ("for the cap jurisdictions we again we did one on appointment based model that was effective"), Sarasota FL ("It's really driven by the relationships with the fire departments itself"), Montgomery AL ("And that's according to our cdpms. It's just it was hundreds of smoke alarms"), and multiple other locales that reported both practical successes and the bottlenecks that must be addressed to translate CAP presence into sustained, equitable Home Fire outcomes.

#### Code frequency by document/respondent

Frequency Chart



### Youth Preparedness

#### Summary across all documents

Summary  
Overall, the collected transcripts show that youth preparedness activity since CAP began is heterogeneous: many jurisdictions report little to no observable increase, while targeted investments in staffing, partner cultivation, or specific pilots (especially at colleges) have produced localized gains. Common constraints include limited trained personnel, volunteer shortages, narrow age‑targeting of materials, and jurisdictional limits on school access; where CAP has been effective it most often did so by opening doors, providing training, or enabling partners rather than by direct, large‑scale delivery. Promising levers include investing in partner training and materials, funding small grants or stipends to enable school clubs, and focusing on sustainable staffing (or dedicated volunteer‑services roles) to avoid single‑person dependencies. To move from episodic successes to wider impact, jurisdictions need clearer metrics, deliberate resourcing for trainer/volunteer capacity, and strategies to broaden age‑appropriate curricula and school partnerships.  
Analysis  
Across many jurisdictions, respondents report no observable, systemwide increase in youth preparedness since CAP began. For example, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx stated, 'Haven't really seen an increase or a change in the youth preparedness events,' Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx noted plainly, 'No, they haven't done anything in that area,' and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx summarized the regional view with 'No, I don't think so. Honestly, no.<a href="#Youth Preparedness-s-link1"><sup>[1]</sup></a>' These consistent, cross‑file statements indicate that while pockets of activity exist, there is not yet a measurable, broad uptick in youth preparedness attributable to CAP across the sampled areas; the evidence is qualitative and jurisdiction‑specific rather than showing a programmatic, documented increase.  
1. No, I don't think so. Honestly, no.  
A recurring theme is that insufficient trained staff and volunteer capacity limit the scale and continuity of youth preparedness work. Several respondents attribute constrained activity to staffing limits: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx observed, 'I think there's just not enough people trained on doing it. It's just, it's just her,' Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx emphasized that 'It all comes down to the number of staff and capacity of that staff for a lot of organizations,' and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx linked resourcing changes to program disruption with 'And now that we lost them, rethinking our strategy right now<a href="#Youth Preparedness-s-link2"><sup>[2]</sup></a>.' Together these quotes show capacity constraints drive reliance on single individuals, make repeat events difficult, and force jurisdictions to redesign approaches when temporary staffing (e.g., Climate Corps) departs.  
1. And now that we lost them, rethinking our strategy right now  
Respondents consistently report that CAP can open doors and provide training, but whether that translates into sustained youth outreach depends on partner capacity. For instance, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx said, 'We've gotten trained on it, so we're going to be able to provide it for this one partner that I was talking about,' Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observed that 'They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on,' and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx argued 'I think anytime we can leverage CAP and their relationships, you know, I feel like we should.<a href="#Youth Preparedness-s-link3"><sup>[3]</sup></a>' These passages show CAP acts as an enabler—training staff, creating access points, and leveraging relationships—yet delivery at scale typically requires partner staff, volunteers, or local champions to absorb and sustain the work.  
1. I think anytime we can leverage CAP and their relationships, you know, I feel like we should.  
Respondents describe a mix of delivery channels—partner events (summer camps, VBS), school‑based clubs, and college pilots—as the main ways youth preparedness reaches children and young adults. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx details leveraging existing programs: 'with strategic partners who had summer camping program... talk to some of the young people about fire safety,' Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reports CAP 'are beginning to do that through the local colleges,' and Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx states 'Pretty much that's their priority, is focusing on the youth clubs, but they're mainly the youth clubs in the schools.' These recurring channel choices reflect pragmatic use of existing audiences and a strategic tilt in many areas toward clubs and higher‑education engagement, even as K–12 school partnerships remain uneven.  
Multiple respondents note limited youth materials and narrow age targeting that reduce program applicability and scale. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reported 'my understanding there aren't a lot of resources with prepare with Pedro... coloring books and the things,' Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx compared curricula by saying 'The nice thing about the pillowcase... But now Pedro is really for the young, young kids,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed 'It can only be given to a very small amount of people. It's first kindergarten, first grade.' These constraints—scarce take‑home materials, limited age ranges, and supply issues—mean many jurisdictions use one‑off distributions rather than sustained, age‑diverse classroom series.  
There are concrete, localized examples of youth engagement and training, but these tend to be isolated and lack systematic follow‑up. For instance, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx described an event that reached 'about 75 children,' Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documented that 'Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group,' and Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reported a youth tabletop that produced immediate volunteer interest. Such anecdotes show promise—practical skills and engagement techniques work locally—but they are episodic, uneven, and not yet linked to consistent metrics or scaling plans.  
Additional Insights  
A minority of respondents report genuine increases in youth engagement driven by specific hires or deliberate partnership efforts. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx attributed local gains to staffing with 'There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that,' while Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx credited partnership work: 'I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships...' These accounts suggest that where capacity is invested—either via a dedicated volunteer‑services staffer or active partnership cultivation—measurable improvements are more likely, making staffing and partnership investments high‑leverage interventions in some contexts.  
Some regions have chosen to prioritize college‑age engagement because it more readily supports volunteer pipelines and deployable capacity, while elementary programs are seen as less likely to produce near‑term volunteers. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx noted 'they are beginning to do that through the local colleges,' emphasizing college pilots, and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx cautioned 'most of the time they're elementary school or younger anyway,' which explains why older youth are strategically attractive. This divergence means planning and metrics differ by jurisdiction: some pursue long‑term resilience through early childhood curricula, others target near‑term volunteer development via higher‑education club and campus work.  
In some jurisdictions CAP staff are formally or informally constrained from direct school engagement, requiring explicit permission or deference to local education emergency management structures. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx explained these limits with 'I am kind of restrained to just nonprofits and faith-based organizations. Schools are all handled by the local Ed Emergency Management... handled by DCS,' and added that activity hinges on permission: 'just for them to offer to to give us a green light, to give us a green light to start building those relationships.' These jurisdictional rules mean CAP must often pursue indirect routes (churches, partner organizations) or coordinate formally with education authorities to deliver school‑based youth preparedness.

#### Comparison across segments

Analysis across Groups occupation

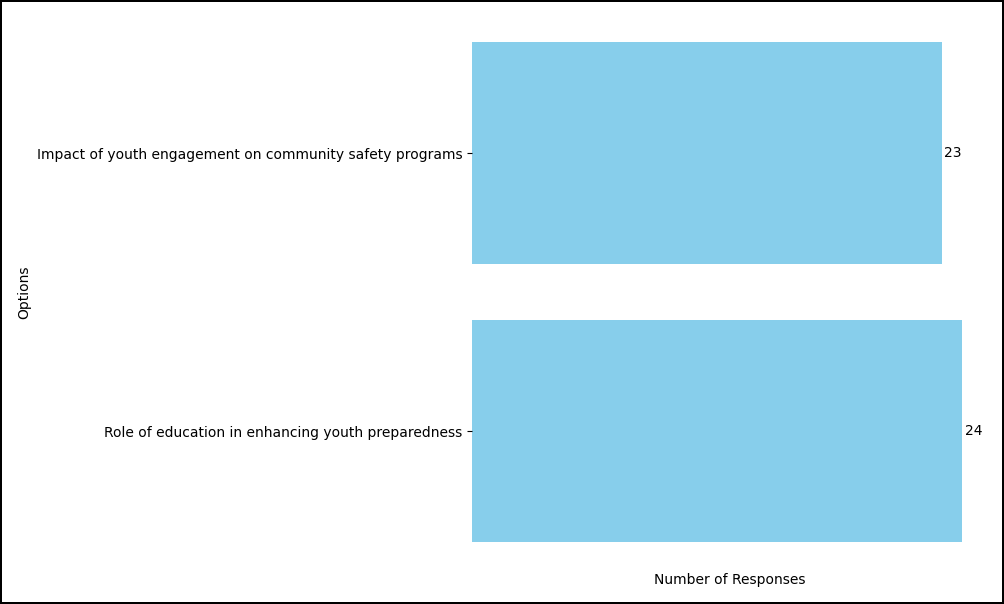
CAP Staff share the viewpoint that youth preparedness advances when staff are trained and when programs are delivered through partner channels, but that delivery is constrained by volunteer/staff capacity and limited materials. Elaborating, CAP Staff across 11 occupation-labelled files emphasize training (both receiving it and needing to train partners), the operational fragility created by reliance on individual trainers, and the opportunistic use of partner events rather than sustained, CAP-run curricula. For example, CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports recent staff training—"We were trained in be Red Cross ready over the summer. And so now that's starting to play out." That same file links the absence of volunteers to weak local preparedness: "I think in general there's a lack of preparedness in the area because we don't have volunteers that go out and do preparedness." CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx highlights both the lack of observed change and the single‑person delivery risk: "Haven't really seen an increase or a change in the youth preparedness events." and "I think there's just not enough people trained on doing it. It's just, it's just her." CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states program adoption and planned trainings: "We sunsetted Pillowcase here. So Pedro is our youth program and we are going to be able to get trained for that so that we can offer it directly to our partners." These verbatim statements illustrate the shared CAP Staff perspective: CAP staff tend to view their role as trainers/enablers and rely on partners and single trainers to deliver youth curricula (Pedro, be Red Cross ready, hands-only CPR), while naming volunteer shortages and scarce materials as concrete limits to scaling youth preparedness.  
  
Region Staff share the viewpoint that CAP’s most useful contribution is opening doors to partners, prioritizing Red Cross clubs and school channels, and using partnerships to scale youth preparedness, while also noting uneven visibility and limits in direct CAP delivery. Elaborating, Region Staff emphasize partnership-building, district‑level engagement (district superintendents, colleges), and program diffusion through clubs; they frequently reported that CAP or chapter actions have "opened doors" or strengthened partner willingness. For example, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx says, "You know, we get, we get a lot of our youth outreach, you know, with our Red Cross clubs" and describes plans to "get into more schools and, you know, establish some more Red Cross clubs." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx both denies CAP direct activity ("No, they haven't done anything in that area.") and documents chapter-driven delivery: "So one of them reached out to a school of nursing. So the nursing students teach Pedro." Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx frames staff prioritization and school focus: "Pretty much that's their priority, is focusing on the youth clubs, but they're mainly the youth clubs in the schools." Region staff frequently pair an enabling role for CAP (introducing partners or validating needs) with the observation that chapters and partners are the ones delivering programs; verbatim quotes above show Region Staff framing CAP as a facilitator of partnerships and school/club engagement, while sometimes reporting limited direct CAP‑led youth activity or limited personal awareness ("No, I have very little awareness of any youth activity. Doesn't mean it's not happening." — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx).  
  
Chapter Staff share the viewpoint that local, pragmatic implementations—college pilots, hands-on CPR, event-based engagement and targeted clubs—drive measurable youth preparedness, but sustainability is fragile due to turnover and narrow age targeting. Elaborating, Chapter Staff emphasize concrete local pilots (colleges, community gardens), hands-on skills (CPR), event-driven youth engagement (Sound the Alarm, summer camps), and significant operational barriers (staff loss, narrow Pedro target ages, lack of youth clubs). For example, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx documents nascent college pilots: "they are beginning to do that through the local colleges" and describes a community garden outreach where students are exposed to preparedness: "they have put a community garden at that local college that's starting to, you know, motivate and inspire some of the college students to come out." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx credits CAP with opening access: "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx shows event-based youth roles and an explicit local focus: "Sound the Alarm is a perfect event, you know, even though they're not there on a regular basis." Chapter Staff present direct examples of activities and pilot replication while quoting turnover and age‑scope constraints (e.g., "they'll get... and then they're gone" — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx), demonstrating the shared chapter-level view that implementation works in localized pockets but is fragile.  
  
Cross‑category comparison and contrast: CAP Staff emphasize training and capacity constraints while Region Staff emphasize partnership and club channels, and Chapter Staff emphasize local pilots, practical skills, and event work — these differences are evident in the quoted evidence and in the frequency counts provided. Specifically, the coded frequency for "Role of education in enhancing youth preparedness" shows 11 CAP Staff mentions, 8 Region Staff mentions, and 5 Chapter Staff mentions (overall 24), indicating CAP Staff raised education/training concerns more often than the other occupational categories. In practice this maps to CAP Staff statements about receiving and delivering training ("We were trained in be Red Cross ready..." — CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and concerns about trainer shortages ("I think there's just not enough people trained on doing it. It's just, it's just her." — CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). By contrast, Region Staff tie outcomes to partnership leverage ("I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), and Chapter Staff provide localized activity evidence (college garden pilot, hands-on CPR: "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx).  
  
Concrete contrasts in verbatim statements further highlight category differences. CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports limited change and single‑person delivery: "Haven't really seen an increase or a change in the youth preparedness events." and "she's also the one that would dress up as Pedro and go into school and teach this program." By comparison, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx documents proactive club-building and school training plans: "Pretty much that's their priority, is focusing on the youth clubs... One of the things that they're going to focus on is going into the schools, right, and doing some training with the elementary and middle schools for Pedro, for instance." And Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx attributes observed increases to partnership building: "I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships that really kind of understand the value of that and we've tried to leverage them effectively." Those three verbatim excerpts display how CAP Staff report training and capacity constraints on delivery, while Region/Chapter Staff describe partnership-led growth and concrete local training actions.  
  
Hypotheses explaining the observed differences (and why categories sometimes do not diverge):   
- Role and vantage hypothesis: CAP Staff are operationally focused on training and enabling partners, so they notice training shortfalls, single-trainer bottlenecks, and material scarcity—hence the higher count (11) for education-role mentions. Evidence: CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "We were trained in be Red Cross ready..." and CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "It all comes down to the number of staff and capacity of that staff for a lot of organizations."   
- Scale-and-leverage hypothesis: Region Staff view CAP as a facilitator that can open institutional doors and scale via clubs, school districts, or partner networks; thus, they report partnership-driven outcomes even when CAP is not the direct deliverer. Evidence: Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "we get a lot of our youth outreach... with our Red Cross clubs" and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "they've increased because we've tried to build partnerships..."  
- Local-implementation hypothesis: Chapter Staff are closest to on‑the‑ground pilots and event tactics (college pilots, CPR, Sound the Alarm) and therefore emphasize pragmatic, sometimes short‑lived wins and retention challenges (graduation, staff turnover). Evidence: Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "they are beginning to do that through the local colleges" and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "they're getting trained in hands only CPR or becoming, you know, a disaster responder."   
- Jurisdictional-authority hypothesis: Differences also arise from formal access constraints—CAP Staff may be told to "stay in our lane" regarding schools, so CAP tends to support partners rather than lead in-school programs. Evidence: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "For example, here in my local chapter, I'm, I am kind of restrained to just nonprofits and faith-based organizations. Schools are all handled by the local Ed Emergency Management, anything having to do with that as handled by DCS." That constraint explains why Region and Chapter Staff emphasize school- and club-based activity more than CAP Staff report direct school programming.  
  
Cases where categories did not differ: in certain jurisdictions Region Staff and Chapter Staff both described tangible increases linked to partnerships or visible local traction, aligning with CAP Staff accounts that training exists but delivery depends on partners. For instance, CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx noted named staff were trained—"Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro."—and Region/Chapter respondents reported Pedro and clubs being popular locally ("We do prepare with Pedro and that is hugely popular." — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). This overlapping language supports a synthesis hypothesis: CAP invests in training (CAP Staff view), which Region/Chapter actors then operationalize through clubs, schools, and events (Region/Chapter view); when that chain works, multiple categories report positive outcomes.  
  
Incorporating the provided frequency differentials into programmatic interpretation: the coded frequencies show the "Role of education in enhancing youth preparedness" was cited 24 times overall with CAP Staff contributing 11 of those citations; the "Impact of youth engagement on community safety programs" tallied 23 overall with CAP Staff contributing 10. Those largest count differences indicate CAP Staff repeatedly call out training and operational barriers, while Region and Chapter Staff more often emphasize partner relationships and local program forms. Practically, this suggests an intervention strategy: focus resources on (a) increasing the number of trained trainers (to remove single‑person delivery bottlenecks noted by Josh Riddle and Curtis Morman), (b) creating durable partner-delivery toolkits and talking points (respondents requested "a list of talking points" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), and (c) addressing material resourcing and metric incentives (Cindy\_Magnuson warned "it stopped being a metric for our region, both Pedro and be Red Cross ready. And so the investment... may not be there." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Those three levers match the distinct perspectives: train the trainers (CAP Staff concern), scale via school/club partnerships (Region Staff emphasis), and stabilize local pilots and retention (Chapter Staff concern).  
  
Synthesis and operationally relevant conclusions (drawn from the quoted evidence): across CAP Staff, Region Staff, and Chapter Staff the shared principle is that youth preparedness requires both educational content (Pedro, be Red Cross ready, hands‑only CPR) and delivery capacity—whether through trained CAP staff, chapter volunteers, or partner organizations. Verbatim evidence supporting this synthesis includes CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx—"We were trained in be Red Cross ready over the summer."—paired with Region\_Chapter\_Staff\_\_Steady\_State\_Terry\_Stigdon\_2025\_0825.docx—"But there are partners they have in the community that we could train..."—and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx—"they're getting trained in hands only CPR or becoming, you know, a disaster responder." Together those direct quotes across categories show training plus partner pathways produce concrete activities, while the other quoted evidence (e.g., Josh Riddle on single‑trainer dependency and Curtis Morman on one event reaching "about 75 children") makes clear the current scale is patchy and fragile unless training, materials, and sustained staffing are addressed.  
  
This essay has synthesized the documents’ quoted statements category‑by‑category, compared cross‑category patterns (using the provided frequency cues), and offered hypotheses tying occupational vantage points to the differences in emphasis. The quotations above are presented verbatim with their source filenames to make explicit how each category’s perspective is grounded in the interview transcripts.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: active efforts to connect high schools and rural communities to youth preparedness, with attention to barriers such as advisor stipends and equity of access. In the Tulare CA materials respondents emphasize direct facilitation to bring school leaders into preparedness relationships while noting that small, rural districts are often excluded and need targeted supports. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager." The same file also highlights the gap in coverage: "And so immediately that stood out to me as we don't have not one single high school district on this list. Our smaller communities are being left out." To explain operational constraints that prevent club formation, the respondent reports schools' funding/staffing concerns: "they expressed at the small high school was well, if we, if we do a club, we have to have an advisor. If we have an advisor, we have to find money to pay them a stipend and" and proposes remedies: "I just, I wonder even as a Red Cross, could we offer a scholarship opportunity for these, you know, school say. Right. Or a mini grant that hey, you get a competitive sort of mini Grant for schools who would like to start a club but you know, don't have the means to maybe." These quotes together show Tulare staff focus on school introductions and micro‑grant or stipend solutions to overcome rural resource constraints.  
  
Sarasota, FL — Shared viewpoint: strong existing youth preparedness performance in some parts of the region, alongside limited programmatic breadth elsewhere; CAP attribution is uncertain. Documents tied to Sarasota report both high comparative performance and the observation that programs like Pedro have been the main youth activity. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx says, "We've always done really well on that preparedness goal. We always blow those numbers just out of the park," and "Preparedness has been really strong down here." By contrast, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports a narrower set of activities: "With the Central region, I did not see a lot of use preparedness campaigns except for Pedro the Penguin," and explains implementation via train‑the‑trainer: "He trained us so we could train, go out and do the Pedro training and, and we did about four or five of those ourselves." Krista\_Coletti also questions CAP’s causal role: "Whether we had CAP or not, we would get." Together, these quotations indicate Sarasota-area respondents see strong youth preparedness outcomes in place (often via clubs or established chapter activity) but remain ambivalent about how much CAP changed those outcomes, and note that Pedro has been the principal, concrete youth activity in some CAP-related accounts.  
  
Cameron, TX — Shared viewpoint: mixed reports about whether youth preparedness has been prioritized and whether CAP has been a driver; partnership channels and staffing matter. The Cameron TX documents present divergent perspectives that converge around the importance of partners and staff capacity. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports a visible increase tied to a volunteer‑services hire: "There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." But Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx notes CAP has "definitely sparked interest" and that churches are stepping forward: "Yes, yes, they have definitely sparked interest in that for sure" and "there's a couple of churches who have sparked interest and who want to be trainers... They're not trained yet." Conversely, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly states, "No. No. Youth has not been a push for that team." These verbatim statements show Cameron staff experience both pockets of emerging activity driven by volunteer‑services hires and partner interest, and at least one regional account that youth work has not been prioritized — underscoring that local staffing and partner training status strongly shape observed engagement.  
  
Terrebonne, LA — Shared viewpoint: no observed change in youth preparedness and belief that CAP engagement methods could be applied to youth if deployed. The Terrebonne LA transcript (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) provides succinct perspectives that combine a negative assessment of change with a positive view of CAP’s methods’ applicability: when asked about change the respondent answers simply, "No." She also frames CAP approaches as transferable: "I think that CAP strategies in the way that we engage can be used in all lines of service, but particularly with youth." The file additionally signals limited knowledge about non‑CAP areas: "I feel like I can't answer that question because I'm not knowledgeable." These quotes show Terrebonne staff perceive no observable youth preparedness change inside their CAP area yet see CAP engagement strategies as potentially useful for youth outreach if applied.  
  
Yazoo, MS — Shared viewpoint: a developing emphasis on youth, combining early resilience education and renewed focus on youth clubs and college outreach, but with acknowledged past underperformance. The Yazoo MS documents reflect an intentional pivot to youth coupled with a developmental state. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx offers the foundational rationale: "If you teach them early to think about resilience, then you already have those things in place when they become an adult because they've already thought of things." Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx says, "Pretty much that's their priority, is focusing on the youth clubs, but they're mainly the youth clubs in the schools." And Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx acknowledges prior gaps and leadership attention: "We have not done a really good job in engaging youth in that area, but that is the focus. Dr. Jones is, I guess, the best way to describe it." Together, these quotes indicate Yazoo sees youth preparedness as a new or renewed priority, emphasizes early resilience education and youth clubs (with a leader championing the work), and recognizes past underinvestment.  
  
Madison, TN — Shared viewpoint: a mix of one‑off direct outreach to children and nascent college‑focused CAP pilots; the region sees schools and churches as practical channels but describes overall stability or minimal change in CAP‑driven youth work. The Madison materials reveal different modes of youth engagement: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx documents an event reaching children ("It was actually last year was the first time we did it in our CDPM. I think she had about 75, actually had about 75 children that she spoke to about our safety."), while Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx describes pilot college outreach: "they are beginning to do that through the local colleges" and gives the example of a community garden used to engage students. Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx frames the overall pattern as unchanged: "No. I mean, I think that's kind of stable Blue sky operation," and suggests CAP could expand via churches and schools: "They could, because they could Be getting the church groups and schools. And schools can be partners, too." These statements together show Madison has both event‑level K–12 outreach and strategic college pilots, but interviewees often describe the overall situation as stable rather than rapidly changing, identifying schools and faith groups as practical access points.  
  
Atlantic, NJ — Shared viewpoint: trained CAP staff and locally popular youth curricula (Prepare with Pedro) exist, but materials and volunteer shortages limit systematic scale‑up. In Atlantic NJ documents respondents point to training and local popularity of youth curricula. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports, "We were trained in be Red Cross ready over the summer. And so now that's starting to play out," and notes scheduled trainings: "We have two trainings scheduled in September and we have probably another six plus partners that want to get on the schedule." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx confirms a popular local program: "We do prepare with Pedro and that is hugely popular." At the same time Kristi\_Collins documents constraints: "I think in general there's a lack of preparedness in the area because we don't have volunteers that go out and do preparedness," and describes limited resources for Pedro materials: "my understanding there aren't a lot of resources with prepare with Pedro. I think somewhere in a guideline it says resources are limited like the, the, the coloring books and the things like that." These verbatim passages show Atlantic NJ has training momentum and a popular curriculum but faces volunteer and material constraints that limit systematic youth preparedness expansion.  
  
Montgomery, AL — Shared viewpoint: stated regional prioritization of youth clubs, but limited direct Montgomery‑specific quotes in the provided set. In the provided material the cross‑referenced transcript (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) describes regional priorities broadly: "Pretty much that's their priority, is focusing on the youth clubs, but they're mainly the youth clubs in the schools." The user list also references other Montgomery files (Shannon\_Randolph, Lisa\_Johnson) that are not present with youth‑specific quotes in the supplied corpus; therefore I cannot cite verbatim Montgomery AL quotes beyond Mark Beddingfield’s regional observation. No other Montgomery‑specific youth quotes are present in the provided documents.  
  
Jackson, OR — Shared viewpoint: expressed desire for training and capacity to deliver youth campaigns but limited local implementation and unclear ownership of who teaches youth curricula. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx conveys local appetite and gaps: "like the Pedro and some of these youth campaigns, I said, how do we get involved in that? Can we get trained to go give that to providers, to the community?" but also candidly reports lack of delivery: "I haven't seen it provided one time; I don't know who's teaching it" and "we really have anyone doing it right." Complementing school/partner access points, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Priscilla\_Fuentes\_\_2025\_0909.docx documents CAP‑facilitated partner connections: "And I believe the CAP team, like came through with a few, like, daycares and things that were connected to some of the organizations that we partner with, which is very helpful." Jackson OR staff thus express readiness to be trained and to implement youth programs but report that on‑the‑ground teaching and sustained delivery are not yet established.  
  
Lee, FL — Shared viewpoint: transitioning youth program offerings (sunsetting Pillowcase in favor of Pedro), scheduling trainings, but mixed observations on whether youth events have increased. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explains a programmatic shift and training plans: "We sunsetted Pillowcase here. So Pedro is our youth program and we are going to be able to get trained for that so that we can offer it directly to our partners." She also lists training dates: "We're getting trained in hands only CPR in September so that we can deliver it directly to our partners. And then Pedro is in October." Yet Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx, associated with Lee FL in the user’s mapping, reports limited change: "Haven't really seen an increase or a change in the youth preparedness events." Riddle further documents the delivery bottleneck: "she's also the one that would dress up as Pedro and go into school and teach this program" and laments single‑person delivery: "I think there's just not enough people trained on doing it. It's just, it's just her." These quotes show Lee is actively scheduling capacity‑building while simultaneously confronting fragile delivery models reliant on few trainers.  
  
Monterrey, CA — Shared viewpoint: partnership interest and hands‑on skills training (CPR, responder skills) form the basis for youth engagement but rollout is incremental. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx documents exploratory discussions and planned deliverables: "we have some , not necessarily like youth clubs within the partnerships that we got . But that 's an option and that 's a conversation and they want to know more" and "No, number wise and I'm hoping to have some deliverables this year. Working with volunteer services very closely on like seeing if we can open more youth clubs within the area and having maybe youth camps or whatnot." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes concrete skills training and re‑emerging clubs: "they're getting trained in hands only CPR or becoming, you know, a disaster responder." and "we have a few of the high school clubs that have bubbled up again." Together, the quotes show Monterrey stakeholders emphasizing hands‑on skill offerings and careful, partner‑driven expansion of youth clubs.  
  
Butte, CA — Shared viewpoint: CAP and chapter actors opened access and trained staff on Pedro, but coordination gaps and staff turnover blunt impact. Multiple Butte CA documents highlight both activity and barriers. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports local adoption: "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx states, "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." At the same time, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx captures unmet potential and lost staff: "I don't think we've seen the impact that we could have," and "we lost our preparedness position in the DCS rebalancing. So it's been trying to find a volunteer who wants to take the lead on that." Those verbatim quotes show Butte’s narrative: pockets of adoption and welcome access, but coordination, ownership, and staffing losses limit realized impact.  
  
Mississippi, AR — Shared viewpoint: partnership building drove increases in youth outcomes where observed; other local transcripts with youth content are limited. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx attributes observed outcome increases to deliberate partner engagement: "I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships that really kind of understand the value of that and we've tried to leverage them effectively." The user list includes a CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx mapping for Mississippi AR, but that file did not supply youth‑specific quotes in the provided corpus; therefore, I cannot cite verbatim text from Matt Henry. The available Barry Falke quote shows the regional emphasis on partnerships as the proximate mechanism for measured gains.  
  
Lake, IN — Shared viewpoint: little to no CAP youth activity and limited partnership with schools constrains youth preparedness work. Two Lake IN transcripts echo limited CAP engagement. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx reports flat absence: "No, they haven't done anything in that area." Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx similarly replies about trend, "No, I don't think so. Honestly, no," and observes a partnership gap: "And we don't really partner with schools and things like that." These verbatim passages indicate Lake IN respondents see CAP‑led youth preparedness as largely absent and note the lack of school partnerships as a practical constraint.  
  
Chatham, GA — Shared viewpoint: Red Cross clubs and bilingual hands‑on CPR trainings are important channels for youth outreach; clubs form the backbone of youth engagement. Chatham GA documents emphasize clubs and bilingual practical skills. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx notes, "You know, we get, we get a lot of our youth outreach, you know, with our Red Cross clubs" and says the region is working to expand clubs into more schools. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx records practical trainings: "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group." Collectively, these quotes highlight club‑based delivery and bilingual hands‑on skills as central features of Chatham’s youth preparedness approach.  
  
Lake, CA — Shared viewpoint: limited impact realized despite trained volunteers; coordination and role clarity prevent fuller youth outreach. The Lake CA material appears in Jacquelyn Clites’s transcript (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), which states, "I don't think we've seen the impact that we could have," and explains a coordination problem: "I think CAT members are trained and wanting to do the outreach and sometimes the CDPMs don't know what to do with that." These exact lines indicate Lake CA has trained capacity but lacks the coordination and role clarity to convert training into measurable youth preparedness outcomes.  
  
Warren, KY — Shared viewpoint: partner‑embedded campaigns (e.g., hands‑only CPR) are used to engage youth and families, but youth is not always the chapter’s primary focus. Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports example activities: "Two years ago I think we did a big diversity push for hands only CPR and they were probably involved in that to some degree. And then back with the foundry, that is I think a daycare plus they reaching the families." She also recommends partner‑embedded outreach: "I'd say it's probably Better us going to their activities and them including us because those relationships are strengthened and they already have that natural audience." Meanwhile, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped to Warren KY in the user’s list) reports, "Haven't really seen an increase or a change in the youth preparedness events." These verbatim passages show Warren KY uses partner events for youth contact but observes that youth has not been the central chapter priority long‑term.  
  
Jackson, OR (repeat) — note: covered above (Katrina\_Long, Priscilla\_Fuentes).  
  
Monterrey CA (repeat) — covered above (Gaby\_Perez, Michelle\_Averill).  
  
Other listed geographies with limited or no youth quotes in the supplied materials:  
- Rachel\_Lipoff (Atlantic NJ): no youth‑specific quotes available in the provided corpus, so I cannot quote it.  
- Shannon\_Randolph (Montgomery AL): no youth‑specific quotes available here.  
- Lisa\_Johnson (Montgomery AL): no relevant youth quotes in supplied materials.  
- Matt\_Henry (Mississippi AR): no youth quotes present in the provided files.  
- Maria\_Center (Chatham GA): no verbatim youth quotes in the supplied corpus beyond Alicia\_Dougherty and Alex\_Taylor.  
- Rose\_Taravella and Rachel\_Lipoff: Rose is quoted above; Rachel lacks youth text in the provided set.  
- Several other files listed by the user point to transcripts that contained no youth‑preparedness excerpts in the supplied materials; where a listed document contained no relevant youth quotes, I have explicitly noted that in the paragraph for that geography above.  
  
Cross‑category comparison and contrast: common emphases, divergences, and possible explanations  
  
Shared emphases across many geographies  
- Shared viewpoint: education and partner channels are the dominant strategies cited to build youth preparedness. Across CAP Staff, Region Staff, and Chapter Staff transcripts, respondents repeatedly point to curricula (Pedro, be Red Cross ready, hands‑only CPR), school clubs, colleges, camps, churches, and partner events as the practical routes to reach young people. Representative verbatim evidence includes: "we do prepare with Pedro and that is hugely popular" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), and "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). These quotes show consistent attention to specific curricula and partner channels as the modus operandi for youth preparedness across many geographies.  
  
Divergences across geographies and staff types  
- Shared viewpoint: while education and partner channels are commonly cited, the extent and form of youth preparedness vary considerably — some places report measurable events or club formation, others report no activity, and some emphasize colleges over K–12. For instance, transcripts from Butte CA, Yazoo MS, and Madison TN include concrete adoption or recruitment examples ("Shannon and Tammy both got trained to do Pedro..." — Nate\_Millard; "Pretty much that's their priority, is focusing on the youth clubs..." — Mark\_Beddingfield; "I think she had about 75, actually had about 75 children..." — Curtis\_Morman). In contrast, Lake IN, Terrebonne LA, and some CAP staff report minimal activity: "No, they haven't done anything in that area." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx) and "No." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Some regions emphasize college pilots or Red Cross clubs over elementary curricula: "they are beginning to do that through the local colleges" (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) and "We get a lot of our youth outreach...with our Red Cross clubs" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). These verbatim contrasts reveal that geography correlates with different focal points (K–1 Pedro vs. high‑school clubs vs. college pilots), though not uniformly.  
  
Differences by occupation that reflect across geographies  
- Shared viewpoint: CAP Staff more frequently emphasize training, planned rollouts, and the role of education; Region Staff often point to partner‑driven delivery and club priorities; Chapter Staff highlight on‑the‑ground events and volunteer conversion constraints. This occupational pattern is reflected in the frequencies the user provided: for the "Role of education in enhancing youth preparedness" option the overall count is 24 with CAP Staff = 11, Region Staff = 8, Chapter Staff = 5; and for "Impact of youth engagement on community safety programs" the overall count is 23 with CAP Staff = 10, Region Staff = 8, Chapter Staff = 5. The higher CAP Staff counts (11 and 10) indicate CAP Staff respondents discussed educational training and its enabling role more often across locations (quotes: "We've gotten trained on it, so we're going to be able to provide it..." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "We were trained in be Red Cross ready over the summer." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Region Staff frequently describe prioritization of youth clubs and partnering ("Pretty much that's their priority, is focusing on the youth clubs..." — Mark\_Beddingfield), and Chapter Staff supply concrete event anecdotes ("We did a big diversity push for hands only CPR..." — Jennifer\_Capps). Those occupational tendencies show up across the geographic transcripts.  
  
Hypotheses for why geographies differ or do not differ  
- Hypothesis 1 (Capacity and staffing explain geographic differences): Many documents directly attribute presence or absence of youth programming to staffing, volunteer capacity, or hires. Examples: "There's been an increase in youth because the volunteer services has hired an individual..." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "I think in general there's a lack of preparedness in the area because we don't have volunteers that go out and do preparedness." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Where dedicated staff or volunteer‑services hires exist, respondents report more activity; where rebalancing or losses occur, activity stalls ("we lost our preparedness position in the DCS rebalancing." — Jacquelyn\_Clites). Thus staffing and volunteer pipeline differences likely create geographic variation in observed youth preparedness.  
  
- Hypothesis 2 (Partner ecosystems and institutional permissions shape local opportunity): Regions that have strong school, church, or partner networks report easier entry points and more activity; regions where schools are managed by separate authorities or where CAP is advised to "stay in our lane" see less direct school access. For example, Hansel\_Ibarra notes jurisdictional limits: "I am kind of restrained to just nonprofits and faith‑based organizations. Schools are all handled by the local Ed Emergency Management" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Where CAP opened doors to daycares, colleges, or churches, partners reported useful facilitations: "I believe the CAP team...came through with a few, like, daycares..." (Priscilla\_Fuentes). Hence local partner ecology and permission structures plausibly account for geographic differences.  
  
- Hypothesis 3 (Program design and target age explain perceived impact differences): Several transcripts stress that Pedro targets very young children (K–1) while clubs and college pilots target older youth, affecting metrics like volunteer conversion and perceived long‑term value. As Barry\_Falke put it, "I don't think that the youth we prepare necessarily are saying, okay, now how can I be a Red Crosser? I mean, most of the time they're elementary school or younger anyway." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Regions prioritizing college engagement (David\_Hicks: "the colleges...are where the emphasis is more so than the high schools") may see different near‑term outcomes (deployable volunteers) than those focusing on early childhood programs. Therefore, differences in age targets produce divergence in observed program outcomes and organizational expectations.  
  
- Hypothesis 4 (Measurement, visibility, and attribution account for apparent differences): Multiple respondents expressed limited ability or willingness to quantify youth work ("I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up." — Alicia\_Dougherty) or noted they could not attribute success to CAP ("Whether we had CAP or not, we would get." — Krista\_Coletti). Where documentation and analytic attention exist, interviewees reported more concrete examples; where data are absent or roles unclear, respondents reported "No" or "I haven't seen it." This suggests that some apparent geographic differences reflect visibility and measurement gaps rather than wholly different practice.  
  
Incorporating the frequency information into the cross‑geography interpretation  
- Shared viewpoint: the quantitative pattern in the coded options supports the qualitative themes in the transcripts. The user‑supplied counts show the "Role of education" option was coded 24 times overall, with CAP Staff accounting for 11 of those mentions. That aligns with the recurring CAP Staff quotes about training and enabling partners ("We've gotten trained on it..." — Josh\_Riddle; "We were trained in be Red Cross ready..." — Kristi\_Collins). Similarly, "Impact of youth engagement" was coded 23 times overall, again with CAP Staff and Region Staff as the dominant occupations in those codes (CAP Staff = 10, Region Staff = 8). The geographic concentration in counts (e.g., Yazoo MS = 3, Madison TN = 3, Butte CA = 3 for the education option; and similar multi‑mention geographies for impact) matches my reading that those locations supplied multiple transcripts with youth content and tended to report concrete activities (club drives, college pilots, 75‑child outreach). Thus the largest count differences—CAP Staff mentioning education more often than Chapter Staff—help explain why many CAP Staff transcripts foreground training and rollouts while Chapter Staff emphasize one‑off events and volunteer constraints.  
  
Synthesis and implications (based on cross‑category textual evidence)  
- Shared viewpoint: across geographies the dominant model for building youth preparedness is partner‑mediated education with CAP playing an enabling/training role, but the degree to which that model converts into sustained, measurable youth preparedness depends on staffing, partner capacity, age targeting, and metrics. Representative verbatim evidence includes enabling/training statements: "We've gotten trained on it, so we're going to be able to provide it for this one partner..." (Josh\_Riddle); opening doors and partner facilitation: "They have opened a few doors for us in order to do youth education..." (Caedy\_Minoletti); and statements linking early education to long‑term resilience: "If you teach them early to think about resilience, then you already have those things in place when they become an adult..." (April\_Jones). Countervailing constraints are likewise explicit: volunteer shortage ("we don't have volunteers that go out and do preparedness" — Kristi\_Collins), narrow age applicability ("It can only be given to a very small amount of people. It's first kindergarten, first grade." — Shawn\_Schulze), and single‑person dependence ("I think there's just not enough people trained on doing it. It's just, it's just her." — Josh\_Riddle). The balance of these explicit statements across geographies explains why some areas document demonstrable gains while others report minimal change.  
  
Concluding summary (no question): the corpus shows a coherent, cross‑geographic theme that education delivered via partners (schools, clubs, colleges, churches) is both the primary strategy for youth preparedness and the locus of observable impact where staffing, partner readiness, and materials align. Verbatim examples from multiple geographies demonstrate CAP staff often emphasize training and planned rollouts ("We were trained in be Red Cross ready..." — Kristi\_Collins; "We've gotten trained on it..." — Josh\_Riddle), region and chapter staff point to partner‑led club formation and event delivery ("Pretty much that's their priority, is focusing on the youth clubs..." — Mark\_Beddingfield; "It was ... about 75 children that she spoke to about our safety." — Curtis\_Morman), and several transcripts name persistent barriers—volunteer shortages, materials scarcity, narrow age bands, and jurisdictional limits—that explain why program scale and measurable youth preparedness outcomes vary across geographies. These verbatim citations together make plain the shared approaches and the localized constraints shaping youth preparedness in the reviewed transcripts.

#### Code frequency by document/respondent

Frequency Chart



### Level 1 and Level 2 Responses

#### Summary across all documents

Summary  
Overall, the documents show highly heterogeneous Level 1 and Level 2 response experiences across jurisdictions: some areas report no L1/L2 activations while others record moderate annual counts or frequent flood-driven Level 2 activity. Across interviews, CAP frequently functions as an on-site representative, liaison, and connector to partner assets (including mobile units), but reliance on notifications, timing constraints, volunteer underuse, and organizational policies limit timely activation and partner integration. Several respondents offered concrete examples where partner networks mobilized faster than centralized teams and where simple coordination tools helped redirect supplies, yet data and terminology inconsistencies (missing formal level labels, lack of counts) constrain definitive measurement of scope or CAP impact. Taken together, the evidence supports targeted investments in partner training, clearer activation protocols, and better data capture to strengthen steady-state Level 1/Level 2 readiness and to turn promising local coordination practices into repeatable, measurable outcomes.  
Analysis  
Level 1 and Level 2 incidents vary widely by place and hazard type, with flooding and fire dominating in different jurisdictions. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reported that 'Most of our, you know, most of our level ones and twos are fire, but last winter we had a ton of flooding,' while Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx observed 'Events or local big harbor floods? All the time. We just had one. Yeah.<a href="#Level 1 and Level 2 Responses-s-link1"><sup>[1]</sup></a>' and further noted 'We have several level twos around the Delaware river.<a href="#Level 1 and Level 2 Responses-s-link2"><sup>[2]</sup></a>' Together these statements show that some areas experience mostly fire-driven Level 1/2 activity while others face chronic flood-related Level 1/2 events concentrated in geographic hotspots, and that this heterogeneity shapes how often CAP/partners are engaged and what capabilities are most needed locally.  
1. Events or local big harbor floods? All the time. We just had one. Yeah.  
2. We have several level twos around the Delaware river.  
CAP commonly functions as an on-site representative, liaison, and coordinator who leverages partner assets to extend response reach. For instance, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated 'I can say that the CAP team shows up for all of the. At least one representative shows up for those responses,' and the same file explained how 'these mobile units now, they can reach wider communities... the CAP team can call on Jewish Family Services' to mobilize partner services; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx provided a concrete coordination example where a tool 'immediately connect[ed] the dots' to redirect supplies to a school. These passages collectively show CAP acting as a convenor and connector—bringing at least a representative on scene, providing resource guides, and calling partners or mobile units to deliver services—but they are qualitative and do not quantify referrals or outcomes.  
Regions rely heavily on notifications and standby alerts, but timing, staffing patterns, and volunteer non-activation limit reliable immediate activation. For example, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reported 'We have been, you know, like on standby because of a potential threat or something coming this way' and warned that alerts often arrive at inconvenient times: 'When you get the phone call, and it normally happens on a Friday, every time when you get the phone call.<a href="#Level 1 and Level 2 Responses-s-link3"><sup>[3]</sup></a>' Meanwhile, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx captures the risk to readiness when trained volunteers are never called: 'signed up and I went through all the trainings to become a TAP responder and I was never called.<a href="#Level 1 and Level 2 Responses-s-link4"><sup>[4]</sup></a>' Together these quotes show that although standby systems exist, predictable timing bottlenecks and underuse of trained volunteers create gaps in dependable Level 1/Level 2 surge capacity.  
1. When you get the phone call, and it normally happens on a Friday, every time when you get the phone call.  
2. signed up and I went through all the trainings to become a TAP responder and I was never called.  
Formal policy and leadership decisions sometimes block partner involvement and expansion of DAT capacity, even when local staff propose training solutions. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported an instance where the request to involve partners was refused—'And we were told no because it wasn't an official Red Cross activity'—and that leadership described the field as 'saturated' when DAT expansion was requested: 'I was told that the field was saturated, that that was that unless a partner wanted to be 100% bread crust for everything, they did not need that.<a href="#Level 1 and Level 2 Responses-s-link5"><sup>[5]</sup></a>' The same file also records a suggested remedy from staff to 'train those partners to be dat, that we train the CAP team to be DAT responders,' indicating local interest in building capability but encountering governance-level constraints. These excerpts highlight structural barriers to scaling partner involvement for steady-state Level 1/2 responses and a common local proposal to mitigate the gap via partner training.  
1. I was told that the field was saturated, that that was that unless a partner wanted to be 100% bread crust for everything, they did not need that.  
Across sources, inconsistent use of Level 1/Level 2 labels and varying escalation thresholds limit the ability to classify and count incidents systematically. For example, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx indicated an event 'stay[ed] within regional capability' and 'we did not have a DRO for that,' while Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx said 'I don't know what level they were,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted 'We had floods last year, Spring.<a href="#Level 1 and Level 2 Responses-s-link6"><sup>[6]</sup></a>' Together these statements underscore that many respondents recall events but cannot or do not map them to formal Level 1/2 designations, producing qualitative evidence but preventing precise, level-specific counts or trend analysis.  
1. We had floods last year, Spring.  
Additional Insights  
Some chapters explicitly report zero Level 1/Level 2 activations in their areas, indicating real regional absence rather than mere underreporting. For instance, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx stated 'Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of,' and Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reported 'I don't know that we've had anything that would even be considered a one or two in our area.<a href="#Level 1 and Level 2 Responses-u-link7"><sup>[7]</sup></a>' These explicit negatives show that for some jurisdictions Level 1/2 events are genuinely uncommon, which has implications for where CAP should prioritize steady-state resourcing.  
1. I don't know that we've had anything that would even be considered a one or two in our area.  
Some regions provided numeric context that highlights stark differences in steady-state workloads and Level 1/2 frequency. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported plainly 'Last year we had 23,' giving a concrete annual figure, while Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx estimated that non-fire Level 1/2 events are 'less than 10 in an annual basis' and contrasted that with home-fire volume—'we do a tremendous amount of home fires here, about 3,000 a year in our region.' These contrasting counts show that in some areas Level 1/2 non-fire work is rare relative to home fires, whereas other regions see a moderate annual cadence that warrants targeted steady-state planning.  
There are clear instances where local CAP partners mobilized faster than centralized teams and provided immediate material support during Level 1/2 events. For example, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx observed that 'CAP partners were there as we were getting there because we notified them, hey, we could use your help,' and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reported 'Our partner stepped up right away... they helped give them food baskets and food kits.' These operational anecdotes, including a specific tornado that impacted two communities described in Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx ('We had that major one ... which was a tornado'), show partner networks can act as immediate responders for Level 1/2-scale incidents, reducing the need for larger external deployments.  
Some jurisdictions reported only a single Level 2/DRO experience but observed pronounced, event-specific increases in local response rates. For instance, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx noted 'So we only had 1 level 2. And it was, it was our first time ever, like, being a part of a dro,' while Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described that during a March disaster local response jumped from a typical '20 to 30%' up to 'above 50%.' These points together indicate that single events can catalyze much greater local engagement, even where formal experience with DRO-level activations is limited.

#### Comparison across segments

Analysis across Groups occupation

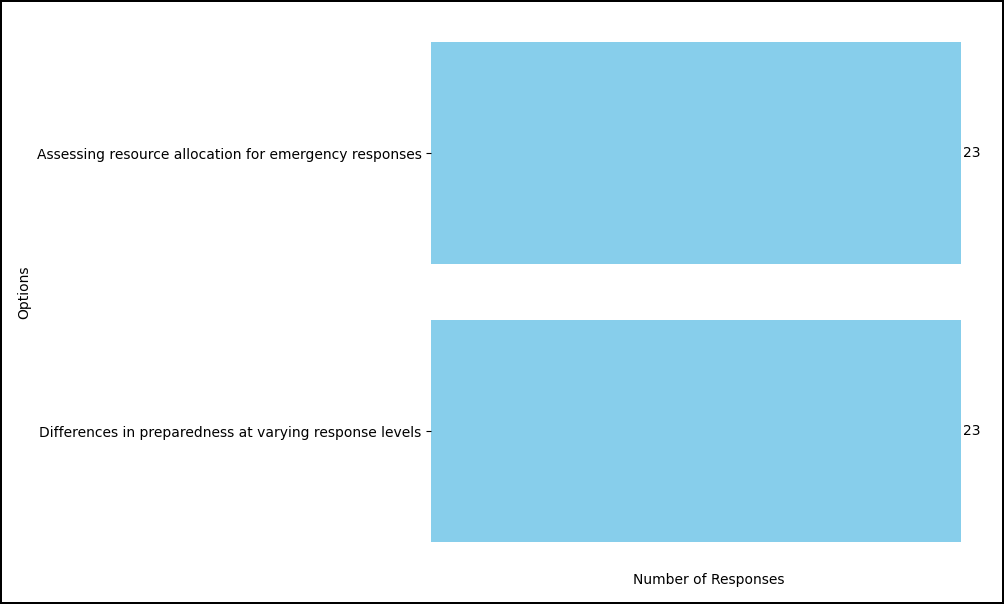
CAP Staff: emphasis on limited local Level 1/Level 2 activations, reliance on standby/notification systems, and procedural barriers to partner activation. Across CAP Staff transcripts the shared viewpoint is that many jurisdictions have seen few or no formal Level 1/Level 2 activations and that notification/authorization processes, timing, and policy constraints shape whether CAP or partners actually engage. For example, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reports absence of local activations and a standby posture: "No, none in our area. So no, we hadn't respond." and "We have been, you know, like on standby because of a potential threat or something coming this way." Those statements show a pattern of being alerted but not seeing frequent on-the-ground deployments. Similarly, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx highlights policy limits on volunteer/partner engagement and internal proposals to build capacity: "Can we ask partners to come in and. Or Red Cross volunteers that might be interested in doing that. And we were told no because it wasn't an official Red Cross activity." and "So what I keep proposing is that we train those partners to be dat, that we train the CAP team to be DAT responders..." These quotations illustrate a CAP-Staff perspective that (a) formal classification and authorization determine whether partners can be used for steady-state outreach or small-scale responses, and (b) staff are proposing local training remedies to address gaps. This CAP-staff pattern of noting non-activation, standby notifications, and governance constraints is corroborated by other CAP transcripts such as Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of." and Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "I think it stay within regional capability. The June flooding state within the region, we did not have a DRO for that." Together these verbatim lines indicate CAP Staff repeatedly perceive low local Level 1/Level 2 activation rates and that structural/authorization factors (standby flows, DRO decisions, 'official activity' status) strongly condition CAP and partner participation.  
  
Region Staff: emphasis on recurring localized Level 1/Level 2 incidents in hotspots, CAP enabling faster recovery through partner coordination, and counting/aggregation of incident volumes. Across Region Staff transcripts the shared viewpoint is that Level 1 and Level 2 incidents (especially floods and isolated tornadoes) are recurring in certain geographies, that CAP-related partner networks accelerate recovery or expand reach, and that regions are more likely to provide numeric or hotspot-focused context. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx describes frequent flood activity and CAP-enabled community approaches: "We have several level twos around the Delaware river." and "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." Those statements emphasize both frequency in identified hotspots and a perception that CAP jurisdictions reach recovery faster because of resource networks. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx gives an explicit annual count and incident types: "Last year we had 23." and "Most of ours have been level ones, twos, threes. They've been your floodings, your isolated floodings, your isolated tornadoes." That numeric citation, paired with the description of incident types, shows Region Staff tending to situate Level 1/2 incidents in a landscape of recurring weather hazards and to quantify volume when possible. Region Staff also report partner mobilization examples that demonstrate rapid local arrival: Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx recounts, "CAP partners were there as we were getting there because we notified them, hey, we could use your help. And so they were there before." That concrete account underscores the region-level perspective that local partner networks—often CAP-facilitated—can arrive sooner than centralized teams and materially affect response timing and resource distribution.  
  
Chapter Staff: emphasis on chronic steady-state incidents in some locales, underutilization or confusion about CAP/CEP roles, and tools to improve coordination. Across Chapter Staff transcripts the shared viewpoint is that Level 1/Level 2 activity can be part of the daily operating tempo in some places (especially flood-prone areas), but CAP/CEP role confusion and limited volunteer pools constrain optimal use of partner capacity; chapter staff also reference concrete coordination tools being adopted. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx (Chapter Staff) frames small incidents as routine and notes underuse of CAP: "We just have them constantly. It's just chronic. I mean it, you know, it's our, it's our, it's our. It's our average operating situation. We're constantly in a one or two. Constantly." and candidly adds, "A tiny bit. I don't think we're utilizing them still, though, to their potential." Those lines reflect a chapter-level view that Level 1/2 events are recurring operationally but that CAP's capacity is not yet fully mobilized. Another chapter-level transcript, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx, emphasizes partner readiness and relational strength while noting classification uncertainty: "They had volunteers already ready to go, ready to stand Up." and "I don't know what level they were." Together these quotes show chapters see partner readiness but sometimes lack formal level labeling. Chapter Staff also describe coordination-improvement efforts: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports, "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there. The CAT team members are being asked as well and that's really helping us, I think, kind of identify..." which illustrates chapter-driven tool-building to reduce fragmentation and make partner information more actionable for Level 1/2 activations.  
  
Comparative perspective on preparedness variability and resource allocation: occupation-category differences and overlaps. Comparative analysis shows recurring themes across all three occupational groups (CAP, Region, Chapter)—notably attention to flooding as a primary non-fire hazard, partner mobilization potential, and uneven activation of trained volunteers—but categories emphasize different aspects. The shared viewpoint across transcripts is that preparedness and activation for Level 1/Level 2 responses vary by place and by organizational role, and this variation is recorded with differing emphases: the corpus-level frequency data for the theme "Differences in preparedness at varying response levels" is reported as 23 overall occurrences, with CAP Staff contributing 9 mentions, Region Staff 8, and Chapter Staff 6. That distribution indicates CAP Staff documented variability most often (CAP Staff = "9" mentions) and Chapter Staff the least ("6"), which aligns with the CAP-Staff emphasis on governance/authorization barriers and non-activation anecdotes (for example, CAP Staff quotes above describing standby notifications and being told partners cannot be used because something "wasn't an official Red Cross activity"). In contrast, the resource-allocation theme is nearly even across occupations (resource-allocation counts: CAP Staff 8, Region Staff 8, Chapter Staff 7), reflecting shared attention to partners, mobile units, sandbag staging, and ad hoc staging of supplies: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx notes concrete resource activity—"One of the things that we were able to do was station sandbags at partners locations."—while Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx shows CAP coordinating mobile-partner assets: "And so these mobile units now, they can reach wider communities... the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." At the same time CAP Staff recounting non-activation or policy barriers (see Katrina Long quote above) explains why resource allocations sometimes remain unused (e.g., "So we did open a shelter. No one came to the shelter." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
  
Hypotheses explaining occupational divergences and convergences. Comparative explanation: the occupational vantage point likely shapes emphasis. The shared viewpoint about why perspectives diverge is that CAP Staff, Region Staff, and Chapter Staff occupy distinct functional roles that expose them to different operational realities: CAP Staff are often focused on program rollout, governance constraints, and local activation gates—hence their repeated observations about notification timing, authorization, and training proposals (e.g., Curtis Morman's "When you get the phone call, and it normally happens on a Friday..." and Katrina Long's "we were told no because it wasn't an official Red Cross activity."). Region Staff have a broader situational oversight and therefore provide hotspot-level descriptions and counts (e.g., Mark Beddingfield: "Last year we had 23." and Rose Taravella: "We have several level twos around the Delaware river."), and they highlight CAP's system-level benefits like faster recovery and partner mobilization ("It's probably faster in the cap jurisdiction."). Chapter Staff operate closest to daily community response rhythms and report chronic steady-state burdens and coordination tooling (e.g., Caedy Minoletti: "We just have them constantly... we're constantly in a one or two." and Jacquelyn Clites: "We have a CEP tracker that we've built... that's really helping us..."). Thus, a plausible hypothesis is that occupational role determines whether a respondent emphasizes governance & authorization (CAP Staff), situational counts & hotspot patterns (Region Staff), or operational tempo & coordination mechanisms (Chapter Staff).  
  
Alternative hypothesis explaining why categories did not strongly diverge on some themes. Comparative analysis also finds substantial convergence: the shared viewpoint is that partner networks matter and that flooding dominates non-fire Level 1/2 activity across occupations. For example, CAP, Region, and Chapter transcripts each include partner-readiness or partner-mobilization quotes: CAP Staff noted partners stepping up ("We got our partners to help us with families that needed either dry clothing." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), Region Staff described partners arriving ahead of centralized teams ("CAP partners were there as we were getting there..." — Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx), and Chapter Staff documented volunteers "ready to stand up" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "They had volunteers already ready to go, ready to stand Up."). A competing hypothesis is that hazard geography (flood-prone vs. fire-dominant areas) drives much of the narrative parity: where floods are common all occupational levels mention flooding, partner mobilization, and resource tactics regardless of job title, producing cross-category convergence in thematic content despite different emphases. The frequency data support this: resource-allocation mentions are roughly equal across occupations (CAP Staff 8, Region Staff 8, Chapter Staff 7), indicating shared attention to partner-based resource strategies across job roles.  
  
Synthesis of how counts and quotes explain programmatic implications. The shared viewpoint is that the combination of (a) variable local hazard exposure, (b) governance/policy constraints, and (c) uneven activation of trained volunteers produces patchwork Level 1/Level 2 coverage that occupationally manifests as different focal problems. The corpus-level counts for "Differences in preparedness" (overall 23 mentions; CAP Staff 9, Region Staff 8, Chapter Staff 6) show that CAP Staff most frequently surface preparedness-variety concerns—consistent with their role pushing on activation and authorization. Region Staff provide hotspot and counted context ("Last year we had 23."), which is essential for planning pre-positioning. Chapter Staff emphasize chronic operational tempo and coordination tools (CEP tracker, local training), underscoring where investments in volunteer recruitment and clarification of CAP vs. CEP roles would most directly change outcomes. Verbatim evidence across files supports these linkages: for example, the operational gap identified by Caedy Minoletti—"The region doesn't know the difference between CAP and cep. So we need education there."—connects to CAP Staff proposals to train partners as DAT responders ("So what I keep proposing is that we train those partners to be dat...") and Region Staff reports of local partners arriving early ("CAP partners were there as we were getting there...").  
  
Concluding integration: shared findings and immediate implications for steady-state Level 1/Level 2 posture. The shared viewpoint across occupations is that Level 1 and Level 2 responses are governed by an interaction of local hazard frequency, partner networks, and organizational activation rules. Verbatim examples across categories demonstrate (1) places with low or no Level 1/2 activations and reliance on standby notifications (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx: "No, none in our area. So no, we hadn't respond."), (2) flood- and tornado-prone regions where Level 1/2 incidents are routine or quantifiable (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "Last year we had 23." and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "Oh, yeah, plenty of good floods and some other stuff. Yep."), and (3) chapter-level operational fixes and frustrations—tools, volunteer non-activation, and role confusion—that constrain effective CAP use (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx: "signed up and I went through all the trainings to become a TAP responder and I was never called." and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "A tiny bit. I don't think we're utilizing them still, though, to their potential."). Taken together, these quoted, document-level perspectives and the occupation-level frequency patterns imply that incremental gains in Level 1/Level 2 responsiveness would most likely come from: clarifying activation/authorization policies that currently block partner involvement, expanding local DAT-capable personnel through targeted training (as advocated by CAP Staff), and rolling out chapter-level coordination tools (e.g., CEP trackers and partner contact lists) in flood-prone hotspots identified by Region Staff. These steps would align the distinct occupational perspectives—governance (CAP), situational planning (Region), and operational execution (Chapter)—into a more consistent and usable steady-state Level 1/Level 2 posture across geographies.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: no relevant Level 1/Level 2 material is available in the supplied document(s) for Tulare CA. The files mapped to Tulare CA do not contain quoted passages that address Level 1 or Level 2 responses, so there is no direct evidence in the dataset to indicate how Tulare respondents perceive preparedness, activation, partner use, or resource allocation for those response levels. Because the source file (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) did not supply any Level‑1/Level‑2 quotations in the provided context, I cannot cite verbatim examples from that document.  
  
Sarasota FL — Shared viewpoint: responses in this geography emphasize that some flood events remained within regional capability and that CAP-coordinated partner actions supplied localized assistance. In Glama Carter’s CAP staff account, the framing is that recent flooding “stayed within regional capability” and therefore did not escalate to a DRO-level deployment; she states, “I think it stay within regional capability. The June flooding stay within the region, we did not have a DRO for that.” That same file describes CAP-led partner delivery of household supports: “We got our partners to help us with families that needed either dry clothing,” and “They not only collected the sandbox, but they went and they delivered and installed them around the lady's house.” These verbatim quotes (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) illustrate a shared Sarasota viewpoint that routine flooding can be handled regionally with partner help rather than by formal Red Cross DRO activations, and that local partner coordination produced concrete wraparound support.  
  
Cameron TX — Shared viewpoint: respondents report recurring floods and other weather events but describe CAP engagement as concentrated on higher-level incidents, with limited steady-state support for lower-level events. Hansel Ibarra (CAP staff) describes limited experience beyond a single March event and an anecdotal jump in local volunteer response for that event: “So I'm, I'm, I'm we haven't had other disasters than the one that we had from March. ... So I, what I, what we noticed ... the local respond rate here in the area is usually about 20 to 30%. And for this disaster, I think we, we were up above 50%.” (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Shawn Schulze (region staff) affirms recurring floods but says CAP has focused on larger incidents: “Oh, yeah, plenty of good floods and some other stuff. Yep.” and “Most of the stuff that happens in South Texas is level three and above. They've had some fires, but they really haven't supported in those and the smaller ones.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Taken together, these quotes show Cameron TX perceives frequent smaller events (floods) while CAP attention and resources have tended toward larger-scale (Level 3+) incidents, producing a gap between event frequency and CAP steady‑state involvement.  
  
Terrebonne LA — Shared viewpoint: respondents reported no Level 1/Level 2 events in their CAP jurisdiction. The CAP staff file for Terrebonne (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) is explicit: “That hasn't happened in our jurisdiction. We haven't had any level ones or twos in the CAP jurisdiction.” Because the document contains this direct statement and no further Level‑1/Level‑2 detail, the shared view is absence of those small non-fire responses locally and therefore no observed CAP-driven changes at those levels.  
  
Yazoo MS — Shared viewpoint: perspectives show both explicit counts and communication/coordination gaps — one respondent reports a concrete recent count while another reports limited Level‑2 experience and recommends better communication. Mark Beddingfield (region staff) provides a numeric measure: “Last year we had 23.” and characterizes incident types as weather‑related: “Most of ours have been level ones, twos, threes. They've been your floodings, your isolated floodings, your isolated tornadoes.” (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). By contrast, Tamica Jeuitt (chapter staff) flags communication gaps around Level 2: “We haven't had that level two and that again that communication piece ... So just adding them somewhere in there so that we're knowing, you know, hearing a little bit more of what they're doing, I guess, so to speak.” (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Together these quotes indicate Yazoo MS sees measurable steady‑state activity (23 events reported by one respondent) but also perceives structural communication barriers that limit formal Level‑2 integration.  
  
Madison TN — Shared viewpoint: respondents emphasize low local Level‑1/Level‑2 occurrence in some reports, but examples exist of partner-led rapid response when events happen. Curtis Morman (CAP staff) reports no home‑fire DRO activations and reliance on notifications/standby procedures: “No, I hadn't seen any home fire responses.”; “We have been, you know, like on standby because of a potential threat or something coming this way.” (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). David Hicks (region staff) references a specific tornado event and then notes no further incidents: “But since then, no, we've been fortunate.” (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Joel Sullivan (region staff) describes rapid partner arrival by notification: “CAP partners were there as we were getting there because we notified them, hey, we could use your help. And so they were there before.” and “More importantly, they can help the disaster cycle services team identify the partners that are out there that can be partners in response.” (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). These quotes collectively show Madison TN’s shared view: low frequency of Level‑1/2 activations in some locales, but when incidents occur CAP‑linked partner networks can mobilize quickly.  
  
Atlantic NJ — Shared viewpoint: Atlantic NJ respondents emphasize frequent level‑two flooding hotspots, CAP’s facilitation of whole‑community responses, and CAP’s liaison and resource‑coordination roles. Rose Taravella (region staff) frames recurrence and hotspot behavior: “Events or local big harbor floods? All the time. We just had one. Yeah.”; “We have several level twos around the Delaware river.”; and “It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available.” (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Rachel Lipoff (region/chapter staff) stresses on‑site CAP representation and partner mobilization: “I can say that the CAP team shows up for all of the. At least one representative shows up for those responses.” and “And so these mobile units now, they can reach wider communities ... the CAP team can call on Jewish Family Services ... and they can bring the mobile unit and just have people come in.” (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Together, these verbatim statements indicate Atlantic NJ experiences recurring Level‑1/2 flood activity, sees CAP as speeding recovery through resources and training, and uses partner mobile assets to expand reach.  
  
Montgomery AL — Shared viewpoint: Montgomery respondents report variable involvement in low‑level incidents, standby readiness, and both limited engagement and higher‑level DRO involvement. Shannon Randolph (CAP staff) reports non‑involvement with some L1/L2 events and recent higher‑level work: “There might have been a level one or level two, but we were never even involved with it.” and “we had just been on the DRO here in our region, but it was a level three that moved kind of into a level four.” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Mark Beddingfield (region staff) provides a broader quantity (see Yazoo MS paragraph) and notes in‑jurisdiction staff involvement; Lisa Johnson (chapter staff) underscores CAP standby readiness and partner assistance: “The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment).” and “CAP partners have also assisted directly in these responses, demonstrating the value of broader community engagement.” (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). These quotes reflect a Montgomery perspective of readiness and partner usage, with actual CAP engagement varying by event severity and jurisdiction.  
  
Jackson OR — Shared viewpoint: respondents highlight procedural constraints that bar partner engagement in activities not classified as “official Red Cross” operations. Katrina Long (CAP staff) states a policy barrier explicitly: “Can we ask partners to come in and. Or Red Cross volunteers that might be interested in doing that. And we were told no because it wasn't an official Red Cross activity.” She further notes limits on steady‑state outreach: “I would have loved to go and talk about heat preparedness and help families with things, but we just don't have a way to really engage that.” (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). These quotes show Jackson OR’s shared view that authorization rules and leadership concerns about “saturation” constrain local partner activation for Level‑1/2‑scale steady‑state activities.  
  
Lee FL — Shared viewpoint: respondents report either absence of Level‑1/Level‑2 activations in CAP jurisdictions or that larger regional events overshadow local Level‑1/2 activity; when CAP prepared shelters, local needs were often met by community partners. Cindy Magnuson (CAP staff) reported no known small non‑fire activations: “Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of.” (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Josh Riddle (CAP staff) described that only a regional level‑5 flood occurred locally and that an opened shelter was unused: “We haven't even had any responses here other than the floods in April.” and “So we did open a shelter. No one came to the shelter.” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). These verbatim excerpts demonstrate a Lee FL view that small non‑fire activations have been absent or met locally, with CAP preparations sometimes unneeded because community partners absorbed needs.  
  
Monterrey CA — Shared viewpoint: no relevant Level 1/Level 2 material is available in the supplied document(s) for Monterrey CA. The files mapped to Monterrey CA (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) produced limited or no Level‑1/2 quotes in the provided extracts; Michelle Averill’s file did include a short explicit negative: “Yeah. No, no.” which conveyed no Level‑1/2 events in that jurisdiction (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Beyond that, no further verbatim material about Level‑1/2 responses was available for Monterrey CA in the provided context.  
  
Butte CA / Lake CA — Shared viewpoint: respondents describe persistent low‑level incidents (fires historically, with a recent surge in flooding), chronic operational tempo, and underutilized CAP capacity that nevertheless can provide tangible coordination when activated. Caedy Minoletti (region/chapter staff) states, “Most of our, you know, most of our level ones and twos are fire, but last winter we had a ton of flooding,” and “We just have them constantly. It's just chronic. ... We're constantly in a one or two.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Nate Millard (CAP staff) summarizes hazard focus: “But really for us it's probably only flooding. I don't think we do anything like that around extreme heat yet.” and reports specific actions: “And we just helped personally deliver some food.” (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Jacquelyn Clites (region staff) confirms recent floods: “Yeah, we have. We've had some. We had floods last year, Spring.” and notes coordination tooling: “We have a CEP tracker that we've built ... that's really helping us, I think, kind of identify at a more holistic level...” (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Caedy also provides a concrete CAP coordination vignette: “this spreadsheet and immediately connect the dots ... the Red Cross didn't need a case of Water this morning, but guess who does? The school.” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Collectively, these quotes show Butte/Lake CA perceives chronic low‑level incidents (fires historically, now floods), has begun applying tools to coordinate partners, and sees CAP as underutilized yet capable of rapid resource matching.  
  
Mississippi AR — Shared viewpoint: Level‑1/Level‑2 non‑fire responses are rare relative to high home‑fire volume; respondents estimate very low annual counts for non‑fire L1/L2 events. Barry Falke (region staff) contrasts abundant home‑fire work (“we do a tremendous amount of home fires here, about 3,000 a year in our region.”) with very few non‑fire L1/L2 events: “If you were to ask me our number of kind of level ones and twos that weren't related to fire, I'm guessing we're talking less than 10 in an annual basis that I can think of. I mean, just doesn't happen all that often.” (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). This explicit juxtaposition underscores Mississippi AR’s shared view that non‑fire Level‑1/2 incidents are uncommon and thus attract less steady‑state attention relative to the daily home‑fire caseload.  
  
Lake IN — Shared viewpoint: one respondent reports a single Level‑2 DRO experience and partner response; another frames all Level‑1/2 incidents as fires only. Simone Moore (CAP staff) reports, “So we only had 1 level 2. And it was, it was our first time ever, like, being a part of a dro.” and that partners “stepped up right away” with food baskets and kits (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Terry Stigdon (region staff) provides a different short framing: “Okay, so we're all been fires.” (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx). These verbatim items show Lake IN’s shared perspective includes both the occurrence of at least one Level‑2 DRO with partner support and, in other accounts, an operational profile dominated by home‑fires.  
  
Chatham GA — Shared viewpoint: respondents recall hurricanes and storms but have varying recall of official level classification; they perceive partner volunteer readiness while also reporting volunteer non‑activation that risks disengagement. Maria Center (region staff) says, “We had hurricane Debbie.” and “I know that when we had imminent potential bad weather, we thought we might get something. They had volunteers already ready to go, ready to stand Up.” and notes strong relational capacity though potential “territoriality” barriers: “I think that they've established such good relationships that these people will be here for us.” (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Alex Taylor (region staff) reports no L1/L2 activations: “No, we haven't.” but warns of volunteer disengagement after non‑activation: “signed up and I went through all the trainings to become a TAP responder and I was never called.” and “I would lose interest in about a month. I think I'm going to join another agency because they obviously don't need me.” (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). Alicia Dougherty notes higher‑level operations for major storms and that some L2s occurred outside the CAP area: “We had flooding and stuff from Debbie and Helene, but those were much higher operations.” and “We had level two, we had some storms, but they were outside of the cap area.” (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Collectively, Chatham GA’s view is: volunteers are positioned and willing, formal classification is sometimes uncertain, but non‑activation risk and jurisdictional boundaries affect actual volunteer use.  
  
Warren KY — Shared viewpoint: this chapter reports absence of Level‑1/Level‑2 incidents and focuses on larger events. Jennifer Capps (chapter staff) states explicitly: “We go all in. We have fours and fives.” and “I don't know that we've had anything that would even be considered a one or two in our area.” (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Josh Riddle (CAP staff) for Warren County noted only a regional Level‑5 flood and no local L1/L2 responses: “We haven't even had any responses here other than the floods in April.” (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). These verbatim statements indicate Warren KY’s shared observation that local operations tend toward higher‑severity incidents and that small non‑fire classifications are absent.  
  
Cross‑category comparison and contrasts (synthesis of perspectives, frequencies, and hypotheses)  
  
Shared patterns across geographies: many geographies converge on a small set of themes about Level‑1/Level‑2 steady‑state responses. Frequently cited ideas include: (1) flooding and isolated weather events are the dominant non‑fire Level‑1/2 hazard in many areas (e.g., Butte CA: “But really for us it's probably only flooding.” — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; Caedy Minoletti: “The majority of it is flooding.” — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); (2) CAP and partner networks can provide rapid local capacity or resource matching when engaged (e.g., Joel Sullivan: “CAP partners were there as we were getting there because we notified them” — Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx; Rachel Lipoff: “At least one representative shows up for those responses.” — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx); and (3) many chapters report limited or no formal Level‑1/Level‑2 activations in their CAP jurisdictions (e.g., Cindy Magnuson: “we haven't had any level one or level two responses ... that we've been pulled into or even are aware of.” — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; Gilda Ebanks: “That hasn't happened in our jurisdiction.” — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). These verbatim examples illustrate convergence on hazard types, the utility of partner networks, and variation in observed activation.  
  
Divergences tied to geography and operational context: notable contrasts emerge across geographies in (a) frequency/volume of L1/L2 events, (b) CAP engagement level, and (c) structural constraints such as policy or communication gaps.  
  
- Frequency/volume: Mark Beddingfield quantified a higher count (“Last year we had 23.” — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), while other locales estimate little to no L1/L2 activity (e.g., Jennifer Capps: “I don't know that we've had anything that would even be considered a one or two in our area.”). The provided frequency mapping aligns with this: some geographies register higher counts in the dataset (Montgomery AL: 3; Butte CA: 3; Chatham GA: 3) while others show zero recorded mentions (Tulare CA, Monterrey CA, Terrebonne LA). These largest differences indicate geographic clustering of steady‑state event frequency or at least of reporting/mention frequency in the transcripts.  
  
- CAP engagement level: Atlantic NJ and some region chapters describe proactive CAP involvement and partner mobilization (Rose Taravella: “It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available.” — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx; Rachel Lipoff: “these mobile units now, they can reach wider communities” — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). In contrast, South Texas/Cameron respondents report CAP focus on Level‑3+ events and limited steady‑state support for L1/L2 (Shawn Schulze: “Most of the stuff that happens in South Texas is level three and above ... they really haven't supported in those and the smaller ones.” — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). This divergence shows CAP’s penetration and operational posture vary by region.  
  
- Structural constraints: several geographies point to policy or communication barriers that suppress partner activation or limit CAP use. Katrina Long documents a policy denial: “we were told no because it wasn't an official Red Cross activity.” (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Tamica Jeuitt highlights missing Level‑2 communication and inclusion pathways: “We haven't had that level two and that again that communication piece ... So just adding them somewhere in there ...” (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). These quotes reveal administrative and information‑flow constraints that can explain divergent operational practices across geographies.  
  
Hypotheses explaining geographic variation (why categories produced different perspectives)  
  
1. Hazard profile and local hazard frequency drive perspective: geographies with recurring flooding or tornado exposure (e.g., Butte CA, Atlantic NJ, Yazoo MS, Cameron TX) reported more substantive L1/L2 activity and concrete CAP‑partner operations; respondents referenced flooding explicitly (“Most of our ... level ones and twos are fire, but last winter we had a ton of flooding.” — Caedy Minoletti) and in some places gave counts (“Last year we had 23.” — Mark Beddingfield). Hypothesis: places with higher event frequency develop routine operating practices and see CAP either as an operational actor or a coordination resource, while low‑hazard places report few activations and thus limited CAP steady‑state experience.  
  
2. Organizational role clarity and communication infrastructure determine activation and utilization: where regions have clear CAP/CEP delineation and tracking tools (e.g., Jacquelyn Clites: “We have a CEP tracker that we've built ... that's really helping us” — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), partner resources are more discoverable and used (Caedy’s “spreadsheet” vignette). Where role confusion or policy blocks exist (Katrina Long’s “not an official Red Cross activity” denial; Caedy: “The region doesn't know the difference between CAP and cep.”), CAP capacity is underutilized or blocked. Hypothesis: geographies with established coordination tools and role clarity show greater CAP integration in L1/L2 responses.  
  
3. CAP staffing, local partner capacity, and volunteer activation dynamics shape perspectives: respondents frequently mentioned volunteer non‑activation undermining readiness (Alex Taylor: “signed up ... I was never called.”) and partner workforce constraints (“a lot of these nonprofits ... don't have extra staff ... if something happens overnight ... you're likely not going to be able to get connected with somebody.” — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Hypothesis: regions with greater local volunteer density and partners willing/able to be on‑call experience higher local surge capacity and more frequent small‑scale activations; regions without those characteristics see fewer activations and more CAP absence.  
  
4. Policy/leadership priorities and resource allocations set operational focus: where leadership perceives the field as “saturated” or prioritizes higher‑level DROs, CAP and DAT expansion for Level‑1/2 activities can be constrained (Katrina Long: “I was told that the field was saturated ...”). Similarly, some areas prioritize home fires or large DROs (Barry Falke: “we do a tremendous amount of home fires here, about 3,000 a year” — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), which shifts attention away from non‑fire L1/L2. Hypothesis: leadership priorities and historical caseloads explain why some geographies emphasize high‑severity responses over steady‑state engagements.  
  
Incorporating the documented frequency differences into interpretation: the dataset’s geographic mention counts (e.g., Montgomery AL: 3; Butte CA: 3; Chatham GA: 3; several geographies at 0) align with the qualitative narratives above. Higher counts correspond to geographies where respondents described recurring L1/L2 activity, coordination tools, or CAP‑partner readiness (e.g., Butte CA’s chronic one/two tempo; Chatham GA’s volunteer readiness; Montgomery AL’s stated standby posture). Conversely, geographies with zero mentions in the dataset (Tulare CA, Monterrey CA, Terrebonne LA) correspond to files that provided no Level‑1/Level‑2 quotations, which may reflect either a true absence of events, different interview focus, or underreporting in the sampled transcripts.  
  
Resource allocation across geographies (bridging themes and quotes): respondents across regions identify similar resource‑allocation mechanisms—notifications/standby, partner mobilization, and prepositioning—while also reporting gaps. Evidence includes: Curtis Morman’s statement about standby and notification timing constraints (“We have been ... on standby because of a potential threat ... When you get the phone call, and it normally happens on a Friday ... it's 3 o'clock and they have left the office.” — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx); Rachel Lipoff’s mobile‑unit coordination vignette (“these mobile units now, they can reach wider communities ... the CAP team can call on Jewish Family Services ... and they can bring the mobile unit” — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx); Caedy’s spreadsheet resource‑matching example (“this spreadsheet and immediately connect the dots ... the Red Cross didn't need a case of Water this morning, but guess who does? The school.” — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); and Josh Riddle’s experience of prepared but unused shelter (“So we did open a shelter. No one came to the shelter.” — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). These verbatim examples show a shared appreciation for partner mobilization and tools, tempered by real‑world constraints (timing, jurisdictional decisions, under‑activation) that drive uneven resource allocation.  
  
Conclusion (synthesis without further offer): Across the geographic categories, the corpus reveals consistent thematic building blocks—hazard type (floods predominate for non‑fire L1/L2), reliance on partner networks and CAP liaison roles, and frequent gaps in activation, communications, or policy that limit CAP’s steady‑state engagement. Specific geographies differ: some (e.g., Butte CA, Atlantic NJ, Yazoo MS, Montgomery AL) report chronic or measurable L1/L2 activity and concrete CAP/partner coordination; others (e.g., parts of Lee FL, Warren KY, Terrebonne LA, Tulare CA, Monterrey CA) report no local L1/L2 activations or no relevant quotes in the dataset. The verbatim quotes cited above illustrate these patterns and the administrative, operational, and volunteer‑capacity mechanisms that explain regional variation.

#### Code frequency by document/respondent

Frequency Chart



### Scaling and Replicating Best Practices

#### Summary across all documents

Summary  
Overall, respondents converge on a replicable model that centers relationships, partner‑led delivery, and pragmatic documentation: build trust through visible presence and partner co‑entry, transfer skills via training and mentor pairings, and target expansion using asset/vulnerability mapping. Practically useful replication artifacts include concise onboarding playbooks, simple MOUs that codify steady‑state commitments, targeted asset grants (tool‑sheds, mobile units), and regularly scheduled regional reporting and peer learning forums. Key tensions remain and must be decided by leadership: whether to pursue national standardization or regional pilot ownership, how broadly to deploy versus where to prioritize, and how fast to scale without undermining existing relationships. To scale responsibly, produce a lightweight discovery‑to‑launch scaffold, define minimal data and resource thresholds for rollout, and couple any expansion with monitoring, local capacity investments, and deliberate change‑management to address cultural resistance and sustain fidelity.  
Analysis  
A relationship-first, partner-led delivery model is the foundational and replicable core of CAP's scaling approach. For example, CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx stated, 'Cap is built on trust. It's built with people who understand trust and understand building trusting relationships', and Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx added the operational corollary that 'it doesn't need to be us, in fact. And like, maybe we need to trust our partners by like, giving them the resources and then allowing them to do it.<a href="#Scaling and Replicating Best Practices-s-link1"><sup>[1]</sup></a>' Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx offers a concrete instantiation of that model—'They have gathered 16 individuals. And the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church.<a href="#Scaling and Replicating Best Practices-s-link2"><sup>[2]</sup></a>' Together these quotes show a clear, repeatable replication pathway: center scaling on trusted local organizations, transfer skills and small assets to them, and design handoffs so partners operate autonomously rather than depending on continuous chapter-led delivery.  
1. it doesn't need to be us, in fact. And like, maybe we need to trust our partners by like, giving them the resources and then allowing them to do it.  
2. They have gathered 16 individuals. And the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church.  
Deliberate, visible presence at partner events is a simple, highly replicable tactic to build access and recognition. As noted in Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx—'we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things'—the practical behavior is to show up early, accept modest asks ('I think saying yes to almost everything they ask you to do is so valuable<a href="#Scaling and Replicating Best Practices-s-link3"><sup>[3]</sup></a>') and use co‑branding and staff visibility ('to show up if we're willing to go to their events and they're to willing, you know, we're willing to wear our little Red Cross stuff and so we're seen<a href="#Scaling and Replicating Best Practices-s-link4"><sup>[4]</sup></a>'). Replicating this play requires codifying minimum presence standards (how often to attend, what visible assets to bring) so chapters can adopt a consistent show‑up posture that converts events into relationship opportunities.  
1. I think saying yes to almost everything they ask you to do is so valuable  
2. to show up if we're willing to go to their events and they're to willing, you know, we're willing to wear our little Red Cross stuff and so we're seen  
Structured onboarding, mentorship pairings, and standardized training are core levers to scale human capacity reliably. Multiple sources converge on this principle: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx frames time and mentorship as scalable assets—'what I plan on telling them is you can give your time. Your time is worth a significant amount' and 'there's a way to like, potentially like pair a volunteer ... and pair them with an experienced volunteer or supervisor'—while Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommends a 'mandatory orientation' to align newcomers. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx pushes this toward operational readiness: 'get it streamlined, written down, a process for it and get it all signed off on.' Together these statements recommend packaging onboarding curricula, mentor pairing rules, and basic competency checklists so chapters can reproduce a coachable, rapid‑deploy volunteer pipeline.  
Use asset overlays and vulnerability mapping to prioritize where and how to replicate CAP practices rather than scaling uniformly. The point is explicit in Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx—'we took your data, Carol, and we basically overlaid it on top of each other' and 'So I think doing asset mapping and vulnerability mapping is so critical for everyone to do'—and is echoed in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx's call to consult resilience indicators ('what is the resiliency chart saying. You got all these FEMA charts that talk about resiliency'). Operationalizing this best practice means defining a minimum set of datasets, overlay methods, and prioritization thresholds so chapters can consistently identify high‑impact target communities for pilot and scale activities.  
Embedding CAP teams into regional structures and securing routine leadership touchpoints accelerates diffusion and accountability. Multiple sources emphasize normalizing CAP inside existing governance: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx said 'CAP teams part of regional activities and meetings is super helpful', and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documented regular reporting—'she has CAP report at every Georgia region meeting, as well as all the RLT meetings.' At the same time, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx argues for devolved pilots supported (but not owned) by NHQ to maximize regional responsiveness. Together these quotations recommend formalized roles, periodic regional reporting, and clear reporting lines as replication preconditions so local practice adoption is visible to leadership and tied to regional plans.  
Package discovery, playbooks and lessons learned into compact, region‑ready artifacts so others can adopt proven practices sooner. Practitioners called for durable documentation and scaffolds: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx urged 'get it streamlined, written down, a process for it', Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx argued for 'some sort of like scaffolding that is helpful or matrix of some sort', and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx emphasized broad dissemination—'we just got to make sure we share it out in the region.' These calls point to producing concise one‑pagers, playbook checklists, and jump‑start discovery templates (plus an agreed channel/cadence for sharing) so chapters need not reinvent foundational steps during replication.  
Small, targeted investments and shared local assets materially increase partner capacity and are highly replicable levers. Practitioners provided vivid examples: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx noted 'One of their needs was a mobile unit, and the CAP program gave that grant', Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx described donated vans and wrapped vehicles, and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx advocated keeping a 'stockpile of smoke alarms in their tool shed.' These asset interventions reduce recurring burden on chapters and enable partners to act opportunistically; replicable guidance should therefore include simple eligibility criteria, stewardship agreements, and basic maintenance plans so asset transfers scale responsibly.  
Additional Insights  
Some stakeholders argue for national ownership to preserve speed, consistency, and standardized vetting, even as others press for regional autonomy. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx asserted 'I don't think that CAP should be a part of the region. I think that it needs to be national<a href="#Scaling and Replicating Best Practices-u-link5"><sup>[5]</sup></a>', reflecting a concern that regional bureaucracies slow start‑up, reduce uniform vetting, and hinder nimble deployment. This view contrasts with other participants who favor regional pilots supported (but not tightly controlled) by NHQ, so replication planners must explicitly resolve governance tradeoffs—centralized standardization versus regional adaptability—when packaging models and deciding who signs off on local rollouts.  
1. I don't think that CAP should be a part of the region. I think that it needs to be national  
A vocal perspective favors universal, local CAP presences everywhere, which tensions with repeated recommendations to prioritize high‑impact communities. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx expressed the universalist position bluntly—'Everywhere. We need CAP everywhere.<a href="#Scaling and Replicating Best Practices-u-link6"><sup>[6]</sup></a>' That enthusiasm must be balanced against resource constraints and repeated guidance from others to use targeting and pilot sequencing (asset/vulnerability overlays, resilience charts) to concentrate scarce staff and funding where returns will be highest. Replication strategy therefore requires a clear policy decision: commit to breadth (with lighter staffing models) or depth (with resourced, fidelity‑preserving pilots) and document the tradeoffs for leaders making rollout choices.  
1. Everywhere. We need CAP everywhere.  
A cautious school urges deliberate, slow expansion to preserve relationship fidelity and avoid harming existing partners. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx cautioned, 'I think slow and steady wins the race, and that we have to be really careful that we don't try to turn a small business into a big business.<a href="#Scaling and Replicating Best Practices-u-link7"><sup>[7]</sup></a>' This unique emphasis highlights the risk that aggressive scale—without comparable time, staff, and tools—can dilute trust or take away partner capacity. Implementation guidance should therefore include explicit risk assessments and 'do no harm' checks before replication, and permit phased expansion contingent on partner wellbeing and demonstrated local absorptive capacity.  
1. I think slow and steady wins the race, and that we have to be really careful that we don't try to turn a small business into a big business.

#### Comparison across segments

Analysis across Groups occupation

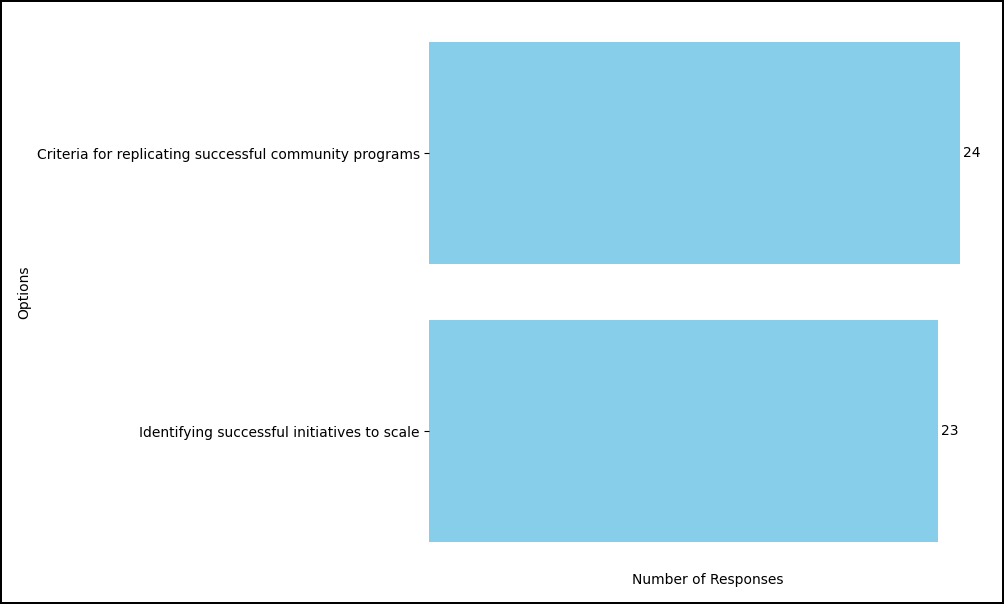
CAP Staff share the viewpoint that preserving a relationship-first core while packaging practical, portable tools (playbooks, scaffolded plans, and fast-track trainings) is essential for scaling CAP practices. Across CAP Staff transcripts, speakers repeatedly frame trust and partner relationships as the non-negotiable foundation for replication while also calling for codified protocols and portable training so others can adopt CAP methods without re‑creating the original labor-intensive relationship work. For example, CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx asserts, "Cap is built on trust. It's built with people who understand trust and understand building trusting relationships," and follows with the operational caution, "There had been two years already invested in growing that relationship with that partner." CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx highlights tactical onboarding and audience leverage: "that is like a captive audience, unintended captive audience for us that we have leveraged" and describes the fast‑track training mindset ("This program is basically training folks in fast track mode for emergencies..."). Simultaneously, CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx presses for documentation: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator... This is our protocol and this is what we do." These verbatim statements together demonstrate a consistent CAP Staff perspective: preserve the intensive, invitation‑based relationship work that produces trust while creating written playbooks, volunteer/job profiles, and short trainings so other chapters can adopt CAP practices more reliably.  
  
Region Staff share the viewpoint that institutional integration, structured onboarding, and deliberate sequencing (pilots, listening, and regional governance touchpoints) are the key levers to scale CAP practices. Region Staff emphasize embedding CAP into regional meeting rhythms, standardizing orientations and brand framing, and running context‑aware pilots with listening-first assessments to make replication both visible and sustainable. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommends a formal starter package: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does," and argues brand integration: "get away from saying cap partners, cap enhancements, cap anything, and just get to Red Cross, we're going to be better off, for sure." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx frames pilots and listening as the replicable method: "this is a listening year. Going into those priority communities and saying, what are the unmet needs of this community? What does that look like? And not assuming." Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx stresses practical, repeatable tactics and data use: "we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things," and "So I think doing asset mapping and vulnerability mapping is so critical for everyone to do." Together those verbatim citations show Region Staff consistently favor institutionalized orientation, regional integration, targeted pilots, and data‑informed targeting as the replicable architecture for making CAP practices portable across chapters.  
  
Chapter Staff share the viewpoint that hyperlocal presence, tangible partner resourcing, and creating local CAP entities or resource products (e.g., partner resource guides, hub organizations) are the primary means to scale CAP practices in their communities. Chapter Staff describe the replication unit as a local CAP presence or an empowered partner hub; they emphasize replicable, locally maintained products and targeted investments that build partner capacity and credibility. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx declares the aspiration plainly: "Everywhere. We need CAP everywhere," and recommends local structural units: "I think having a CAP entity, CAP team, CAP staff, CAP something in every region, in every area would be amazing." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx documents material resourcing that unlocked partner capacity: "these organizations, that they get donated items like these electric vehicles, these panel vans... Chatham County CAP RCAP got two vans and they have been customized and logos and they've been wrapped," and advocates replication by resourcing: "Funder, as a billionaire, I would say let's have this program, let's put this everywhere." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx names a tangible product to replicate across counties: "One of the things this team has done that is. Sounds simple but is absolutely remarkable is they have compiled their. A resource guide and a resource listing using all of their partners," and emphasizes the local maintenance challenge: "really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." These verbatim examples indicate Chapter Staff consistently value local CAP entities, targeted investments in partner assets, and hyperlocal products as the replicable outputs that drive sustainable scaling.  
  
Comparing the categories, the main difference is that CAP Staff concentrate on codifying core practices and preserving relationship fidelity so CAP methods can be translated into portable materials and trainings, whereas Region Staff concentrate on institutionalizing CAP into governance, orientations, pilots, and reporting rhythms to normalize practice across chapters, and Chapter Staff concentrate on creating and resourcing local CAP entities and tangible hyperlocal products to operationalize and sustain those practices. To illustrate with direct quotes: CAP Staff emphasize codification and transferable skills—CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states, "the things that we 're trying to do with our region is take those core skills , those core things , and apply them in other areas ."; CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx warns, "I just don't want to set that expansion up for failure by not having the same tools and resources that this very successful model did have." In contrast, Region Staff emphasize institutional channels and pilots—Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx says, "doing some CAP like pilots in other parts of my, my region" and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx recommends "a mandatory orientation where they learn all about the region." Chapter Staff stress local presence and material investments—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx proclaims "Everywhere. We need CAP everywhere." and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx emphasizes provision of vans and mobile units: "they get donated items like these electric vehicles, these panel vans." These quotes show the difference in emphases: CAP Staff translate practice into tools and trainings, Region Staff create governance and sequencing to diffuse practices, and Chapter Staff demand concrete local capacity and products to sustain adoption.  
  
Across categories there is also a notable convergence: all categories explicitly emphasize relationships, partner trust, and local adaptation as essential preconditions for replication. For example, CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx affirms, "The core is the relationship. The core is that we are doing things alongside of and at the invitation of the community." Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx underscores persistent presence and trust‑building: "All we can do is prove that we're here to stay and we're here to prove that we're here to help you." Chapter Staff echo the same priority in local form—Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." These verbatim statements from each occupational perspective confirm that relationship-first practice and local adaptation are the shared foundation across roles.  
  
Incorporating the frequency data clarifies how occupational perspective shaped emphasis: the provided counts show that CAP Staff are cited more frequently on the two scaling themes (for "Criteria for replicating successful community programs" CAP Staff = 12, Region Staff = 7, Chapter Staff = 5; for "Identifying successful initiatives to scale" CAP Staff = 10, Region Staff = 8, Chapter Staff = 5). The largest count differences are CAP Staff versus Chapter Staff (12 vs 5 and 10 vs 5). This quantitative pattern aligns with the qualitative content: CAP Staff repeatedly articulate the need to package core skills, create written protocols, and produce volunteer/job profiles (Katrina Long: "get it streamlined, written down... This is our protocol"), which produces more coded examples in the "criteria" and "identifying successful initiatives" buckets. Region Staff generated many codable quotes about embedding CAP in regional governance and pilots (Shawn Schulze: "mandatory orientation"; Krista Coletti: "this is a listening year"), producing the mid‑level counts. Chapter Staff contributed more examples of hyperlocal products and resourcing (Caedy Minoletti: "Everywhere. We need CAP everywhere."; Rachel Lipoff: "They have compiled... A resource guide"), producing the lower counts in the categories that focus on codifying criteria. In short, the largest numerical differences (CAP Staff > Region Staff > Chapter Staff) reflect occupationally driven emphases: CAP Staff on codification and portability; Region Staff on institutionalization and sequencing; Chapter Staff on local capacity and tangible assets.  
  
Hypotheses explaining why categories produced diverse perspectives (and why there is cross‑category alignment in some areas):  
  
- Role mandate and proximity to implementation: CAP Staff are typically granted responsibility to design and demonstrate CAP methods and thus bear the burden of translating tacit practices into portable artifacts; this explains their repeated calls for playbooks, "scaffolding," and train‑the‑trainer approaches (CAP\_Staff\_\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "some sort of like scaffolding that is helpful or matrix of some sort"). Region Staff occupy governance and coordination roles that make them sensitive to onboarding, reporting, and pilots; hence they emphasize "mandatory orientation," regional meeting integration, and listening-first pilots (Shawn Schulze; Krista Coletti). Chapter Staff operate at ground level and directly observe hyperlocal resource constraints and partner capacities, driving their focus on local entities, micro‑resourcing, and productized partner guides (Maria Center; Rachel Lipoff). These cleanly map to the pattern in the frequency counts.  
  
- Incentives and evidence horizons: CAP Staff often need to create replicable artifacts to show how CAP can be translated across contexts (hence more examples of codified criteria). Region Staff must balance evidence, risk, and coordination across many chapters; they therefore favor pilots, listening approaches, and institutional integration before committing to scale. Chapter Staff evaluate whether CAP practices produce on‑the‑ground benefits and thus emphasize tangible investments and products that show immediate local value (vans, resource guides). These differing incentives shape distinct emphases even while all groups value relationships.  
  
- Resource access and risk exposure: Chapter Staff often face local funding shortfalls and staffing limits ("The only barriers as probably is... the financial piece." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), which makes them prioritize resourcing and practical tools. Region Staff worry about governance, brand confusion, and reporting burdens across multiple chapters (Shawn Schulze: "get away from saying cap partners... just get to Red Cross"), leading them to stress integrated orientations and uniform language. CAP Staff, typically resourced to innovate and pilot, emphasize translating what worked into training and playbooks so limited regional budgets can still adopt core skills without replicating full resourcing. Those role‑specific constraints explain both the differences and the consistent emphasis on relationship fidelity.  
  
- Why categories did not fully diverge: despite role differences, every category produced verbatim testimony prioritizing trust, partner‑led delivery, and local adaptation (examples above). This convergence likely reflects shared mission incentives (organizational culture of community partnership) and visible rapid‑feedback events (pilots and disasters) that produce cross‑role consensus about what actually works in the field.  
  
Synthesis and operational implications derived from cross‑category evidence (with quotes): collect relationship-first fidelity, craft portable playbooks, institutionalize via regional governance, and fund local capacity. Concretely, CAP Staff instruct: "The things that we're trying to do with our region is take those core skills... and apply them in other areas" (CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) and "This is not a program. This is a way of life" (CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Region Staff prescribe embedding those tools into regional structures and pilot sequencing: "doing some CAP like pilots in other parts of my, my region" (Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) and "mandatory orientation where they learn all about the region" (Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Chapter Staff insist that replication must be accompanied by tangible local investments and hyperlocal products: "They have compiled their... A resource guide and a resource listing using all of their partners" (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) and "Everywhere. We need CAP everywhere." (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Those quoted imperatives together imply a coordinated replication strategy: CAP Staff prepare the playbook and short trainings; Region Staff integrate CAP into regional governance and run pilots to adapt the playbook to local contexts; Chapter Staff receive targeted microgrants, physical assets, and hyperlocal templates (resource guides, tool‑sheds) so practices persist and scale.  
  
Final evaluative observation (based on evidence and frequencies): the documents collectively argue that scaling CAP best practices is not primarily a single technical fix but a multilayered process requiring (1) preservation of relationship fidelity, (2) codification of replicable procedures and short trainings (CAP Staff emphasis, reflected in higher counts for "criteria" and "identifying initiatives"), (3) institutionalization via regional onboarding and pilot sequencing (Region Staff emphasis), and (4) targeted local resourcing and hyperlocal products to operationalize and sustain the work at chapter level (Chapter Staff emphasis). The quoted passages above document and exemplify each of these elements and explain why a coordinated approach that aligns CAP Staff playbooks, Region Staff governance, and Chapter Staff resourcing best supports responsible, replicable scaling.

Analysis across Groups Geography

Shared viewpoint: Tulare CA respondents emphasize building a lightweight, documented discovery-to-launch scaffold to make CAP practices portable and to preserve the early discovery work. This reflects a pragmatic orientation toward packaging rather than expecting identical replication. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "I think we could have some sort of like scaffolding that is helpful or matrix of some sort." That source also stresses preserving early research: "In terms of strategies, I say definitely keep the, like the discovery phase." Together these statements explain Tulare’s perspective that replicability depends on a repeatable package that retains local discovery rather than a copy‑and‑paste rollout; the quotes show the actor’s emphasis on structure ("scaffolding") plus fidelity to local diagnosis ("discovery phase").  
  
Shared viewpoint: Sarasota FL (Krista Coletti) emphasizes institutional integration, pilots, and a listening‑first posture so scale is context‑sensitive. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx argues "I do think really being able to have the... CAP teams part of regional activities and meetings is super helpful," and frames replication as cautious piloting: "I'm like, I'm completely game [for] doing some CAP like pilots in other parts of my... region." She also emphasizes “listening” as the replicable methodology: "this is a listening year. Going into those priority communities and saying, what are the unmet needs of this community?... And not assuming." These quotes show Sarasota’s consistent view that embedding CAP in routine regional forums, running small pilots, and centering local voice are the repeatable elements for scaling. (Note: the other Sarasota‑listed file, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx, had no relevant quotes in the provided material.)  
  
Shared viewpoint: Cameron TX documents converge on mandatory onboarding, culturally relevant partner selection, and partner‑led capacity transfer as prerequisites to scale. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx begins from operationalizing replication: "I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does." That same file also stresses partnership reciprocity: "The only way to improve that is going to be that make it the stipulate that each partner coming on needs to be a win win." Complementing that operational focus, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx shows partner transfer in practice: "we're going to do an education portion ... teach them how to install alarms. And then ... the partner going out and installing alarms." Together these quotes indicate Cameron TX emphasizes formal onboarding and MOUs plus direct partner training as the replicable mechanisms for scaling CAP activity.  
  
Shared viewpoint: Terrebonne LA centers community listening and leaning on local trusted leaders to shape targeted, replicable outreach. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, "Again, just going in and learning. Right. We leaned on the NAACP president," and frames replication as context‑tailoring: "I think CAP can provide a lot of support to that, but trying to develop that for a lot of different jurisdictions is how to tailor it to the different jurisdictions." These verbatim lines illustrate Terrebonne’s consistent view: scale by listening, leveraging local conveners, and then tailoring CAP supports to each jurisdiction’s profile rather than imposing a uniform program.  
  
Shared viewpoint: Yazoo MS respondents favor proactive presence to reach remote areas, and they valorize CAP as a national coordination option when regional bureaucracy is too slow. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx argues, "We should not have the mindset... that an area is too far we should never say that," and also voices a governance preference: "I don't think that CAP should be a part of the region. I think that it needs to be national." Tamica Jeutt (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) frames CAP as demonstrative: "it gives other communities hope of what could be because we're taking some of those same practices and we can do this in your community." Combined, these quotes show Yazoo’s twin emphases: (1) rotate in and show up everywhere, and (2) consider national coordination to preserve speed and consistency where regional processes slow replication.  
  
Shared viewpoint: Madison TN sources prioritize event‑based onboarding, partner coaching, and local managerial champions to multiply impact. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx endorses event pathways: "One of the tactics that we're using is to start our CAP partners... to be event based volunteers and just to get their foot to the door." Joel Sullivan (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx) frames CAP as a mentoring coach: "I feel like the CAP team has a pretty good network for... what we're trying now to do is replicate that in other areas of the state... being the mentor for them." David Hicks (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) shows the result: "Now it's like we're being able to multiply our efforts because CAP is doing the exact same thing, not as their primary goal, but as a secondary goal." Those quotes consistently highlight low‑barrier event entry, peer coaching, and local management as the multipliers that make replication feasible.  
  
Shared viewpoint: Atlantic NJ documents emphasize concrete tools—referral forms and hyperlocal resource guides—and a focus on hyperlocal maintenance for replicability. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx gives a practical tool example: "Joe came up with a form that the case managers can fill out to engage our team to help." Rachel Lipoff (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) stresses the replicable product: "really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." Together these quotes explain Atlantic NJ’s stance that tangible, shareable artifacts (forms, resource guides) plus a plan for maintenance are the primary replicable outputs.  
  
Shared viewpoint: Montgomery AL (Shannon Randolph) frames CAP as cultural change and partner‑centered training to enable scale. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx asserts, "This is not a program. This is a way of life." The same file recommends training partners in situ: "If we really want to change things through CAP... it's going to have to be partnering with an organization and then going to that organization and training as many people there as possible..." The quotes indicate Montgomery’s repeated view: embed CAP approaches as enduring culture and scale via partner training rather than one‑off projects. (Other Montgomery‑listed documents had no relevant quotes in the supplied material.)  
  
Shared viewpoint: Jackson OR sources stress written playbooks, transfer of institutional knowledge, and trusting partners with resources and autonomy. Katrina Long (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) argues for documentation: "get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then... This is our protocol." Priscilla Fuentes (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) urges partner autonomy: "it doesn't need to be us, in fact. And like, maybe we need to trust our partners by like, giving them the resources and then allowing them to do it." Those verbatim points converge on two replicable requirements: codified protocols plus deliberate trust‑and‑resource handoffs.  
  
Shared viewpoint: Lee FL documents repeatedly place "trust and relationships" as the non‑negotiable core to preserve during scaling, and pair that with quick partner‑facing trainings. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states plainly, "Cap is built on trust. It's built with people who understand trust and understand building trusting relationships," and "the core is the relationship. The core is that we are doing things alongside of and at the invitation of the community." Krista Coletti and Josh Riddle reinforce pilots and partner training in the same geography—Krista: "doing some CAP like pilots in other parts of my... region" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx); Josh Riddle: "are working on getting them trained to be able to do the partner" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). These quotes show Lee FL stresses preserving relationship fidelity while scaling through partner training and small pilots.  
  
Shared viewpoint: Monterrey CA emphasizes leveraging partner events as "captive audiences" and rebranding/coordination to make CAP portable. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports a tactical advantage: "that is like a captive audience, unintended captive audience for us that we have leveraged." Michelle Averill (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) contributes a coordination perspective: "I've tried to design a culture of one. That's where we're all helping each other." Together these quotes reveal Monterrey’s convergent perspective: use partner events for fast onboarding and align internal culture and messaging so CAP tactics are adoptable across chapters.  
  
Shared viewpoint: Butte CA respondents call for universal local CAP entities and early executive ownership to accelerate local buy‑in. Caedy Minoletti (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) is emphatic: "Everywhere. We need CAP everywhere." Jacquelyn Clites (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) stresses executive director ownership: "the ED took a really active role in getting to know." Nate Millard (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) adds a funding tactic: "these little micro funding that we're doing across the region, a couple thousand dollars to a small organization to repair their air conditioning unit goes a long way." These examples show Butte’s consistent push: establish local CAP teams, empower EDs to lead relationship work, and use small, targeted funding to catalyze partners.  
  
Shared viewpoint: Mississippi AR materials emphasize translating CAP core skills to chapters and embedding staff across chapters to increase reach. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx explains, "the things that we're trying to do with our region is take those core skills, those core things, and apply them in other areas." Barry Falke (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) argues regional embedding multiplies reach: "I do think our team is doing a nice job of really trying to infiltrate all chapters, not just a particular county." Both quotes reflect the shared stance that packaged CAP skills plus embedded regional staffing make replication scalable.  
  
Shared viewpoint: Lake IN sources converge on portability and the value of community asset mapping as widely transferable. Simone Moore (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) frames portability bluntly: "Basically, it can be adopted throughout the area." Terry Stigdon (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx) recommends spreading asset mapping: "I think the skills they have around community asset mapping would benefit all the executive directors nationwide." These quotes show Lake IN sees specific analytic products (asset maps) and portable plans as primary replicable tools.  
  
Shared viewpoint: Chatham GA documents emphasize proactive, visible presence plus targeted material investments as the repeatable mechanism to scale local access and partner capacity. Alex Taylor (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) prescribes proactive tactics: "we just put our foot in the door. Like, we just, you know, we really started inviting ourselves to things," and "I think saying yes to almost everything they ask you to do is so valuable." Maria Center (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) highlights funding levers: "these organizations, that they get donated items like these electric vehicles, these panel vans." Alicia Dougherty (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) collects learnings for peers: "Any learnings or any best practices that cap any successes they have, we just got to make sure we share it out in the region." Collectively these quotes make plain Chatham’s repeatable recipe: show up visibly, invest in partner capacity, and then share what worked regionally.  
  
Shared viewpoint: Lake CA (Jacquelyn Clites) again stresses ED ownership and cross‑integration to scale. As noted earlier, "the ED took a really active role in getting to know," and she advocates embedding CAP managers into RLT meetings to avoid silos. The consistent line is that executive ownership and early integration are replicable enablers.  
  
Shared viewpoint: Warren KY participants stress partner empowerment and concrete demonstration models (libraries/resiliency hubs) as replicable building blocks. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx encourages partner direct models and local stockpiles: "If they can just keep a stockpile of smoke alarms in their tool shed... they can just do these one off smoke alarm installs." Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx gives an example of a partner functioning as a hub: "CAP has empowered them and encouraged them. And then they've also become a resiliency hub." These quotations demonstrate Warren KY’s practical orientation: equip partners with small inventories or hub roles and demonstrate success for peer adoption.  
  
Cross‑category comparison and contrast: shared emphases, distinct levers, and why geography correlates with perspectives  
  
Shared emphases across most geographies  
- Preserve relationship fidelity and listen first: Across Lee FL ("Cap is built on trust..." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx), Sarasota FL ("this is a listening year" — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx), and many others, respondents insist that trust and listening are the non‑negotiable core to scale. This shared principle appears in CAP staff and region/chapter staff across rural and urban geographies.  
- Use pilots, demonstrations, and peer learning to diffuse practices: Multiple regions recommend "do a pilot, show results, then spread"—Krista Coletti: "doing some CAP like pilots..." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx); Simone Moore: "Basically, it can be adopted throughout the area." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx); Tamica Jeuitt: "it gives other communities hope of what could be..." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx).  
- Operationalize through partner training, simple tools, and orientation: Across Atlantic NJ ("Joe came up with a form..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), Jackson OR ("get it streamlined, written down, a process..." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), and Cameron TX ("mandatory orientation..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), practitioners want concrete artifacts (forms, playbooks, mandatory onboarding) to preserve fidelity as CAP practices spread.  
  
Key contrasts by geography (with supporting quotes)  
- Resource‑intensive, asset‑first models vs. relationship‑first low‑cost models:  
 - Asset‑first: Chatham GA and Maria Center advocate targeted material investments as the primary scalable lever: "these organizations, that they get donated items like these electric vehicles, these panel vans" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) and "If I had all the money in the world, I would replicate it so many times" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx).  
 - Relationship‑first: Lee FL and Cindy Magnuson insist on trust as the core: "Cap is built on trust. It's built with people who understand trust and understand building trusting relationships." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx)  
 This contrast illustrates two replicable strategies respondents propose—one that centers capital investments to jumpstart partner capacity, the other that centers slow trust‑building as the replicable element.  
- Governance preference: national vs. regional ownership:  
 - Yazoo MS's April Jones explicitly prefers national coordination for speed: "I don't think that CAP should be a part of the region. I think that it needs to be national" (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). By contrast, Barry Falke (Mississippi AR) recommends regional pilots supported by NHQ: "It would be a pilot program in regions that was maybe facilitated and supported by nhq, but not where all that those whole teams reported up to nhq." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). These governance contrasts reflect different assessments of where decision‑making and resourcing must sit to enable replication practically.  
  
Incorporating frequency patterns into the interpretation  
- The frequency data highlighted in the brief show higher counts for certain geographies in the two analytic categories provided. Notably, Chatham GA appears with three mentions in the "Identifying successful initiatives to scale" set and three mentions in the "Criteria for replicating successful community programs" set (largest counts by geography), while Lee FL also appears repeatedly (three mentions in the second set). This frequency pattern aligns with the content: Chatham GA’s transcripts include repeated, concrete examples of replicable tactics (proactive presence, visible material investments, resource guides; see Alex Taylor: "we just put our foot in the door..." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx; Maria Center: "they get donated items like these electric vehicles..." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Lee FL’s frequent appearances track with strong, reiterated emphasis on relationship fidelity plus partner training (Cindy Magnuson: "Cap is built on trust..." and Krista Coletti: "doing some CAP like pilots..." — both cited above). The higher counts therefore correlate with geographies where either (a) demonstrable, resourcing‑heavy tactics were implemented and documented (Chatham GA), or (b) the conceptual model (trust + training) was repeatedly articulated and advocated for spread (Lee FL). Other geographies with multiple mentions (Butte CA, Mississippi AR, Lake IN, Jackson OR, Yazoo MS, Madison TN) often combine examples of operational tools (forms, resource guides, microgrants) and managerial practices (embedded CAP staff, ED champions), consistent with the frequency signals.  
  
Hypotheses explaining geographic differences (and why some categories converged)  
1. Local pilot intensity and visible assets drive both attention and replicability claims. Hypothesis: geographies that received concentrated investment and visible assets (e.g., Chatham GA’s vans, microgrants) produce more explicit and frequent recommendations about scaling those tangible levers because stakeholders observed immediate, demonstrable results. Evidence: Maria Center described material investments ("panel vans") and Rachel Lipoff said she "would replicate it so many times" if resources allowed. By contrast, places with fewer upfront assets emphasize process and relationships because their leverage was behavioral rather than capital.  
2. Presence of local champions and managerial placement explains replication feasibility. Hypothesis: counties with named, locally rooted leaders (Curtis Moorman in Madison TN; local EDs in Butte CA) report greater capacity to replicate because those champions serve as knowledge brokers and legitimize CAP to partners and funders. Evidence: "Curtis Moorman... he just saw it from the beginning as everybody wins if we do this properly" (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx); Jacquelyn Clites: "the ED took a really active role in getting to know" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
3. Geography and travel/scale dynamics shape tactical choices. Hypothesis: rural/large states and widely dispersed chapters emphasize hub models, regional targets, and partner direct approaches because travel and budgets limit heavy central staffing. Evidence: Joel Sullivan notes geography impacts efficiency—"Tennessee, so long east to west... geography plays a role in being efficient" (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx); Josh Riddle proposes hub counties and coalitions as scalable architecture (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
4. Organizational placement (NHQ vs. region) shapes recommended replication modality. Hypothesis: respondents preferring national coordination emphasize speed, consistent vetting, and standardization (April Jones: "I don't think that CAP should be a part of the region. I think that it needs to be national."), while those advocating regionally embedded pilots highlight adaptation and local integration (Barry Falke: prefer "pilot program in regions... facilitated and supported by nhq"). The doctrinal split reflects different tradeoffs: national control for standardization and speed versus regional control for context adaptation and closer coordination.  
5. Frequency of mentions is driven both by demonstrable early wins and by interlocutor roles. Hypothesis: Chatham GA and Lee FL appear more often in the frequency tallies because they offered both visible wins (assets, pilots) and accessible learning artifacts (resource lists, playbooks), and because interviewees from those geographies included CAP staff, region staff, and chapter staff who all reported similar experiences—magnifying their footprint in analysis.  
  
Synthesis and implications for practical scaling  
- Common replicable elements across geographies that can be packaged now: (1) a short discovery scaffold plus asset/partner mapping, (2) standardized orientation templates and simple referral forms, (3) targeted microgrants or material investments (tool sheds, mobile units) to catalyze partners, (4) train‑the‑trainer curricula and peer coaching roles (CAP as mentor), and (5) structured knowledge‑sharing channels (region meetings, presentations, learning communities). Multiple documents support each of these elements with verbatim evidence: Katrina Long: "get it streamlined, written down, a process for it and get it all signed off on..." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx); Kristi Collins: "Joe came up with a form..." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx); Maria Center: "local organizations... pop up kitchens, panel trucks, generators..." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx); Joel Sullivan: "being seen as coaches on how to do this locally" (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx); Alicia Dougherty: "Any learnings or any best practices... we just got to make sure we share it out in the region." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx).  
- Differences that must be reconciled when scaling: whether to prioritize capital investments versus relationship development; whether governance and reporting should be centralized or regionalized; and how to tailor onboarding versus allow local adaptation. The transcripts show those tradeoffs repeatedly (e.g., Chatham’s asset orientation vs. Lee’s relationship orientation; April Jones’s national preference vs. Barry Falke’s regional pilot proposal).  
  
Concluding synthesis (without asking further questions)  
Across the geographic categories, respondents converge on a pragmatic recipe for scaling CAP practices: preserve the relationship‑first ethos, use small pilots and demonstrable events to prove impact, codify operational playbooks (orientation, referral forms, resource guides), and deploy targeted resourcing (microgrants, tool‑sheds, mobile units) where appropriate. The dominant differences—material‑heavy vs. relationship‑heavy approaches, national vs. regional governance, and hub‑county vs. single‑county units of scale—track sensibly with local conditions: where visible assets and local champions exist, staff point to asset replication; where capacity is limited or trust must be rebuilt, staff emphasize listening and long‑term relationship building. Frequency data (higher counts for Chatham GA and Lee FL) align with those patterns: Chatham’s documented asset investments and visible pilots produced repeated, tactical recommendations to scale that model; Lee’s repeated articulation of trust and partner training produced many references to core, replicable principles. Collectively, the transcripts recommend a blended scaling strategy: fund and demonstrate targeted investments to produce visible wins, simultaneously package basic playbooks and trainings, embed CAP into regional leadership routines to institutionalize learning, and require a listening/discovery step so each replication is adapted rather than blindly duplicated—an approach that preserves CAP’s relationship fidelity while enabling wider, context‑sensitive replication.

#### Code frequency by document/respondent

Frequency Chart



### Avoiding Ineffective Practices

#### Summary across all documents

Summary  
Overall, the collected transcripts converge on a clear set of ineffective practices to avoid and practical course corrections: stop siloed or uncoordinated outreach, eliminate rushed deployments without inclusive onboarding, and move from transactional one-off activities to durable, reciprocal partnerships. Equally important is reducing procedural friction for volunteers and partners, clarifying roles to prevent territorial conflict, and prioritizing relationship-centered measures over raw output counts. Some distinctive cautions emerged — avoid using unsupported ‘saturation’ claims to block partner capacity, resist over-concentrated funding that cannot be replicated, and prevent language/cultural mismatches that undercut engagement. Taken together, these findings point to an implementation agenda: coordinate proactively, document and streamline operational pathways, and design locally adaptive, accountable approaches that preserve momentum and trust.  
Analysis  
Coordinate outreach to avoid confusing partners and communities. The transcripts make clear that separate teams contacting the same external stakeholders produces real confusion — for instance Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reported that 'they were also approached by Biomed completely unbeknownst to the cap team. So there was confusion in the college leadership.<a href="#Avoiding Ineffective Practices-s-link1"><sup>[1]</sup></a>' That experience, coupled with the operational admonition in the same file that 'we've got to make sure the left hand truly knows who, what the right hand is doing,' supports a shared recommendation: institutionalize cross-team coordination (shared contact lists, briefings, and approval or notification workflows) so external partners and local leaders receive a single, predictable line of contact rather than overlapping approaches.  
1. they were also approached by Biomed completely unbeknownst to the cap team. So there was confusion in the college leadership.  
Provide inclusive, leadership-led onboarding and treat each launch as starting from zero. Multiple speakers emphasize that rushed deployments without mandatory orientation generate misunderstanding and surprise — Shawn Schulze insisted 'I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does.<a href="#Avoiding Ineffective Practices-s-link2"><sup>[2]</sup></a>' Complementing that, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx urged teams to 'Assume that everybody is completely ignorant and that if you don't take those necessary initial steps, you could be asking and inviting a lot of confusion.<a href="#Avoiding Ineffective Practices-s-link3"><sup>[3]</sup></a>' Together these statements point to a shared practice to avoid: launching staff or programs without full, documented introductions to local roles, stakeholders, and expectations; the transcript evidence favors formal orientation, broad invitations to local leadership, and a default-to-zero mindset to reduce avoidable friction.  
1. I think there should have been a mandatory orientation where they learn all about the region, all the work that the region does.  
2. Assume that everybody is completely ignorant and that if you don't take those necessary initial steps, you could be asking and inviting a lot of confusion.  
Move away from one-off, transactional interventions and toward reciprocal, sustained partnership. Several contributors caution that short-term deployments or event-based activities are insufficient: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed 'I do think preparedness has also been highly transactional' and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx warned that this approach 'feels very transactional' and risks portraying the Red Cross as a deliverer rather than a collaborator. The shared implication is to avoid transactional practice by investing time in partner relationships, co-designing roles, and shifting from episodic outputs to capacity-building that local organizations can sustain.  
Reduce procedural friction for volunteers and convert interest through timely follow-up. Contributors repeatedly identify onboarding complexity and missed conversion as ineffective practices to avoid; as Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx put it, 'I'm your partner. It shouldn't be this hard for me to volunteer with you.<a href="#Avoiding Ineffective Practices-s-link4"><sup>[4]</sup></a>' At the same time, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx candidly admits 'I will say I did not follow up,' illustrating how interest can evaporate without a reliable follow-up process. Together these quotes point to two correlated remedies: simplify volunteer sign-up and screening proportionally to role risk, and build explicit, staffed follow-up workflows so expressions of interest become active contributors.  
1. I'm your partner. It shouldn't be this hard for me to volunteer with you.  
Define and communicate roles clearly to avoid turf fights and duplicated effort. Multiple interviewees link interpersonal friction and unclear boundaries to operational waste: Michelle Averill illustrated the problem with 'It was a tough start for Gabby because Patsy wasn't wanting to give up, you know, some of that control,' and Shawn Schulze warned that 'Once you get egos involved and you've got a CAP production manager who's trying to do his own job and an ED who's trying to do their own job.<a href="#Avoiding Ineffective Practices-s-link5"><sup>[5]</sup></a>' These observations converge on a shared practice to avoid—deploying teams without documented role definitions, escalation pathways, and early participation of incumbent managers—because ambiguity invites territorial resistance and redundant work.  
1. Once you get egos involved and you've got a CAP production manager who's trying to do his own job and an ED who's trying to do their own job.  
Be cautious of output-centered programs that sacrifice depth for counts. Several respondents argue that numeric targets can misdirect effort: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx warns that a target like '500 smoke alarms' 'is not nearly as effective as an intervention strategy for community resiliency,' and Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx observes that much of the work 'is based on numbers' rather than relationship building. The shared takeaway is to avoid producing high counts that lack community integration; instead prioritize targeted interventions, relationship metrics, and measures of sustained local capacity.  
Avoid administrative or procedural refusals that block partner action and stop local momentum. Firsthand accounts describe efforts to engage partner volunteers being repeatedly declined — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx stated 'we were just shut down every time. We did not get any movements on that.' Paired with the observation that 'that conversation and that momentum going, and then it's a halt at the<a href="#Avoiding Ineffective Practices-s-link6"><sup>[6]</sup></a>' from Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx, these quotes support a clear recommendation: reassess policies and approval pathways that create unnecessary stoppages, and adopt lightweight, timely mechanisms to capture interest and convert local momentum into action.  
1. that conversation and that momentum going, and then it's a halt at the  
Additional Insights  
Claims of 'saturation' were sometimes used to block local capacity-building rather than as data-driven limits. The interview in Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts that 'I was told, no, that this, we were saturated and did not need any more DAP volunteers,' describing an institutional practice where saturation became a protective rationale that halted partner volunteer development. This perspective is a distinct caution: avoid reflexive use of saturation claims without transparent data or an explicit review process, because doing so can freeze useful capacity growth and frustrate frontline efforts to build resilience.  
Highly concentrated investments can produce inequity and models that cannot be replicated elsewhere. Barry Falke cautioned in Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx that 'It creates some inequity at times' and noted a $1.2 million spend in a small county 'that obviously is not replicable.' This is a unique operational concern: avoid designing pilots that require unsustainable funding levels or that concentrate resources so narrowly they produce inequitable outcomes and unrealistic expectations for other jurisdictions.  
Deploy staff who match community language and cultural needs rather than relying on generic teams. A concrete example from Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx describes an event 'held ... where the congregation only spoke Spanish' while 'the person that they sent out ... only spoke English.' This unique, practical failure underscores that avoidable cultural and linguistic mismatches reduce the effectiveness of outreach; planners should prioritize language-capable, culturally attuned staffing or partner-led translations rather than assuming a one-size-fits-all deployment will work.

#### Comparison across segments

Analysis across Groups occupation

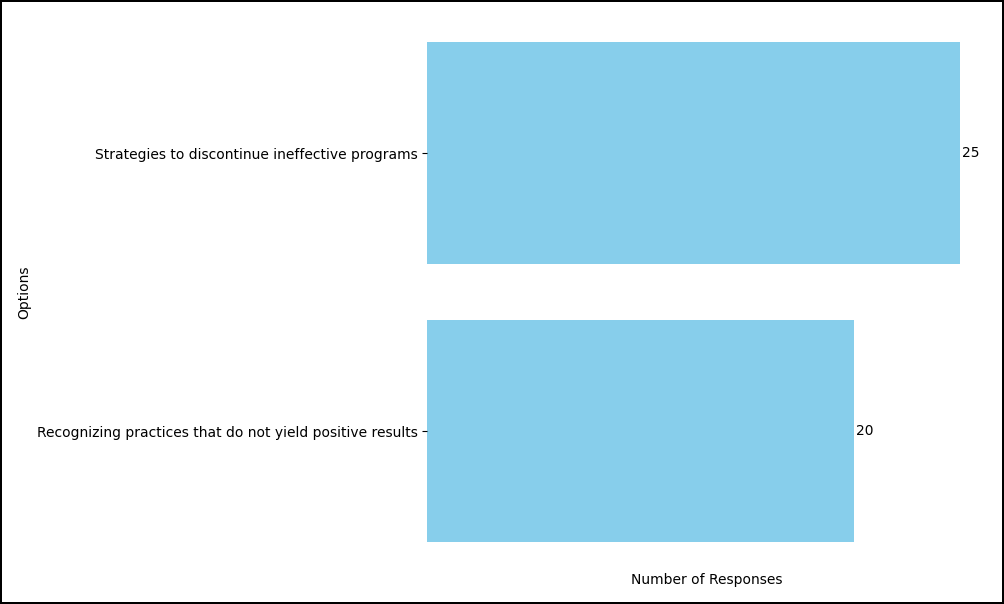
CAP Staff share a persistent focus on avoiding transactional, procedurally burdensome, and siloed practices that block volunteer recruitment and community trust. Across CAP Staff transcripts the recurring theme is that administrative friction, one‑off interactions, and rigid internal practices drive away partners and volunteers and undermine impact. For example, CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states plainly, "I would say we've learned our lesson about trying to do things in silos, right." CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reinforces the relational critique with, "They continue to be transactional. You just change their title." Operational friction and onboarding barriers are also raised by CAP staff: CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx complains, "I'm your partner. It shouldn't be this hard for me to volunteer with you," and CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reports community feedback that "it's not simple enough" and that people fear obligations. These verbatim statements show CAP Staff emphasize eliminating burdensome sign‑ups and background processes, stopping superficial outreach tactics, and replacing short, transactional interventions with relationship‑centered, locally adapted engagement. The frequency data reinforce this emphasis: for the option labeled "Recognizing practices that do not yield positive results," CAP Staff account for 12 of 20 occupation‑tagged mentions, and for "Strategies to discontinue ineffective programs" CAP Staff account for 15 of 25—the largest counts across occupations—indicating CAP Staff documents most often surface and insist on discontinuing these ineffective frontline practices.  
  
Region Staff share a consistent viewpoint that ineffective practices are strategic misalignments: overly localized pilots that create inequity, transactional preparedness that lacks durable partnerships, and meetings or processes that inform without producing action. Region Staff frame avoidable behaviors at the system and scaling level—warning against inequitable funding concentration, siloed CAP functionalization, and metric overload. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx cautions that concentrated investments "creates some inequity at times" and criticizes "highly transactional" preparedness: "I do think preparedness has also been highly transactional. Right. And so it's like, we're going to send a team of people to your community." Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx pinpoints ineffective meeting design: "it seems like it's still at that place of just informing rather than figuring out kind of how to, to move things along." Another regional observation from Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx highlights escalation and integration failures: "our CAP team didn't feel or didn't know how to escalate an issue when they saw it." These verbatim quotes reveal Region Staff worry about scalability, equity, and governance—avoiding pilots that can't be replicated, meetings that create reports but not decisions, and organizational structures that functionalize CAP outside region workflows. The occupation‑level counts show Region Staff contributed fewer direct mentions of the two options (4 of 20 and 6 of 25) than CAP Staff, consistent with Region Staff speaking more about structural risks and tradeoffs rather than the granular procedural barriers emphasized by CAP Staff.  
  
Chapter Staff share a common viewpoint that ineffective practices are rooted in insufficient onboarding, poor internal coordination, and information gaps that produce rumors, role confusion, and missed volunteer opportunities. Chapter Staff narratives concentrate on everyday coordination mechanics—who gets briefed, where relationships live, and small habits (weekly meetings, early introductions) that prevent chaos. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observes, "of information, I think people make up scenarios," calling out rumor risks when communications are sparse. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx prescribes a simple coordination remedy: "By having a weekly meeting, it saves me hours on the back end of having to have conversations one off." Tamica\_Jeuitt in Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx urges early local engagement and candor: "be honest with where you are, you know, don't over deliver." These direct quotes show Chapter Staff value clear, frequent, and modest remedies—routine meetings, mandatory orientation, and shared introductions—to prevent siloed behavior, prevent duplication, and protect community trust. The counts for both recognition and discontinuation options attribute 4 mentions each to Chapter Staff, consistent with their emphasis on practical, local‑level fixes rather than large strategic pivots.  
  
Cross‑category comparison: shared emphases, divergent focal points, and likely causes. All three occupational categories converge on core principles: avoid siloed, transactional behavior; invest in trust‑based partnerships; and ensure follow‑through rather than symbolic presence. For instance, CAP staff say "they continue to be transactional" (CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), Region staff warn "we're going to send a team of people to your community" as transactional (Barry\_Falke), and Chapter staff observe siloing directly: "Just that they worked in a silo. That's all though." (Caedy\_Minoletti). These cross‑category verbatim statements illustrate a shared recognition that surface‑level activity (tables, giveaways, one‑off events) is ineffective and must be replaced by deeper collaboration.  
  
Where categories diverge is in scale and emphasis. CAP Staff most frequently call out procedural barriers and volunteer onboarding as primary causes of ineffectiveness—quotes such as "I'm your partner. It shouldn't be this hard for me to volunteer with you." (Cindy\_Magnuson) and "we were just shut down every time. We did not get any movements on that." (Katrina\_Long) show a frontline frustration with administrative gating and contradictory guidance. Region Staff, by contrast, emphasize system design and equity: "It creates some inequity at times" and "not replicable" (Barry\_Falke) and "it seems like it's still at that place of just informing rather than figuring out" (Krista\_Coletti) illustrate attention to organizational coherence, equitable resource allocation, and governance. Chapter Staff focus on tactical coordination and information flow—"When there's lack of information, I think people make up scenarios." (Caedy\_Minoletti) and "By having a weekly meeting, it saves me hours" (Michelle\_Averill) highlight small, day‑to‑day practices to prevent ineffective outcomes.  
  
The frequency data illuminate this pattern: CAP Staff account for the largest share of references to both recognizing ineffective practices (12 of 20 occupation‑tagged mentions) and strategies to discontinue ineffective programs (15 of 25). This statistical skew supports the qualitative reading that CAP Staff—positioned at the interface of program rollout and community activation—are most likely to flag and seek to discontinue specific on‑the‑ground practices (onerous onboarding, procedural denials, claims of "saturation"), while Region and Chapter Staff contribute proportionally fewer mentions and orient those mentions to strategy and coordination respectively.  
  
Hypotheses explaining category‑based perspective differences (and occasional alignment):   
- Role proximity to execution shapes focus. CAP Staff are frontline implementers whose daily work exposes them to volunteer drop‑off, partner resistance, and procedural gatekeeping; thus they emphasize operational simplification and conversion mechanics (e.g., "we were never specifically told that we were cultural change agents." —Nate\_Millard highlights unclear role framing imposed on CAP staff). Region Staff manage cross‑jurisdictional strategy, budgets, and equity decisions, so they pay attention to scaling risks and whether concentrated investments are replicable ("we've been able to invest $1.2 million in this county... that obviously is not replicable." —Barry\_Falke). Chapter Staff operate within chapters and see immediate friction from poor onboarding and siloing—hence their focus on meetings, orientation, and information cadence ("I think there should have been a mandatory orientation..." —Shawn\_Schulze).   
- Accountability and metrics drive differing critiques. Region Staff speak to metric overload and premature pilot termination ("we try new things and we have a tendency to want to just stop them because we don't see the immediate results." —Krista\_Coletti), while CAP Staff call out when metrics crowd out relationships ("a large part of it... is based on numbers. And so it's not necessarily based on relationship building" —Gilda\_Ebanks). Chapter Staff emphasize concrete, implementable tracking and sharing so coordination works in practice ("We would get an email once, maybe a quarter... but no specific names." —Caedy\_Minoletti).  
- Information asymmetry and territoriality explain some disagreements. Multiple documents report territorial behavior and opaque communications (Maria\_Center: "people can get territorial... these are Red Cross relationships"; Priscilla\_Fuentes: "we're also not even part of their performance review process"). Where CAP teams feel shut out from volunteer activation (Katrina\_Long: "we did not get any movements"), Region and Chapter actors may simultaneously worry about equitable distribution of attention and scarce staff capacity—leading to divergent prescriptions (restrictive gating vs. streamlined onboarding).  
  
Areas where categories did not produce distinct perspectives. Despite role differences, all categories converge on several prescriptions: avoid transactional, superficial interventions; prioritize trust and partner‑led entry; prevent siloing by integrating CAP activities with chapter and regional routines; and ensure consistent follow‑up rather than abandoning initiatives after initial contact. Representative cross‑category quotes illustrate this alignment: CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx advises "get to know your house first" (internal coordination), Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx argues against a "transactional approach" and for steady presence ("that time just doesn't exist"), and Chapter staff advocate weekly check‑ins ("By having a weekly meeting, it saves me hours" —Michelle\_Averill). These consistent themes suggest organizational culture and the nature of community engagement impose common constraints that cut across occupational lines.  
  
Implications drawn from the quotes and counts. The heavier volume of CAP Staff references to recognizing and discontinuing ineffective practices implies the organization should prioritize frontline procedural reforms—streamlined volunteer pathways, tiered onboarding, clear escalation channels, and documented workflows—to address the problems CAP staff raise most often (e.g., "I will say I did not follow up." —Curtis\_Morman and "some alarms got lost. Some documents were not done correctly." —Hansel\_Ibarra). Simultaneously, Region Staff priorities about equity and replicability (Barry\_Falke) call for deliberate funding frameworks and evaluation time horizons so pilots do not produce unfair regional outcomes or unsustainable expectations. Chapter Staff recommendations—regular, simple coordination mechanisms and orientation—are low‑cost, high‑leverage interventions (weekly meetings, mandatory orientation) that would reduce rumor, role confusion, and wasted outreach ("When there's lack of information, I think people make up scenarios." —Caedy\_Minoletti).  
  
Overall synthesis and conclusion. Across the corpus, the occupation categories produce complementary rather than contradictory perspectives on avoiding ineffective practices: CAP Staff document and press to remove immediate, procedural barriers to partnership and volunteering; Region Staff caution about strategic design, equity, and measurement choices; Chapter Staff insist on routine coordination, early inclusion, and clear communication to prevent local friction. The strongest actionable alignment from the verbatim evidence supports three priorities: streamline volunteer and partner onboarding and create tiered pathways ("I'm your partner. It shouldn't be this hard for me to volunteer with you." —Cindy\_Magnuson), institutionalize simple coordination rituals and onboarding to prevent siloing and rumor ("By having a weekly meeting..." —Michelle\_Averill; "Simply come in as regional leadership. Get everybody around the table..." —David\_Hicks), and set realistic, phased expectations for pilots to avoid inequitable, non‑replicable investments ("It creates some inequity at times... that obviously is not replicable." —Barry\_Falke). These conclusions synthesize the cross‑category verbatim evidence and the occupation counts showing CAP Staff surfaced most of the operational discontinuation pressure, while Region and Chapter Staff framed complementary system and coordination fixes essential to sustained improvement.

Analysis across Groups Geography

This essay summarizes how respondents across the Geography category describe which practices to avoid to prevent ineffective CAP (community awareness/preparedness) programming, using each specified geography as a separate analytic unit. Each paragraph begins by naming the shared viewpoint that unites documents tied to that geography, then elaborates and cites verbatim quotes (with document names) to show how the view is expressed in multiple transcripts. After the per-geography paragraphs I compare and contrast across geographies and offer hypotheses explaining differences (and similarities), incorporating the frequency data and the largest count differences where relevant.  
  
Tulare, CA — Shared viewpoint: appointment models and equity tradeoffs must be weighed against local access and partner input. Respondents from the Tulare-linked file emphasize that operational efficiency (e.g., appointment-based delivery) can exclude people and that program design must lean on local partners and community intelligence. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "cap jurisdictions we again we did one on appointment based model that was effective. But in hindsight I also ask did we, did we. Who did we miss because of that equity wise for people" and the same file advises partnership and local consultation: "What we've changed is I think we're asking more questions about how do we provide this service delivery in a more equitable fashion and leaning in to partners and the information they know about community has been really helpful." These statements together highlight that Tulare-area voices view over-formalized access (appointments only) as an ineffective practice to avoid and recommend partner-informed, equity-sensitive design instead.  
  
Sarasota, FL — Shared viewpoint: transactional behaviors and shallow, metric-focused outreach undermine community trust and depth. Two Sarasota-linked transcripts converge on the critique that surface-level presence and counting outputs rather than investing in relationships produce ineffective results. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx warns, "They continue to be transactional. You just change their title." The same file adds the depth-versus-breadth critique: "it turns into exactly what I have observed into the regions that they touch everything at the two inch level but they don't go two miles deep." Region/Chapter input (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) reinforces the need to move meetings from information-only to action-focused: "it seems like it's still at that place of just informing rather than figuring out kind of how to, to move things along." Together these Sarasota files identify transactional presence and superficial metrics as ineffective practices to avoid.  
  
Cameron, TX — Shared viewpoint: prior operational failures and rushed rollouts create accountability gaps; learn from mistakes and slow down integration. Cameron-area transcripts emphasize concrete accountability failures and the harm of rushed, unintegrated deployments. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recounts past errors: "some alarms got lost. Some documents were not done correctly." That same file urges streamlined onboarding and lower partner burden: "every time I heard was, no, they have to do a background check... they have to take classes. And now it's more of a yeah, you know what, let's have them come up, we'll sign them up and we'll see how we can plug." Region/Chapter input (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) diagnoses the root cause: "When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate." Combined, Cameron respondents identify failures of accountability, excessive procedural barriers, and rushed rollouts as ineffective practices to stop.  
  
Terrebonne, LA — Shared viewpoint: siloed activity and a metrics-first posture harm community relevance; partner-grounded work is preferable. CAP staff in Terrebonne caution against siloed implementation and prioritizing numbers over relationships. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx says, "I would say we've learned our lesson about trying to do things in silos, right," and criticizes output-driven framing: "a large part of it, is based on numbers. And so it's not necessarily based on relationship building, it's based on the number of smoke alarms that they can get installed and things like that." These comments identify siloed operations and metrics-first programs as ineffective practices to discontinue in favor of partner-integrated, relationship-centered approaches.  
  
Yazoo, MS — Shared viewpoint: avoid overpromising and siloed work; be honest about capacity and follow through. Yazoo-associated documents converge on transparency, honest commitments, and integration. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx warns, "You can't reassess the community without talking to the people, because we can look at data all day," and notes the off-putting complexity of signup: "I think that the things that have been said to me directly is, oh, you know, it's not simple enough... people fear that... I'm going to get all these calls... and I don't want to be obligated." Chapter staff echo the integration imperative: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx counsels, "be honest with where you are, you know, don't over deliver... My biggest concern... is not to break the trust of the community," while Region staff (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) warns against narrow contact blinders—"we had our blinders on sometimes of who you would talk to in a community." Together these Yazoo statements call out overpromising, data-only reassessment, procedural friction, and siloed outreach as ineffective practices to avoid.  
  
Madison, TN — Shared viewpoint: missed follow-up, duplicate outreach, and unclear ownership create friction; structured onboarding and coordination are required. Madison-linked files point to lost opportunity through poor follow-up and uncoordinated contact. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx admits, "I will say I did not follow up." Region/Chapter input (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) describes duplicate outreach and the remedy: "they were also approached by Biomed completely unbeknownst to the cap team... we've got to make sure the left hand truly knows who, what the right hand is doing" and recommends leadership-led onboarding: "Simply come in as regional leadership. Get everybody around the table and make sure you include all staff... and just present an overview." Madison respondents therefore identify poor follow-up, duplicate/uncoordinated outreach, and lack of onboarding as ineffective practices.  
  
Atlantic, NJ — Shared viewpoint: ad hoc detection and unsustainable one-off responses are ineffective; build structured notification and support systems. Atlantic-area reflections stress that informal, reactive detection and unsustainable one-off responses cannot be relied upon. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx says, "I would find something on social media... and I would reach out and say, hey, do you need help?... Now, that's not sustainable. Obviously, we're not able to just kind of jump up and, and run and do it." This file therefore identifies ad hoc social-media detection and ad hoc mobilizations as ineffective practices to avoid and recommends creating more formal notification and support pathways.  
  
Montgomery, AL — Shared viewpoint: avoid takeover approaches and prioritize influence and local capacity; centralizing resources without partner infrastructure risks failure. Montgomery-linked voices emphasize influence (not takeover) and caution against targeting the smallest communities without viable partners. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx frames the stance: "explain what we've learned in a non takeover kind of way," urging influence rather than replacement. Region input (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) warns, "we had our blinders on sometimes of who you would talk to in a community," and flags unsustainable grant dependence: "the financial grant component... it wasn't something that we could fully sustain at the level." Montgomery respondents thus treat takeover-style interventions and unsustainable funding models as ineffective practices to avoid.  
  
Jackson, OR — Shared viewpoint: procedural gatekeeping and lack of escalation pathways block volunteer and partner integration; provide clear escalation and reduce bureaucratic barriers. Jackson-linked documents point to formal rules blocking collaboration and the absence of escalation channels. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts being blocked: "And to be honest, we were just shut down every time. We did not get any movements on that." She adds, "And we were told no because it wasn't an official Red Cross activity." Region staff (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) identifies a structural gap: "our CAP team didn't feel or didn't know how to escalate an issue when they saw it." These Jackson voices identify gatekeeping, contradictory guidance, and the lack of escalation mechanisms as ineffective practices to discontinue.  
  
Lee, FL — Shared viewpoint: onerous onboarding, procedural red tape, and transactional outreach deter volunteer and partner engagement; adopt tiered pathways and partner-led approaches. Lee-area transcripts repeatedly flag procedural friction and cold outreach as barriers. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx declares, "I'm your partner. It shouldn't be this hard for me to volunteer with you," and documents procedural burdens: "the signup process... became a roadblock and a barrier." Region input (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) calls for more action-focused meetings: "it seems like it's still at that place of just informing rather than figuring out kind of how to, to move things along," while CAP staff (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) notes, "there's a lot of red tape and a lot of signing up." Lee respondents therefore identify heavy onboarding, one-size-fits-all screening, and transactional, cold outreach as ineffective practices to eliminate in favor of tiered pathways and partner-led access.  
  
Monterrey, CA — Shared viewpoint: internal rigidity and lack of "knowing your house" reduce program adaptability; coordinate with fundraising and lines of service. Monterrey-area contributions emphasize avoiding a rigid expert posture and internal misalignment. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx concedes, "I'm not gonna deny that sometimes we are set in our ways... this is a Red Cross way or the hard way kind of thing," and prescribes internal coordination: "For CAP best practices. It's like, get to know your house first." Chapter staff (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) endorses routine check-ins: "By having a weekly meeting, it saves me hours on the back end of having to have conversations one off." Monterrey respondents thus identify rigid, prescriptive internal approaches and lack of internal coordination (including fundraising alignment) as ineffective.  
  
Butte, CA — Shared viewpoint: insufficient internal learning, unclear role framing and rumor-driven confusion come from poor information flows and weak onboarding. Butte-area transcripts stress reciprocal learning, clear role definitions, and transparent communication. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx laments, "We were never specifically told that we were cultural change agents," and urges internal "self discovery" before community discovery. Region/Chapter (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) says CAP teams "worked fairly siloed... part because they were new," and Chapter staff (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) warns, "of information, I think people make up scenarios." Butte respondents therefore call out poor internal orientation, siloing, and rumor-prone information gaps as ineffective practices to avoid.  
  
Mississippi, AR — Shared viewpoint: transactional preparedness, inequitable, unscalable high-investment pilots, and slow onboarding are ineffective. Mississippi-area input calls out transactional preparedness and inequity from concentrated investments. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "I do think preparedness has also been highly transactional. Right. And so it's like, we're going to send a team of people to your community," and warns, "It creates some inequity at times... invest $1.2 million in this county of 50,000 people... that obviously is not replicable." CAP staff local example (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) echoes overextension concerns: "our county in particular is saturated in blood drives." Mississippi respondents therefore identify transactional, narrowly targeted pilots and overextension/inequitable investments as ineffective practices to avoid.  
  
Lake, IN — Shared viewpoint: claiming presence without boots-on-the-ground engagement and cultural mismatches are ineffective; lead with partners and accompany community entry. Lake IN contributors emphasize real presence and partner-led entry. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx warns, "we say we're in these communities, but we truly aren't in and we're not boots on the ground," and prescribes partner-led entry: "it is best to lead with a partner organization and to go hand in hand. You're holding hands and you're walking through the door together." The file also documents a language mismatch example that undermined outreach: "they Held it in one of our areas where the... congregation only spoke to Spanish... the person that they sent out... only spoke English." Lake IN respondents therefore identify superficial presence and poor cultural/linguistic matching as ineffective practices.  
  
Chatham, GA — Shared viewpoint: reactive recruitment and transactional engagement undermine steady volunteer capacity; sustained, locally rooted presence and activation of volunteers are required. Chatham-linked transcripts stress moving beyond disaster-only, reactive recruitment. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx argues, "the current strategy in disaster prone areas is definitely just get responders as they come when there's a disaster," and laments poor activation: "we have close to 300 volunteers... how many of those people were called on, it was 17." Region/Chapter staff (Transcript Region\_Chapter\_Steady\_State\_Maria\_Center\_2025\_0827.docx) likewise warns about territoriality and coordination: "Something that I have noticed is that, you know, people can get territorial... people can get possessive of what they perceive as being their relationships." Chatham respondents therefore find reactive, transactional recruitment, inflated volunteer rosters without activation, and territorial behavior to be ineffective practices to avoid.  
  
Lake, CA — Shared viewpoint: late or mid-cycle integration and siloed deployment inhibit recruitment and volunteer engagement; integrate CAP earlier and recruit CAP volunteers intentionally. Lake CA-linked comments (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) stress the timing and integration lesson: "to integrate them again more into the region from the beginning instead of having them feel siloed," and note missing early recruitment: "What I haven't seen in either is recruitment for CAP volunteers... that would have been a good step." Lake CA thus treats mid-year integration and siloed rollout without volunteer recruitment as ineffective.  
  
Warren, KY — Shared viewpoint: procedural red tape and centralized, one-off deployments miss local needs; partner-direct, local-led models avoid ineffective centralization. Warren-mapped transcripts echo the need to reduce red tape and decentralize. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx describes procedural friction: "there's a lot of red tape and a lot of signing up and volunteer connection and shifts have to be created." Region/Chapter (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx) warns poor presentations can harm partnerships: "We think we didn't present well and we did more damage than we did good." Both point toward avoiding administratively heavy, centralized one-offs that do not match local participation patterns and toward partner-direct/local-led outreach.  
  
Cross-category comparison, contrasts, and hypotheses  
  
Shared emphases across geographies  
- Strong cross-cutting consensus: Across almost all geographies, respondents emphasized avoiding siloed operations, transactional or cosmetic partnerships, excessive procedural barriers for volunteers and partners, rushed rollouts, and overreliance on output-only metrics. Representative verbatim expressions from different geographies illustrate this convergence: "I would say we've learned our lesson about trying to do things in silos, right" (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx, Terrebonne LA) and "Just that they worked in a silo. That's all though." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx, Butte CA). Similarly, the rejection of transactional approaches recurs: "They continue to be transactional. You just change their title." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx, Sarasota FL) and "I do think preparedness has also been highly transactional. Right." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx, Mississippi AR). These shared statements reveal an organizationally widespread view that relational, coordinated, and context-adapted approaches are superior and that practices undermining trust or coordination are inherently ineffective.  
  
Notable cross-geography variations and likely drivers  
- Variations by emphasis: Although many geographies raise similar themes, specific emphases differ by place. For example:  
 - Accountability and technical mistakes are prominent where prior operational failures occurred (Cameron, TX): "some alarms got lost. Some documents were not done correctly." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). That locality therefore stresses accountability and follow-through more than some others.  
 - Equity tradeoffs in delivery models and appointment-based choices surfaced very clearly in Tulare, CA and Margarita Moreno's linked transcript: "Who did we miss because of that equity wise for people" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), while other geographies emphasized partner capacity or funding sustainability (Mississippi AR).  
 - Volunteer activation versus raw counts is a particular concern in Chatham, GA: "we have close to 300 volunteers... how many of those people were called on, it was 17." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). That emphasis flows from areas that tested mass recruitment but saw poor retention or activation.  
  
- Differences correlated with document source types and local experiences: The provided frequency mappings show two related patterns: CAP Staff contributed the largest share of statements (e.g., for "Strategies to discontinue ineffective programs": CAP Staff 15 of 25), while Region Staff and Chapter Staff contributed fewer. Where CAP Staff dominated, there is more attention to onboarding processes, volunteer pathways, and replication capacity (e.g., Lee FL, Butte CA, Monterrey CA). Where Region or Chapter staff appear more often (e.g., Region/Chapter voices in Madison TN and Butte CA), the language stresses internal coordination, roles, and leadership buy-in ("we've got to make sure the left hand truly knows who, what the right hand is doing." — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). This occupational distribution helps explain why some geographies focus on procedural onboarding and volunteer-tiering while others prioritize governance, escalation pathways, and funding equity.  
  
Incorporating the frequency counts and largest differences  
- Two overall tallies provided in the context flag where topics showed different geographic prevalence. For "Recognizing practices that do not yield positive results" overall count = 20 with geographical top contributors including Yazoo MS (3), and for "Strategies to discontinue ineffective programs" overall = 25 with top geographies including Butte CA (3), Lee FL (3), Yazoo MS (3), and Butte CA again. These counts indicate that:  
 - Yazoo MS repeatedly surfaced both diagnostic ("recognizing") and prescriptive ("strategies to discontinue") statements—consistent with the multiple documents from that geography stressing honesty, follow-through, and avoiding overpromising ("be honest with where you are... don't over deliver." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx).  
 - Butte CA and Lee FL appear in the higher-count group for strategies, consistent with multiple transcripts from those places providing concrete, actionable recommendations (e.g., Butte: "We were never specifically told that we were cultural change agents." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx and Chapter-level routines like "By having a weekly meeting, it saves me hours..." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx; Lee FL: "I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx).  
- Hypothesis: higher counts in certain geographies reflect where multiple respondents (CAP, Region, Chapter) converged on the same pain points (e.g., Butte CA’s combination of CAP, Region, and Chapter voices pointing to onboarding, role clarity, and meeting cadences).  
  
Why different categories might produce diverse perspectives—or not  
- Hypothesis 1 — Local history and salient failures shape focus: When a geography has a vivid prior failure (lost smoke alarms in Cameron, TX), local respondents prioritize accountability and follow-up. In contrast, jurisdictions that experienced successful pilot investments but worried about equity (Tulare, Monterrey, Mississippi AR) emphasize sustainability, scaling prudence, and equity in distribution.  
- Hypothesis 2 — Occupational vantage shapes the proposed remedies: CAP Staff (often responsible for community-facing tasks and scaling) emphasize streamlined volunteer pathways, tiered onboarding, and avoiding procedural choke points ("I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Region/Chapter staff (responsible for governance and ongoing operations) emphasize integration, role clarity, and escalation paths ("we've got to make sure the left hand truly knows who, what the right hand is doing." — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). This division explains why some geographies foreground operational fixes (weekly meetings, MOUs) while others call for simplification of volunteer processes.  
- Hypothesis 3 — Program maturity and resource mix affect emphasis: Places with high initial grant-driven investment (Mississippi AR) worry about inequitable, non-replicable pilots ("It creates some inequity at times... invest $1.2 million in this county... not replicable." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). By contrast, less-resourced counties focus on practical, low-burden outreach and boots-on-the-ground presence (Lake IN: "it is best to lead with a partner organization and to go hand in hand." — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx).  
- Why categories sometimes do not influence perspectives: Despite variation, many geographies mirror the same overarching lessons (avoid siloing, avoid transactionality, reduce procedural friction). This commonality suggests strong organizational norms and shared training, meaning geographic differences are often about emphasis and examples rather than fundamentally different prescriptions. In other words, geography modulates the local illustration and priority but rarely changes the core principle: prioritize relational, coordinated, context-adapted work.  
  
Synthesis of practical, cross-cutting "avoid" rules grounded in local quotes  
- Avoid siloed deployments and token inclusion (Terrebonne LA: "learned our lesson about trying to do things in silos"; Butte CA: "Just that they worked in a silo. That's all though.").  
- Avoid transactional or cosmetic partnerships and metrics-only approaches (Sarasota FL: "They continue to be transactional. You just change their title."; Terrebonne LA: "it's not necessarily based on relationship building... based on the number of smoke alarms").  
- Avoid excessive procedural friction for volunteers and partners; design tiered, role-appropriate pathways (Lee FL: "It shouldn't be this hard for me to volunteer with you"; Butte CA/Monterrey CA: calls for weekly coordination and "get to know your house first.").  
- Avoid rushed rollouts, mid-cycle integration, and building while flying (Cameron TX: "felt very rushed and there was no plan of how you integrate"; Butte CA/Nate Millard: "I would not integrate mid year... so much what we did was building the plane while we were flying it.").  
- Avoid overreliance on grant-driven, high-investment single-county pilots that cannot be scaled equitably (Mississippi AR: "It creates some inequity... not replicable"; Mark Beddingfield: "financial grant component... it wasn't something that we could fully sustain").  
  
Concluding analytical note (no question): The transcripts across geographies contain a coherent set of warnings about ineffective practices—siloed work, transactionalism, procedural friction, rushed rollouts, and misaligned metrics—although each geography emphasizes the variant of that problem most salient to its local history, staffing composition, or resource profile. Quotes above demonstrate both the consistency of the core messages and the locally specific rationales: "we've learned our lesson about trying to do things in silos" (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx, Terrebonne LA) and "some alarms got lost. Some documents were not done correctly." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx, Cameron TX) illustrate how a common set of principles is shaped by place-specific experience. The frequency data (higher counts for CAP Staff in the "strategies to discontinue" category and concentration of multiple observations in places like Butte CA, Lee FL, and Yazoo MS) supports the hypothesis that where multiple organizational vantage points converge locally, more concrete recommendations and prescriptive strategies emerge. Overall, the cross-geographic synthesis points toward a unified strategy: center relationship-based, locally adapted design; reduce unnecessary procedural friction; invest in intentional onboarding, coordination, and escalation mechanisms; and calibrate replication and funding so that scale does not compromise equity or local capacity.

#### Code frequency by document/respondent

Frequency Chart



### General Recommendations

#### Summary across all documents

Summary  
Overall, the documents converge on pragmatic general recommendations: preserve an early discovery period, prioritize sustained presence and listening, pilot before scaling, integrate CAP into leadership routines with clear role definitions, and support partners with flexible funding and capacity building. Common operational themes include simplifying volunteer onboarding, creating low‑barrier event roles that lead to training, documenting protocols to survive turnover, and aligning CAP messaging with fundraising efforts while avoiding exclusive language. Dissenting or contrasting views surface around organizational placement (national vs. regional), the pace and breadth of replication, and whether mindset change may be a higher‑order priority than additional funding. Together these shared and unique viewpoints advise a balanced approach: protect quality through measured pilots and partner investment, while preparing governance, funding, and communication systems to enable responsible, sustainable expansion.  
Analysis  
Sustained, visible presence combined with a listening-first posture is essential for community trust and actionable insight. For example, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx stated, 'we always say, presence is a mission.<a href="#General Recommendations-s-link1"><sup>[1]</sup></a>' And Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx recommended that teams 'Just go into a place and ask a question. And if you go in with humility ... people are going to share,' which together suggest CAP should prioritize regular in-person engagement, humble inquiry, and activities that convert listening into concrete, short-term responses to community‑expressed needs.  
1. we always say, presence is a mission.  
Begin engagements with an explicit discovery period and treat early integrations as pilots to surface lessons before broader replication. As Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx observed, 'The discovery period, I think, is crucial and necessary,' and Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx advised that 'these initial groups that have integrated, being the pilot ... and learning from that.' Together these comments recommend allocating time and modest resources to upstream learning, documenting results, and using staged pilots to calibrate footprint size and staffing before scaling.  
Integrate CAP into regional leadership forums and establish joint goals and accountabilities to prevent confusion and build ownership. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recommended 'Inviting a CAP team manager to the regional leadership team meetings,' and Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reflected that 'I think the joint goal planning piece would have been really helpful from the very beginning.' These practices point to formalizing meeting cadences, onboarding leaders to CAP objectives, and embedding CAP-related expectations in shared planning and performance mechanisms to normalize collaboration.  
Maintain a two-tiered resourcing approach (predictable micro‑grants locally plus a national reserve for larger investments) and fund partner capacity assets. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx recommended a centralized 'pool of money' for obvious larger projects, while Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx urged investing in partners—'pop up kitchens, panel trucks, generators ... grant writing support'—so local organizations can respond and sustain operations, indicating targeted funding is catalytic to partner self‑reliance.  
Use low‑barrier, event-based volunteer roles as gateways, then convert participants into sustained contributors through chapter-delivered training and train‑the‑trainer approaches that enable partners to lead. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx described starting volunteers as 'event based volunteers' to 'get their foot to the door,' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx implored 'please train me to train them,' together recommending a deliberate pathway from short-term participation to partner-led, trained capacities.  
Reduce administrative barriers and shift recruitment from one‑off tabling to deliberate, partner‑driven outreach that fills mission‑critical roles. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recommended 'Making the the volunteer application service a little bit easier,' while Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx observed that 'tabling events get volunteers. It doesn't,' signaling a need for warmer handoffs, partner referrals, and role‑targeted recruitment to improve conversion and retention.  
Refresh CAP's external framing to avoid an exclusive 'we-are-the-experts' posture and align CAP activities with fundraising opportunities. For instance, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx said 'So I think we can rebrand ourselves a little bit better on that end.<a href="#General Recommendations-s-link2"><sup>[2]</sup></a>' and also emphasized that 'Being on the same page with your fundraising development team is imperative,' suggesting CAP should adopt inclusive language, clarify purpose, and present tangible pilot outcomes to development teams as donor‑engagement assets.  
1. So I think we can rebrand ourselves a little bit better on that end.  
Additional Insights  
Some staff believe CAP should be positioned nationally rather than regionally to preserve agility and reduce local administrative friction. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx explicitly stated, 'I don't think that CAP should be a part of the region. I think that it needs to be national,' which contrasts with other recommendations to embed CAP into regional structures; this view highlights a tradeoff between central authority for speed and regional integration for local alignment.  
Some respondents argue that changing organizational mindsets and incentives is more important than adding money for sustainable impact. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx warned that 'But I think even greater than finances is mindset,' pointing to the need for internal reflection, incentive realignment, and cultural shifts to adopt listening‑first, community‑centered approaches even where funding is constrained.  
A subset of regional staff enthusiastically advocate for broad replication of CAP everywhere based on perceived transformational value. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx enthused, 'Everywhere. We need CAP everywhere,' reflecting a strong pro‑scale perspective that sits in tension with voices recommending cautious, data‑informed pilots and mindful resourcing.  
Some leaders recommend removing CAP‑centric labels to emphasize unity under the Red Cross brand and avoid perceived divides. As Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx recounted, 'He goes, why do they keep calling them CAP partners? They're Red Cross partners,' indicating that inclusive language could reduce territoriality and simplify partner relationships and public recognition.

#### Comparison across segments

Analysis across Groups occupation

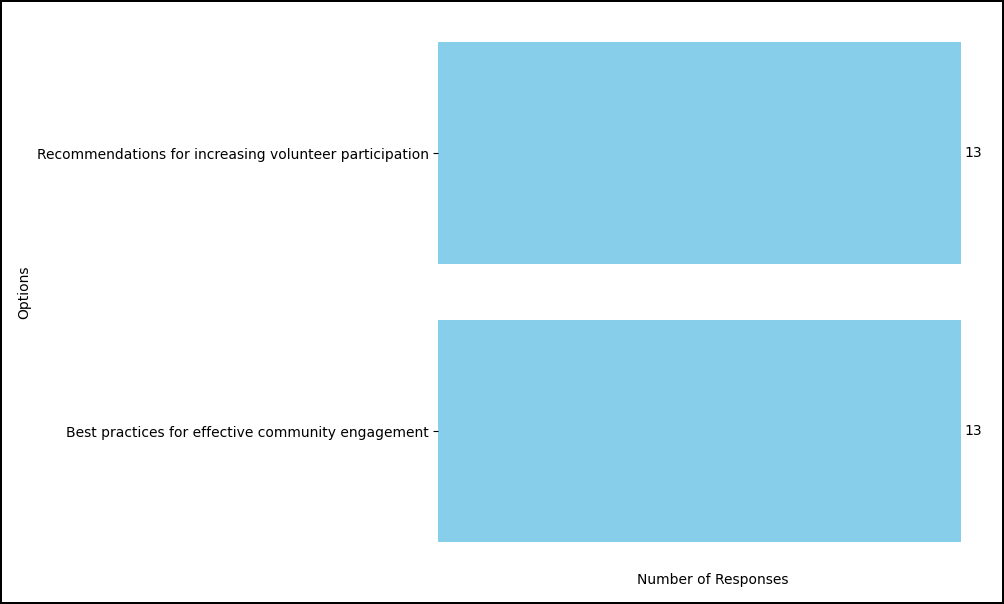
CAP Staff share a practical, front‑line focus on lowering barriers to volunteer engagement, preserving a discovery period, and operationalizing partner‑led delivery. CAP Staff transcripts emphasize simplifying volunteer entry and building sustained relationships over one‑off tactics. For example, Hansel Ibarra states, "Making the the volunteer application service a little bit easier." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Matt Henry contrasts surface outreach with deeper relationship work: "We think that tabling events get volunteers. It doesn't. The tabling event is about the connection between the Red Cross and the organization hosting whatever it is and the other organizations that are there." (Transcript CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Curtis Morman reinforces the operational sequencing CAP Staff favor: "The discovery period, I think, is crucial and necessary." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Those operational emphases are matched by requests for concrete staffing and onboarding fixes—Katrina Long asks for institutional continuity: "it streamlined, written down, a process for it and get it all signed off" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx)—and by calls to reframe outreach messaging—Gaby Perez Albarracin advises, "So I think we can rebrand ourselves a little bit better on that end." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Quantitatively, CAP Staff contributions dominate the set of recommendations specifically about volunteer participation (8 CAP Staff hits out of the 13 total instances labeled "Recommendations for increasing volunteer participation"), which aligns with these documents’ consistent operational lens on recruitment, onboarding, and partner warm‑handoffs.  
  
Region Staff share an emphasis on executive engagement, formal integration, and using pilots and lightweight coordination tools to scale CAP practices. Region Staff transcripts foreground embedding CAP into regional governance and creating simple artifacts and cadences that prevent duplication. Caedy Minoletti recommends leadership inclusion: "Inviting a CAP team manager to the regional leadership team meetings." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Krista Coletti criticizes meeting design and asks for action‑oriented agendas: "I actually need to sit in on one of those meetings because I just don't think they've structured the meetings to be talking about forward looking action items. It's More on a report out of what's happened." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Mark Beddingfield frames the phased approach: "I think the way you're doing it right now is the right way with these initial groups that have integrated, being the pilot or, you know, and learning from that." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Region Staff repeatedly ask for simple orientation materials and role delineation—Caedy Minoletti suggests "Best practices, an orientation plan" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx)—and for integration into executive performance goals—Priscilla Fuentes notes that CAP responsibilities should be "written into their goals." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). The documented frequency reflects this managerial focus: Region Staff accounted for 3 of the 13 references classified as "Best practices for effective community engagement" and only 1 of the 13 references under "Recommendations for increasing volunteer participation," indicating a clear tilt toward governance, coordination, and pilots rather than volunteer funnel details.  
  
Chapter Staff share a strong emphasis on visible, listening‑first presence, partner resourcing and recognition, and practical capacity building at local scale. Chapter transcripts center community mobilization, partner inclusion in events, and modest investments that enable partner operational capacity. Tamica Jeuitt states the posture plainly: "we always say, presence is a mission." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Michelle Averill describes partner inclusion and storytelling as tools to build legitimacy: "When we did our volunteer recognition event, we brought in everybody... We introduced them, we talked about what CAP was and recognizing them..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Maria Center connects CAP activities to fundraising and local capacity: "Everything they're doing is phenomenal. I didn't even mention that they're a man magnet for money." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Chapter Staff also raise tactical proposals such as intermediate volunteer pathways—Caedy Minoletti suggests "something in between an event based volunteer and an official Red Cross volunteer, like a standby team" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). In the frequency data, Chapter Staff contributed four mentions to both "Best practices for effective community engagement" (4) and to "Recommendations for increasing volunteer participation" (4), reflecting that chapters are pragmatic about both community engagement and volunteer activation, but framed through local resourcing, events, recognition, and partner capacity building.  
  
Cross‑category comparison: contrasting emphases, convergences, and probable causes. First, the clearest cross‑category difference is emphasis: CAP Staff prioritized volunteer pathways and process streamlining, Region Staff prioritized leadership integration and governance mechanisms, and Chapter Staff prioritized on‑the‑ground presence, partner resourcing, and storytelling. Evidence for that contrast is explicit. CAP Staff foregrounded recruitment mechanics—Hansel Ibarra: "Making the the volunteer application service a little bit easier." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx)—and Matt Henry urged moving "about relationship development" rather than tabling (Transcript CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Region Staff emphasized formal inclusion of CAP in leadership forums—Caedy Minoletti said "having the CAP manager at a regional leadership team meeting every week ... would have completely changed the trajectory of the program." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapter Staff focused on presence and small investments—Tamica Jeuitt: "we always say, presence is a mission." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and Maria Center on funding: "Barriers? Cash, I guess, you know." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Second, the frequency counts reinforce these role‑driven differences and provide quantitative support for interpretation. Of the 13 instances coded as "Recommendations for increasing volunteer participation," CAP Staff authors produced 8 instances, Chapter Staff produced 4 instances, and Region Staff produced 1 instance. This distribution indicates that operational actors closest to recruitment and community activation (CAP Staff) produced proportionally more tactical volunteer recommendations—consistent with their responsibility for recruitment pipelines and partner handoffs. For "Best practices for effective community engagement" (13 total), CAP Staff contributed 6, Chapter Staff 4, and Region Staff 3; the heavier CAP Staff share again indicates that the practical know‑how for engagement practices accumulated most densely among staff executing fieldwork.  
  
Third, there is strong cross‑category convergence around certain high‑level principles—presence, listening, partnership, and cautious scaling—even where emphasis and language differ. For presence, Gaby Perez Albarracin summarized CAP Staff’s position: "Another best practice is that. And again tricky sometimes, but be present. Right. Like with cap, we try to be present, be there for our partners in different ways." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Tamica Jeuitt (Chapter Staff) echoed: "we always say, presence is a mission." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). For listening‑first approaches, Mark Beddingfield (Region Staff) argued "I think it's the listening. I think the listening is important and truly actively listening," and Kristen/others asked communities "what do you need from us?" (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). These cross‑category parallels indicate a shared normative orientation toward humility and community validation.  
  
Hypotheses explaining the observed divergence and convergence:  
- Role and incentives hypothesis: Differences arise because occupational roles shape what success looks like. CAP Staff are evaluated on local recruitment and partner activation, creating an incentive to solve onboarding and volunteer‑pipeline problems; this explains Hansel Ibarra’s plea to ease the application process and the eight CAP Staff mentions on volunteer participation. Region Staff are accountable for cross‑chapter coordination and risk management, producing recommendations about leadership inclusion, meeting design, and pilots—hence Caedy Minoletti’s repeated calls to "Invit[e] a CAP team manager to the regional leadership team meetings" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapter Staff are accountable for community relationships and fundraising; they therefore emphasize presence, partner recognition, and modest resourcing (Michelle Averill: "When we did our volunteer recognition event, we brought in everybody..." Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx).  
- Information exposure hypothesis: CAP Staff work daily in communities and see friction points (application burdens, volunteer drop‑off), which produces granular operational proposals (event‑based volunteering, warm handoffs). Regional staff see aggregated problems across chapters (role confusion, governance), producing system‑level fixes (orientation plans, dashboards). Chapter Staff see fundraising opportunities and partner capacity gaps, yielding calls for seed funds and storytelling to secure donors (Maria Center: "they're a man magnet for money." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
- Shared pilot evidence hypothesis: Convergence around presence and listening arises because early CAP pilots produced demonstrable local wins that were observed by staff at all levels. Curtis Morman noted that "when the region leadership responded to it, they were shoulder to shoulder with CAP to see what we actually do" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Direct observation of outcomes likely aligned perspectives across occupational boundaries on core principles.  
  
Areas where category did not strongly influence perspective: across CAP, Region, and Chapter Staff there is consistent support for careful, context‑sensitive scaling and for using partner networks. For example, Margarita Moreno argued to "definitely keep the, like the discovery phase" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), Rose Taravella urged piloting with "a concentrated focus on a limited basis" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), and Maria Center recommended "supporting these local organizations and providing them with pop up kitchens, with panel trucks, with generators" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). These aligned prescriptions indicate that while occupational roles shape emphasis, the shared organizational experience of CAP pilots and the common aim of community resilience produced broad agreement on discovery, pilots, and partner capacity investments.  
  
How the quoted evidence explains the differences identified: the CAP Staff quote "We think that tabling events get volunteers. It doesn't." (Transcript CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx) explains why CAP Staff prioritize relationship development over tabling tactics. The Region Staff quote "I actually need to sit in on one of those meetings because I just don't think they've structured the meetings to be talking about forward looking action items." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) demonstrates regional concern with strategic governance rather than front‑line recruitment mechanics. The Chapter Staff quote "When we did our volunteer recognition event, we brought in everybody... We introduced them, we talked about what CAP was and recognizing them" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) shows chapter‑level emphasis on partner visibility and storytelling that supports fundraising and retention. Those concrete statements map directly onto the role‑driven hypotheses above.  
  
Synthesis and implications for general recommendations (drawing on cross‑category evidence and frequency differences). Across the corpus the dominant, shared prescriptions are: (1) preserve a discovery/listening phase; (2) adopt visible, sustained presence and relationship development as the operational mode; (3) streamline volunteer pathways with tiered/event‑based options and warm handoffs; (4) embed CAP into regional leadership rhythms with clear role delineation and simple coordination artifacts; and (5) resource partners with modest, catalytic investments while documenting ROI and stories for fundraising. Representative verbatim support for those synthesized recommendations appears across categories: Curtis Morman, "The discovery period, I think, is crucial and necessary." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx); Gaby Perez Albarracin, "Another best practice is that... be present." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx); Hansel Ibarra, "Making the the volunteer application service a little bit easier." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); Caedy Minoletti, "We need a clear delineation of what CEP is doing versus what CAP is doing" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); Maria Center, "Money on supporting these local organizations and providing them with pop up kitchens... would do wonders" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Final note on operational gaps signaled by the materials: while the transcripts converge on strategic direction, they frequently omit the granular operational designs that would make these recommendations executable—specific readiness checklists, exact onboarding steps to reduce friction while preserving compliance, precise meeting agendas and cadences, defined pilot success criteria, and explicit funding governance for micro‑grants versus national pools. Those omissions appear across occupations (for example, CAP Staff request streamlining but do not define which vetting steps could be abbreviated—Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; Region Staff request orientation plans but leave formats unspecified—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; Chapter Staff request partner resourcing but do not set budgets—Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Addressing those implementation gaps will require cross‑occupational design work that translates the shared principles and role‑driven emphases into concrete procedures, templates, and governance rules that satisfy both frontline practicality and regional oversight.

Analysis across Groups Geography

Tulare CA: shared viewpoint — preserve and prioritize a deliberate discovery phase and translate local practices into teachable scaffolds. Interviewees from the Tulare-linked record emphasize pacing, explicit learning, and practical templates for replication. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "In terms of strategies, I say definitely keep the, like the discovery phase." The same file also recommends codifying lessons so others can learn: "I think we could have some sort of like scaffolding that is helpful or matrix of some sort," and urges pragmatic outreach: "don't be afraid of just knocking on doors, you know, like your old school, like cold call outreach." Together these quotes show Tulare respondents cohere around (1) preserving time to understand local context before scaling, (2) converting lived practice into simple, teachable scaffolds, and (3) using both relationship-based and direct outreach tactics.  
  
Sarasota FL: shared viewpoint — center careful, listening-led pilots and equip regional leaders with messaging and time to let initiatives mature. Two Sarasota-linked contributors stress pilots, listening, and leadership support. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx captures the posture: "We actually took a lot of that work and put it in the context of South Florida ... And now really, this is a listening year." That file also warns against premature termination: "Sometimes we try new things and we have a tendency to want to just stop them because we don't see the immediate results." Complementing this, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx frames CAP as philosophy and trade‑off: "It's a philosophy of life and it's very community centered ... we’re going to have to choose between quality or quantity." Together the Sarasota voices align on piloting, listening, protecting time for impact to emerge, and privileging quality and clear executive messaging ("help me with the words" appears elsewhere in Krista's guidance).  
  
Cameron TX: shared viewpoint — simplify volunteer onboarding, leverage partner warm‑handoffs, and make CAP presence visible at partner sites. Documents tied to Cameron emphasize lowering administrative friction and boosting local visibility. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx urges process simplification: "Making the the volunteer application service a little bit easier." It attributes recruitment gains to partners: "it was our partners with Red Cross partners talking to people, encouraging them to submit applications." Region-side input in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx adds a visibility recommendation: "It needs to be more of a visible thing at their offices." These aligned quotes show Cameron staff prioritize practical fixes (easier application), partner-driven warm handoffs, and tangible partner-facing visibility (signage) to build trust and recruit volunteers.  
  
Terrebonne LA: shared viewpoint — combine data-driven planning with humility and active listening to design locally specific programs. The Terrebonne-associated transcript (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) foregrounds mixed-methods: "So being able to use the data that we have available to us to tell part of the story about where those communities may possibly be," but immediately pairs that with on‑the‑ground validation: "But in addition to that, I think we ought to also look at what the data isn't telling us and then going into the communities and learning for ourselves." The same file prescribes an asset-based entry posture: "Just go into a place and ask a question. And if you go in with humility ... people are going to share," and warns about teaching listening: "I don't know how you teach people how to actively listen." Terrebonne contributions consistently recommend starting with data but validating it through humble, asset-focused community engagement and investing in staff skill development for listening.  
  
Yazoo MS: shared viewpoint — prioritize visible presence, modest investments for volunteer appreciation, and listening-first community mobilization. Yazoo-linked sources emphasize sustained local presence and modest supports that enable partner momentum. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx asserts, "I mean, community engagement and being within. Having a presence within the communities, I think is key." The same file points to low-barrier tactics that open dialogue—"Food makes the world go around. ... food, it just opens the door to people having a conversation." Tamica Jeuitt in Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reinforces presence as mission: "we always say, presence is a mission." Tamica also argues for modest appreciation investments: "volunteer appreciation and recruiting, sometimes just the extra mile of making people feel special may come with some things that may cost." Yazoo consistently stresses showing up, modest resource investments to sustain volunteers, and listening-first mobilization.  
  
Madison TN: shared viewpoint — preserve the discovery period, use event‑based volunteer entrypoints, and demonstrate CAP in-action to build leadership buy-in. Curtis Morman’s Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx underscores discovery: "The discovery period, I think, is crucial and necessary." He advocates event-based onboarding linked to training: "be event based volunteers and just to get their foot to the door" and pairs demonstration and exposure as proof: "But it was a blessing because when the region leadership responded to it, they were shoulder to shoulder with CAP to see what we actually do." Madison perspectives converge on deliberate learning, pragmatic recruitment funnels (events plus training), and showing CAP’s work in practice to win regional understanding.  
  
Atlantic NJ: shared viewpoint — scale and systematize community mobilization routines (monthly partner calls, role‑mapping, hyperlocal guides) and use CAP as an advocacy node for other Red Cross functions. Atlantic contributors emphasize formal routines and hyperlocal tools. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx describes CAP as "community mobilization" and notes concrete practices: "this team is holding monthly grant calls with their partners to offer support." Rachel also urges hyperlocal resource guides: "That like having that kind of resource guide that's like really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." Region staff in Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx recommends piloting and focused learning: "If you ... have a concentrated focus on a limited basis, you are picking up best practices." Atlantic alignments favor repeatable partner-support routines, local contact mapping, and using CAP to amplify other Red Cross priorities (e.g., BioMed advocacy referenced elsewhere).  
  
Montgomery AL: shared viewpoint — hands‑on collaboration with local partners, use joint workdays, and rely on experienced CAP members to coach new work. Montgomery-linked inputs stress working alongside partners and leveraging experienced team members. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx recommends co‑working: "we've got to work on, even if it's, you know, around the team, work on getting that, getting a day planned that we go work with them and then showing how they want to then come work with us." Shannon also values retaining experienced CAP staff: "I think we need the CAP Team members who have this experience behind us." These quotes underscore Montgomery’s emphasis on practical co‑labor with partners and mentorship from seasoned CAP practitioners.  
  
Jackson OR: shared viewpoint — standardize and document protocols, build train‑the‑trainer capacity, and integrate CAP materials for regional uptake. Katrina Long (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) emphasizes written processes: "My goal is to get it streamlined, written down, a process for it and get it all signed off on," and asks for training to teach partners: "I have asked for the last two years, please train me to train them." Katrina argues CAP should provide region-ready collateral: "we have something from CAP that we can provide to our region." Jackson’s stance combines formal documentation, capacity-transfer models, and ready-to-use messaging to reduce friction.  
  
Lee FL: shared viewpoint — tiered volunteer pathways, partner-direct visibility, and hub-county scaling. Lee-linked sources converge on lowering onboarding barriers and concentrating effort with hub counties. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx insists, "I'm your partner. It shouldn't be this hard for me to volunteer with you," and proposes tiered, event-based roles. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (which references Lee/Warren) recommends a "partner direct model" and a hub-county approach: "the partner direct model that we're looking at is going to be the best way to increase visibility ... the way that I see ... is within each chapter having one county... that county acts as a hub county for the rest of the chapter." Lee’s perspective blends volunteer simplification, partner-led delivery, and concentrated geographic scaling.  
  
Monterrey CA: shared viewpoint — pre-entry coordination, partner mapping, and partner-inclusive recognition/storytelling to build support. Michelle Averill’s Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx advocates structured pre-entry conversations: "So maybe when they come in, maybe have some conversations going into it, knowing who the partners are, setting up some goals and having the goals also include the DPMs." She also stresses partner inclusion and storytelling: "When we did our volunteer recognition event, we brought in everybody ... We did the video, the one year recap ... that really helped tell the story." Monterrey favors planned onboarding conversations, partner recognition events, and narrative outputs to demonstrate impact.  
  
Butte CA: shared viewpoint — embed CAP into regional leadership, create lightweight coordination artifacts, and pilot intermediate volunteer pathways. Caedy Minoletti’s Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx asks to "Inviting a CAP team manager to the regional leadership team meetings" and to create simple tools: "Something that they did last year was create kind of a spreadsheet of needs and resources." Caedy also proposes a "standby team" intermediate volunteer model: "something in between an event based volunteer and an official Red Cross volunteer, like a standby team." Butte emphasizes leadership integration, simple coordination tools, and experimental volunteer tiers to reduce entry friction.  
  
Mississippi AR: shared viewpoint — prioritize relationship development over ephemeral tabling events and target recruitment to key roles. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx is explicit: "We think that tabling events get volunteers. It doesn't." and "What I think ... to focus more on is about relationship development." The file also notes targeted recruitment: "there's a trend towards trying to target specific key volunteer roles that we know that we need, particularly in mass care." Mississippi’s approach is sustained relationship-building and role-focused volunteer pipelines rather than surface-level outreach.  
  
Lake IN: shared viewpoint — show CAP in action, collaborate with local connectors, and manage internal resistance to change via broad strategic communication. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx states "I think people need to see it in action in their region" and "I just think it takes one good connection." The file also counsels broad presentations to align stakeholders: "By us presenting our strategic plan to not just the regional director, but also to the chapter, I feel like everybody's on one playing field." Lake IN emphasizes demonstration, leveraging single strong connectors, and transparent strategic communication to overcome internal resistance.  
  
Chatham GA: shared viewpoint — CAP as a funder-attractor and catalyst that should be sustained and replicated with direct local investments (equipment, staff). Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx exults: "Everything they're doing is phenomenal. I didn't even mention that they're a man magnet for money." Maria urges direct investments: "I would put the money on supporting these local organizations and providing them with pop up kitchens, with panel trucks, with generators, with whatever they need money to hire staff, you know, grant writing support." Chatham’s lens is pragmatic: CAP attracts donors and targeted capital (equipment, grants) that directly grow local capacity.  
  
Lake CA: shared viewpoint — (Jacquelyn Clites input) embed CAP into regional leadership, require ED involvement in orientation, and keep clear delineation between CEP/CAP to avoid duplication. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx recommends "I also think there might have been a place for the CAP managers with meeting with the RLT periodically," and suggests "The value and the power of having that discretionary funds is really awesome." Lake CA input centers on leadership inclusion, scheduled engagement, and preserving flexible local funds.  
  
Warren KY: shared viewpoint — adopt partner-direct models, coalition-building, and leverage multi-partner events to increase visibility; pilot to test transferability. Josh Riddle’s Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx argues "the partner direct model ... is going to be the best way to increase visibility" and elevates coalition-building: "I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building." Warren impressions cohere around partner-led delivery and coalition convenings as scalable mechanisms.  
  
Montgomery AL (again): shared viewpoint — hands-on partner workdays, budget transparency to unlock partner access, and visible pilots to persuade skeptics. Shannon Randolph (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) recommends "getting a day planned that we go work with them ... showing how they want to then come work with us," and "It's educating them about what our budget is for and how we can help." Montgomery stresses co-located work, financial clarity, and small pilots that produce visible outcomes.  
  
Region-wide and cross‑cutting notes (many geographies): shared viewpoint — embed CAP into leadership structures, create simple coordination tools (trackers/CRMs), and use pilot-learning cycles tied to measurable goals. Numerous region and chapter contributors converge on similar structural recommendations: Transcript Region\_Chapter\_\_Steady\_State\_\_Priscilla\_Fuentes\_\_2025\_0909.docx urges "be integrated into the team ... act like we're one big team" and "joint goal planning piece would have been really helpful from the very beginning." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx advocates shared CRMs: "I know that there's no desire for some reason to invest in like a shared customer relationship management software ... that just seems like a no brainer." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx prescribes pilot focus: "If you ... have a concentrated focus on a limited basis, you are picking up best practices." These cross-cutting inputs show widespread agreement on embedding CAP into governance, using simple shared tools, and sequencing via pilots.  
  
Cross-category comparison and hypotheses about differences and commonalities  
  
Shared emphases across geographies  
- Listening-first, presence, and relationship-building are nearly universal. Representative quotations: "we always say, presence is a mission." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and "Just go into a place and ask a question. And if you go in with humility ... people are going to share" (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Across Tulare, Yazoo, Chatham, Jackson, Lee, and many others, respondents prioritize persistent presence, active listening, and partner relationships as foundational.  
- Simplify volunteer pathways and favor partner referrals/low‑barrier entry. Multiple geographies echo this: "Making the the volunteer application service a little bit easier." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), "be event based volunteers and just to get their foot to the door" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx), "I'm your partner. It shouldn't be this hard for me to volunteer with you" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx).  
- Pilot, learn, and then scale with context-sensitivity. Many recommend concentrated pilots: "If you ... have a concentrated focus on a limited basis, you are picking up best practices" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) and "The discovery period, I think, is crucial and necessary." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx).  
  
Geographic differences and possible explanations  
- Higher emphasis on volunteer‑process simplification and partner referrals in certain geographies (Cameron TX, Butte CA, Lee FL): Frequency data supplied with the context shows Cameron TX and Butte CA appear with larger counts in both the "Best practices for effective community engagement" option and "Recommendations for increasing volunteer participation" option (Cameron TX: 2 & 2; Butte CA: 2 & 2). That statistical difference matches the contextual quotes: Hansel Ibarra (Cameron) insists "Making the the volunteer application service a little bit easier," and Caedy Minoletti (Butte) advocates intermediate volunteer tiers: "something in between an event based volunteer and an official Red Cross volunteer, like a standby team." Hypothesis: these geographies likely faced practical operational constraints (sparse volunteer pools, rural or distributed populations) that made streamlining and partner-driven recruitment more immediately salient; higher local exposure to volunteer shortages pushes staff to emphasize recruitment simplification and intermediate roles.  
- Some regions emphasize resourcing and tangible partner equipment (Chatham GA, Atlantic NJ, Maria Center): Maria Center urges tangible capital—"pop up kitchens, ... panel trucks, ... generators"—and Atlantic recommends mobile units and hyperlocal guides. Hypothesis: urban‑adjacent or high-capacity pilot sites that demonstrated fundraising returns (Chatham described CAP as "a man magnet for money") prompt respondents to prioritize direct resourcing as the lever with the clearest payoff.  
- Variability in emphasis on formal integration vs. national positioning: April Jones (Yazoo‑linked transcript) suggests "I don't think that CAP should be a part of the region. I think that it needs to be national." Elsewhere many recommend embedding CAP into regional structures (Priscilla Fuentes: "be integrated into the team ... act like we're one big team"). Hypothesis: local experience of regional friction or of successful national supports colors preferences — staff who experienced regional pushback favor national alignment to reduce local friction, while regions that already integrated CAP into leadership recommend codifying that integration.  
  
Where geography did not strongly influence perspective  
- Across very different geographies—urban Atlantic NJ, rural Mississippi AR, and suburban Lee FL—stakeholders repeatedly call for basic, shared operational enablers: clear role delineation ("We need a clear delineation of what CEP is doing versus what CAP is doing" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), simple shared coordination artifacts ("create kind of a spreadsheet of needs and resources" — same Caedy file), and routine, visible presence ("presence is a mission" — Tamica Jeuitt). Hypothesis: these foundational needs are programmatic and functional rather than strictly geographic; they arise from the CAP model's operational requirements and thus transcend place.  
- The trade‑off between depth (quality) and breadth (scale) is common everywhere: "we're going to have to choose between quality or quantity" (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). That tension appears across small and large jurisdictions alike, suggesting the model's resource realities and expectations shape similar strategic debates independent of geography.  
  
Incorporating the largest count differences (frequency data) into interpretation  
- The frequency table highlights Cameron TX and Butte CA as having larger counts for both "Best practices for effective community engagement" and "Recommendations for increasing volunteer participation." In context, Cameron's Hansel Ibarra and Shawn Schulze specifically mention both volunteer onboarding simplification and partner visibility: "Making the the volunteer application service a little bit easier." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "It needs to be more of a visible thing at their offices." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Butte likewise suggested embedding CAP into leadership meetings and experimenting with standby volunteer models: "Inviting a CAP team manager to the regional leadership team meetings." and "something in between an event based volunteer and an official Red Cross volunteer, like a standby team" (both from Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). These concentrated mentions explain the larger counts: in practice, teams in these geographies stressed both community-engagement best practices and volunteer pathway reforms more often than some other sites. Hypothesis: the combination of operational constraints, visible successes, and the urgent need to convert community relationships into deployable volunteer capacity explains the clustering of recommendations in those geographies.  
  
Synthesis and practical implications  
- Universal program priorities: listening‑first presence, partner-centered warm handoffs, and pilot‑based scaling. Representative quotes: "presence is a mission" (Tamica Jeuitt) and "Just go into a place and ask a question. And if you go in with humility ... people are going to share" (Gilda Ebanks). These principles form a cross-geographic baseline for CAP.  
- Operational enablers to prioritize irrespective of location: (1) simplified volunteer onboarding and intermediate volunteer tracks ("be event based volunteers" — Curtis Morman; "standby team" — Caedy Minoletti), (2) simple shared coordination artifacts (spreadsheets/trackers/CRMs—"create kind of a spreadsheet of needs and resources" — Caedy; "CEP tracker" — Jacquelyn Clites; "shared customer relationship management software" — Nate Millard), and (3) leadership-level integration and upfront communication ("Inviting a CAP team manager to the regional leadership team meetings" — Caedy; "I would encourage the upfront communication from the beginning." — Alicia Dougherty).  
- Where to tailor by geography: prioritize volunteer-pathway simplification and partner-led recruitment in places with reported volunteer scarcity (e.g., Cameron TX, Butte CA, Mississippi AR). Prioritize direct partner investments and small equipment grants in pilot locales that have shown donor interest and fundraising traction (Chatham GA, Maria Center). Use national positioning or regional embedding according to whether local governance supports rapid integration or creates friction (several respondents differ on whether CAP should be regionally housed or more national).  
  
Conclusion (no question): Across the geographic categories surveyed, practitioners consistently recommend a listening-first, presence-based approach; they converge on practical enablers—simplified volunteer pathways, partner-led outreach, leadership integration, and pilot-driven learning—and they diverge where local operational constraints or early successes shift emphasis (e.g., stronger calls for volunteer-process reform in Cameron TX and Butte CA; stronger calls for direct partner resourcing in Chatham GA). The verbatim testimonies reproduced above illustrate both the common framework and the place-based inflections that should guide differentiated rollout strategies: preserve discovery and local learning ("The discovery period ... is crucial" — Curtis Morman), lower barriers and lean on partners ("Making the ... volunteer application service a little bit easier." — Hansel Ibarra), and codify simple coordination and leadership engagement ("Inviting a CAP team manager to the regional leadership team meetings." — Caedy Minoletti).

#### Code frequency by document/respondent

Frequency Chart



# Questions

### Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, the CAP launch changed how chapters recruit and engage volunteers primarily by shifting tactics toward event- and partner-driven outreach, building local presence, and creating new short-term and targeted recruitment pipelines. Multiple transcripts document immediate sign-ups at CAP events and a stronger community understanding of Red Cross roles, yet consistent conversion into formal, active volunteers is constrained by onboarding burdens, tracking gaps, staff turnover, and uneven local implementation. In some jurisdictions CAP clearly increased visibility, produced discrete cohorts (e.g., training cohorts and small intern conversions), and helped form youth and church-based pipelines, while other sites reported no measurable recruitment uplifts or notable activation shortfalls. Together the evidence suggests CAP has meaningfully altered engagement approaches and created potential new volunteer sources, but durable, jurisdiction-wide increases in registered and activated volunteers will require streamlined onboarding, better volunteer-tracking, staffing stability, and explicit volunteer-service goals to convert interest into sustained capacity.  
Analysis  
Event- and partner-based outreach clearly increased immediate volunteer sign-ups at CAP activities. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported that 'And they probably had 45 people sign up to be volunteers.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link1"><sup>[1]</sup></a>' and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx observed that 'So when they're having events, we're signing up people at that time.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link2"><sup>[2]</sup></a>' These statements show a recurring pattern across jurisdictions where CAP-sponsored or CAP-partnered tabling, town halls, church events, and health fairs produced concentrated recruitment yields and on-the-spot capture of interest. The evidence supports that CAP's tactics of meeting people where they are and collecting contact information at events has been an effective way to generate leads, though the quotes alone do not indicate how many of those leads completed onboarding or were retained over time.  
1. And they probably had 45 people sign up to be volunteers.  
2. So when they're having events, we're signing up people at that time.  
CAP's visible, hyperlocal presence increased community awareness and curiosity about volunteering. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx noted 'Yes, I think CAP strategy and resources has planted a seed within the community to create transformation.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link3"><sup>[3]</sup></a>' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx said 'I think that they are impacting volunteer recruitment by just a better understanding of how the Red Cross supports in the community.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link4"><sup>[4]</sup></a>' Together these observations indicate CAP has raised the organization's profile, improved local understanding of Red Cross roles, and made outreach conversations easier, producing interest (including among youth and nontraditional audiences). The accounts are qualitative and indicate potential recruitment advantage, but they do not by themselves prove conversion or long‑term retention of volunteers.  
1. Yes, I think CAP strategy and resources has planted a seed within the community to create transformation.  
2. I think that they are impacting volunteer recruitment by just a better understanding of how the Red Cross supports in the community.  
Procedural friction and tracking limitations have repeatedly blocked the conversion of partner interest into registered, usable volunteers. For example, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx recorded a partner complaint, 'I'm your partner. It shouldn't be this hard for me to volunteer with you.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link5"><sup>[5]</sup></a>' and Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx described an operational constraint noting 'So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity or so or a Red Cross event.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link6"><sup>[6]</sup></a>' These quotes document two interlocking problems: onboarding/back-office burdens that deter partners and community members from completing formal volunteer processes, and tracking gaps that make informal or partner‑led volunteering invisible in chapter metrics. Together they explain why event sign-ups and expressed interest often do not translate cleanly into documented volunteer capacity.  
1. I'm your partner. It shouldn't be this hard for me to volunteer with you.  
2. So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity or so or a Red Cross event.  
High staff turnover and the loss or reassignment of local coordinators repeatedly interrupted recruitment momentum. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx observed 'Well, we have a high turnover, so that's what I see. It's hard to get things going.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link7"><sup>[7]</sup></a>' and described how a local recruit 'moved over to the blood services manager' role. These linked statements explain why short‑term gains tied to an individual coordinator were often lost when that person left, forcing restarts and degrading institutional memory. The testimony consistently frames turnover as a primary source of disruption; the evidence is qualitative and does not provide turnover rates, but it identifies continuity of staff as a critical dependency for sustaining volunteer recruitment gains.  
1. Well, we have a high turnover, so that's what I see. It's hard to get things going.  
CAP introduced targeted pipelines and lower‑commitment volunteer options that produced modest, concrete recruits. For example, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx estimated 'So you know, that's probably an additional 12 volunteers.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link8"><sup>[8]</sup></a>' from an intern-to-responder pathway, and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documented a new short-term pathway: 'And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link9"><sup>[9]</sup></a>' These examples show CAP experimenting with and implementing multiple recruitment pathways—intern conversions, short one‑day commitments, appointment-based activations—that broaden the pool of potential volunteers and better match community capacity and willingness to serve. The accounts provide direct, limited numeric examples but do not document large-scale, jurisdiction-wide conversion rates.  
1. So you know, that's probably an additional 12 volunteers.  
2. And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer.  
Additional Insights  
Several respondents reported no perceptible increase in volunteer recruitment attributable to CAP in their jurisdictions. For instance, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx stated plainly 'We haven't seen any changes.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link10"><sup>[10]</sup></a>' and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said 'I'm not sure we've seen tremendous increase in volunteerism or new volunteers in Mississippi County.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link11"><sup>[11]</sup></a>' These candid assessments highlight geographic variability: while some sites report visible sign-ups or new pipelines, others see little or no measurable uptick, suggesting CAP effects are uneven and highly dependent on local context, staffing, and partner readiness.  
1. We haven't seen any changes.  
2. I'm not sure we've seen tremendous increase in volunteerism or new volunteers in Mississippi County.  
In at least one jurisdiction a notable mismatch emerged between registered volunteers and those actually activated. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described a metrics review where 'we have close to 300 volunteers in Chatham county alone' yet 'in the last two months... how many of those people were called on, it was 17.' the file also captured an individual's frustration: 'signed up and I went through all the trainings to become a TAP responder and I was never called.<a href="#Please describe any changes in volunteer recruitment and engagement in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link12"><sup>[12]</sup></a>' These examples illustrate that recruitment numbers alone can mask activation shortfalls: if registrants are not systematically contacted, trained roles filled, or given opportunities to serve, recruitment statistics will not translate into functional capacity, and disengagement risk rises.  
1. signed up and I went through all the trainings to become a TAP responder and I was never called.  
Some CAP teams intentionally prioritized enabling partner organizations to perform roles rather than aggressively converting partner staff into formal Red Cross volunteers. For example, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explained 'we're not trying to turn Organization A into the Red Cross,' and Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx summarized the orientation as 'I would lean more on engagement versus a recruitment.' These quotations capture a strategic choice: CAP often focuses on capacity building, warm handoffs, and supporting partner-led delivery (appointments, partner training, MOUs) rather than full volunteer conversion, which changes how recruitment success should be measured and explains why traditional volunteer‑count metrics may understate CAP’s contribution.

#### Comparison across segments

Analysis across Groups occupation

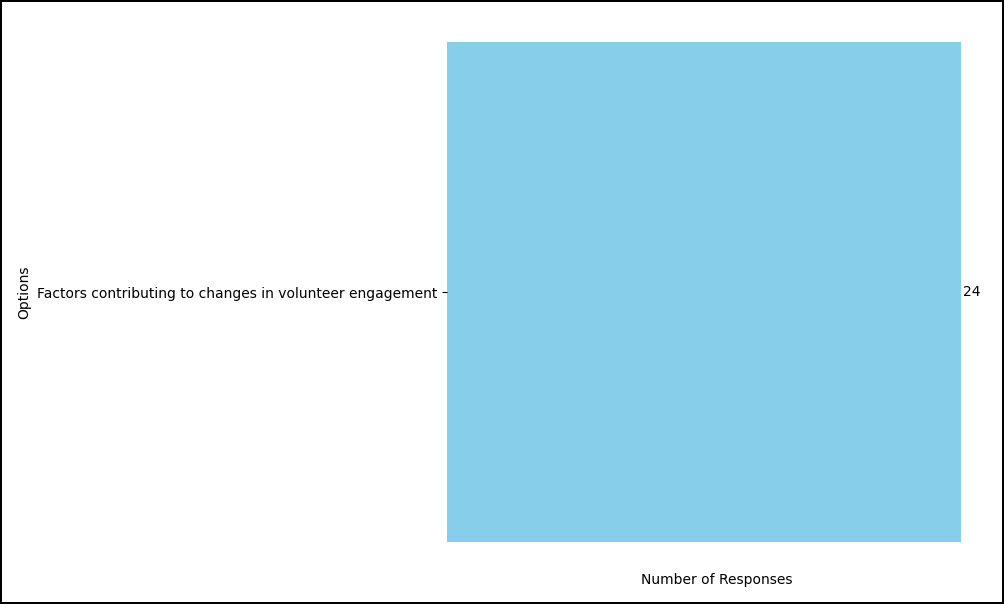
CAP Staff: CAP staff commonly view that the Community Adaptation Program (CAP) has shifted tactics toward partner- and event-driven outreach while facing persistent operational barriers—notably staff turnover, onboarding friction, and limits on measurement—that constrain sustained volunteer recruitment. Elaborating, CAP staff describe deliberate changes in how the program pursues volunteers (sign-up sheets at events, warm handoffs with partners, training-as-recruitment) alongside repeated accounts that gains are fragile because they depend on local hires or partner programs that can leave. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports the destabilizing effect of staff churn: "Well, we have a high turnover, so that's what I see. It's hard to get things going." That same document also describes administrative resistance: "And to be honest, we were just shut down every time. We did not get any movements on that." Conversely, CAP staff also cite event-driven yield when the conditions are right: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx notes a concrete event outcome, "And they probably had 45 people sign up to be volunteers." These paired claims (turnover and administrative barriers plus episodic event success) are repeated across CAP staff files: some describe onboarding getting easier and partner warm handoffs ("it is becoming an easier process to volunteer with the Red Cross." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), others report informal conversions or short-term pipelines but lament tracking gaps ("So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity or so or a Red Cross event." — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). In sum, CAP staff consistently describe tactical innovation (partners, events, trainings) plus operational constraints (turnover, onboarding, measurement) that together produce uneven recruitment outcomes.  
  
Region Staff: Region staff commonly view that CAP’s integration with chapter/regional operations has increased visibility and created pathways for partner-driven recruitment, but they report mixed evidence on whether formal Red Cross volunteer rosters have grown. Elaborating, region-level respondents emphasize CAP’s role in embedding with local partners, enabling event sign-ups and youth or club pipelines, and in some cases reporting measurable cohorts—yet they also document under‑utilization of registered volunteers and uneven activation. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports substantial local successes and procedural improvements: "Ours has increased significantly... we have definitely seen an increase over the last couple of years," and describes an event result: "April just had an event at a church where they recruited like, I want to say, like 20 or 30 volunteers in one church, and they set up a Red Cross club." At the same time, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documents an activation gap that tempers those gains: "When we did like a deep dive into the volunteer metrics, we realized we have close to 300 volunteers in Chatham county alone. And when we looked at, you know, in the last two months, how many of those people were called on, it was 17." Region staff therefore present a consistent perspective that CAP has broadened partner networks and event-based recruitment opportunities, but they often flag capacity, activation, and coordination limits that prevent those leads from converting to sustained, operational volunteer engagement.  
  
Chapter Staff: Chapter staff commonly view that CAP’s hyperlocal embedding has improved partner capacity-building and created shorter/alternative volunteer pathways (e.g., short trainings, “Neighbors Helping Neighbors”), producing positive community awareness and practical volunteer support—while also identifying onboarding and retention as central obstacles. Elaborating, chapter-level respondents emphasize CAP’s face-to-face presence, partner training, and creation of lower-commitment volunteer options as the main changes since CAP launch. For example, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx states the capacity-building result and a new short-term pathway: "And then they're getting trained in hands only CPR or becoming, you know, a disaster responder," and "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." Similarly, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx highlights the integration-over-time effect: "I would say that it has taken quite some time, maybe, gosh, maybe even about two years really, for the CAP team to start working collaboratively with regional staff. But now that we are all working as one team, their connections are amazing." Chapter staff therefore present a shared perspective that CAP’s local presence yields actionable partner capacity and shorter volunteer pathways, yet they also call out onboarding flow, retention between episodic events, and bandwidth as barriers to scaling those efforts.  
  
Cross-category comparison and hypotheses on divergence: Shared emphases across all three occupational categories include (1) greater partner engagement and event‑based recruitment tactics (partners, tabling, trainings, short-term offerings), (2) a recognition of operational barriers—onboarding complexity, tracking gaps, and limited volunteer‑services bandwidth—and (3) uncertainty about durable increases in formal Red Cross volunteer rosters versus increased partner-driven or informal volunteering. For concrete cross-category illustration, Chapter staff describe partner capacity and a new short-term pathway ("And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx), CAP staff document event sign-ups and turnover fragility ("And they probably had 45 people sign up to be volunteers." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "Well, we have a high turnover, so that's what I see. It's hard to get things going." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), and Region staff report both increases and activation gaps ("April just had an event at a church where they recruited like... 20 or 30 volunteers" — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; "we have close to 300 volunteers in Chatham county alone... in the last two months... it was 17." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx).  
  
The documented frequencies reinforce a role-based pattern: in the coded “Factors contributing to changes in volunteer engagement” category there are 24 overall mentions, distributed as CAP Staff: 14, Region Staff: 6, Chapter Staff: 4. Hypothesis 1 — role exposure and information flow: CAP staff dominate the count (14) because CAP personnel are directly implementing community-facing tactics and therefore report the most varied on-the-ground observations (events, partner warm‑handoffs, appointment models), while region and chapter staff report more aggregated or operational perspectives. Hypothesis 2 — proximity to operations explains divergent claims of change: chapter staff, embedded at the local implementation level, emphasize partner training and short-term volunteer models (e.g., "Neighbors Helping Neighbors"), whereas region staff, responsible for cross-county oversight, both observe measurable recruitment bursts (church event: "20 or 30 volunteers") and systemic activation issues (300 registered vs 17 used) because they aggregate across microcontexts. Hypothesis 3 — authority over onboarding and measurement shapes reported outcomes: CAP and chapter staff frequently report that onboarding friction and tracking gaps limit conversion ("I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; "So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity or so or a Red Cross event." — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Region staff more often see the downstream consequences—registered but under‑activated volunteers—because volunteer-services systems and activation decisions are managed at the regional/chapter interface.  
  
Where categories converge and where they differ: Convergence: all categories describe CAP’s tactical shift toward partner-based, community-facing outreach and event-driven sign-ups (examples: CAP event sign-ups; partner trainings; church/town-hall recruitment). Divergence: CAP staff emphasize implementation challenges and local disruptions (turnover, administrative instructions that blocked volunteer use: "I was told, no, that this, we were saturated and did not need any more DAP volunteers." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), region staff report both pockets of measurable recruitment and structural activation shortfalls (e.g., Mark Beddingfield’s church/club examples vs Alex Taylor’s 300 vs 17 activation observation), and chapter staff emphasize partner capacity-building and creation of low‑barrier volunteer pathways (e.g., "an eight hour commitment to be a volunteer" — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These differences likely arise because CAP staff are implementing new tactics and therefore experience friction firsthand; region staff see aggregated evidence of success in partner events but also structural frictions that prevent scale; chapter staff operate closest to partner relationships and so emphasize capacity‑building solutions and short-term models that are realistic in their communities.  
  
Explanatory hypotheses grounded in the quotes and the frequency pattern:  
- Operational jurisdiction and mandate: CAP staff are intended to be hyperlocal change agents—hence more frequent observations about tactics and immediate barriers (14 mentions). Their proximity to community action produces granular reports of both event successes ("45 people sign up") and setbacks (high turnover, administrative blocks).  
- Organizational boundaries and onboarding authority: Several CAP staff highlight onboarding/red‑tape problems that block partner volunteers from being formalized ("I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Where CAP cannot control the formal volunteer onboarding process, region and chapter staff (who manage volunteer services) observe the downstream symptom—registered volunteers not being activated or partner volunteers remaining informal.  
- Measurement and attribution limits: Recurrent tracking gaps mean apparent increases in partner activity or informal volunteering are not captured in formal volunteer metrics, producing divergent narratives—some staff report clear event sign-ups and local training cohorts (e.g., "We actually just had a training of 27 people to work Red Cross sheltering in the area." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), while others report no measurable change in formal registrations ("We haven't seen any changes." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "But no, I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx).  
- Local partner model versus formal volunteer model: Many respondents across categories indicate CAP prioritized recruiting partners (organizations, community groups) rather than mass enrollment of individual Red Cross volunteers: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best." — Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx. That strategic orientation explains why chapter and CAP staff report increased partner activity and event sign-ups while region-level volunteer rosters show only modest or inconsistent formal growth.  
  
Synthesis and implications (no questions): Across occupations, the evidence shows CAP changed how the Red Cross approaches recruitment and engagement—moving toward partner-centered, event-anchored, relational outreach and short-term/alternative volunteer pathways—yet organizational processes (onboarding, volunteer tracking, volunteer-services capacity) and workforce dynamics (staff turnover and uneven local volunteer capacity) mediate whether those tactical changes translate into durable increases in formally recorded volunteers. CAP staff (most numerous in the coded mentions) report the tactical innovations and the immediate barriers, chapter staff highlight translated partner capacity and low‑commitment volunteer pathways, and region staff document both pockets of recruitment success and metrics that reveal under‑utilization. The divergent but complementary perspectives suggest that continued gains will require (1) formalizing CAP-to-volunteer handoffs (clear protocols to reduce onboarding friction, as Katrina Long proposed: "My goal is to get it streamlined, written down, a process for it and get it all signed off on so that if somebody does leave then I say, hi, new volunteer coordinator or DPM or whoever. This is our protocol and this is what we do." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), (2) adjusting volunteer models to include intermediate/short‑term roles (chapter staff and CAP staff advocated an eight‑hour or standby model: "Neighbors Helping Neighbors ... eight hour commitment" — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx), and (3) improving tracking so partner and informal volunteer activity are visible to volunteer services ("there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity..." — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Implementing those process and measurement changes would align CAP’s partner-driven successes with regional volunteer management and help convert episodic event sign-ups into sustained, deployable volunteer capacity across jurisdictions.

Analysis across Groups Geography

Tulare, CA — shared viewpoint: CAP shifted emphasis from mass recruitment toward deeper, repeat engagement and targeted youth/school outreach. Elaboration: Staff described a deliberate orientation to keep people involved through CAP-branded experiences and to open new access points (schools, less-resourced districts) rather than run broad, aggressive volunteer drives; they also flagged retention and onboarding challenges between episodic events. Examples: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "If I were to pick, I would lean more on engagement versus a recruitment. I mean, we've done some recruitment, but not super intentionally." That same document reports expanded community access: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." It also records the retention/onboarding concern: "we continuously talk about how do we continue engagement in between events for volunteers so that they don't fall off if there's not opportunities for engagement." These quotes illustrate a consistent local view that CAP’s value has been in creating engagement pathways and community access, while formal recruitment and streamlined onboarding remain unresolved.  
  
Sarasota, FL — shared viewpoint: CAP’s partner-embedded model produced practical, partner-based mobilization and a focus on relationships rather than raw headcounts; (second Sarasota file: no relevant quotes available). Elaboration: In Sarasota staff described shifting from cold outreach to partner-facilitated targeting and emphasized CAP’s steady presence and relationship capital as the mechanism that makes mobilisation possible. Example: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx explains the tactical shift: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that." That same document underlines the value of ongoing CAP presence: "The relationship constant with the Red Cross is our CAP relationship with them because they know we're there. We work. We talk with them. We work with them. They see us in the community. They know that CAP is stable." (No relevant quotes were available from Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx.)  
  
Cameron, TX — shared viewpoint: CAP-enabled partner handoffs and simplified onboarding show promise, but local staff also report little net change or continued barriers where coordination or capacity is thin. Elaboration: Region- and CAP-level respondents described a trend toward warmer handoffs and easier volunteer application processes plus examples of partners organized into rosters for surge response; other staff in the same geography reported that they have not yet seen movement in registrations. Examples: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports process changes and partner mobilization: "So some changes that I'm seeing ... it is becoming an easier process to volunteer with the Red Cross." Hansel Ibarra also gave an operational example of partner rosters: "They have gathered 16 individuals. And the idea would be that in times of disaster, if we need someone to run our shelter, we would be able to pick up the phone and call the lead from this church." By contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx states, "volunteer recruitment goes, I haven't really seen much movement yet as far as being able to recruit volunteers or what that looks like." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx reports the blunt local perception: "None. Have I noticed anything supporting that." Together these quotes show both emergent partner-based gains and coexisting perceptions of little measurable recruitment change.  
  
Terrebonne, LA — shared viewpoint: CAP raised cross-line coordination and engagement but staff report no observed conversion of partners into formal Red Cross volunteers. Elaboration: Staff said CAP improved internal outreach (other lines of service contacting CAP) and participated in Shelter Heroes efforts, but they have not observed partner volunteers becoming official Red Cross volunteers or measurable recruitment increases. Examples: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx notes process changes: "As far as volunteer recruitment? The only changes that I could see is that other lines of service, like our volunteer staff, staff, they have reached out to our team because of the relationships that we've had that we've established." It then qualifies results: "So there hasn't been any movement that I know of as a result of that. ... to my knowledge there hasn't been any movement with like our partners becoming Red Cross volunteers." On trialed initiatives the doc adds, "To my knowledge, it has not been successful thus far." The shared view is stronger processes and relationships but little observed formal volunteer conversion.  
  
Yazoo, MS — shared viewpoint: CAP presence drove visible event-based recruitment and concrete training outcomes via partners, producing measurable cohorts and church-based sign-ups. Elaboration: Multiple local respondents described CAP-supported events used to register volunteers on the spot and reported a concrete training cohort and church recruitment bursts. Examples: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports immediate sign-ups and a training cohort: "So when they're having events, we're signing up people at that time." and "We actually just had a training of 27 people to work Red Cross sheltering in the area." Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx corroborates partner-driven church recruitment: "April just had an event at a church where they recruited like, I want to say, like 20 or 30 volunteers in one church, and they set up a Red Cross club." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx captures the perception: "Yes, I think CAP strategy and resources has planted a seed within the community to create transformation." These quotes show Yazoo examples with more tangible recruitment events and a single numeric training result.  
  
Madison, TN — shared viewpoint: CAP emphasized partner engagement and local networking more than producing a spike in formal volunteers; retention improved but new registrations have been limited. Elaboration: Respondents emphasized that CAP recruited partners who could volunteer for events and improved volunteer retention/engagement, while acknowledging that formal signup increases have not materialized. Examples: Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx states, "One area that we really have not seen a spike in is volunteer recruitment or an uptick in volunteer registrations as a direct result of cap." It also notes a positive retention trend: "We're doing an amazing job of retaining more than ever our volunteers and engaging our current volunteers, but we're just not seeing enough new faces, new presence coming in the door." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx says, "I don't think we've acquired a lot of volunteers and volunteer connection as official Red Cross volunteers, but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events." These paired quotes show a recurring pattern in Madison: stronger partner engagement and retention, limited formal recruitment gains.  
  
Atlantic, NJ — shared viewpoint: CAP increased partner inclusion and internal integration, producing enhanced visibility and reputation but ambiguous formal conversions to Red Cross volunteer rosters. Elaboration: Documents stress that CAP staff became teammates, were invited into chapter activities, and were used as a recruitment/reputation talking point, while staff remained unsure whether partner participants had converted to official volunteer status. Examples: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx highlights early and sustained engagement: "Initially when our program started, we immediately started engaging with the region through our quarterly regional meeting." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports guarded assessment of conversion: "Personally, no. I know there's a lot of interaction with volunteers, and I believe we have seen a couple of people who are currently volunteers in a partner organization also get involved in some of our activities. But I'm not sure if they're an official Red Cross volunteer at this point." Rose Taravella also notes normalization of CAP into chapter life: "The CAP team started coming to our quarterly all staff meeting from the get go... They felt like teammates from the beginning..." These quotes together show Atlantic NJ’s consensus: stronger internal and partner relationships, uncertain impact on formal volunteer sign-ups.  
  
Montgomery, AL — shared viewpoint: CAP used event-based outreach and sign-up sheets to produce immediate sign-ups (including large single-event yields), while capacity and follow-up hampered longer-term activation. Elaboration: Staff report CAP tabling and sign-up sheets at health fairs and community events produced clear sign-ups and in one instance dozens of recruits; at the same time, onboarding, retention, and volunteer capacity remain bottlenecks to turning sign-ups into sustained active volunteers. Examples: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx describes the tactic and result: "Well, I think one major change is that the CAP team has spent a lot of time going to, you know, local health fairs... And again, just like we have a sign up sheet for volunteers when we go to a health fair or a community event... So we have also done some volunteer recruitment. So some numbers have gone up because of that." That document also gives a single-event example: "And they probably had 45 people sign up to be volunteers." Complementary evidence from Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx recalls similar partner church recruitment: "April just had an event at a church where they recruited like, I want to say, like 20 or 30 volunteers in one church..." These quotes show clear event-driven spikes with unclear long-term conversion.  
  
Jackson, OR — shared viewpoint: staff turnover and administrative constraints disrupted volunteer recruitment; CAP presence opened possibilities but execution was constrained. Elaboration: One local CAP staff described repeated disruptions when coordinators left, while region staff noted creativity in partner engagement ideas that have been hard to implement because of turnover and resourcing. Examples: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states plainly, "Well, we have a high turnover, so that's what I see. It's hard to get things going." Katrina Long also documented both short-term progress and administrative blocks: "And we were just starting to make some progress with kind of increasing that volunteer database." and "And to be honest, we were just shut down every time. We did not get any movements on that." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx captures the other side: "I do think there's more creativity around how we're engaging partners and having those conversations about volunteering in like new and different ways that I think we hadn't really thought of. I don't know that we've been able to like execute them though." The juxtaposition of Katrina’s turnover/administrative quotes and Priscilla’s comment about ideas-but-not-execution highlight why Jackson sees promise but limited realized recruitment gains.  
  
Lee, FL — shared viewpoint: CAP lowered some barriers for partners and introduced dual-service concepts, but chapters report limited, uneven evidence of new formal volunteers and persistent onboarding friction. Elaboration: Multiple staff expressed frustration that partners face onerous onboarding and proposed dual-service volunteer models; at the same time, some staff reported no observed change in volunteer numbers. Examples: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx records partner frustration: "I'm your partner. It shouldn't be this hard for me to volunteer with you." That same file describes the onboarding friction and informal workarounds: "The volunteer person who signs it up would say, just get me a list of who they are and their numbers and emails and I'll put them into the system kind of the back way." By contrast, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports the local perception: "We haven't seen any changes." and details procedural barriers: "It seems like there's a lot of red tape and a lot of signing up and volunteer connection and shifts have to be created." Together these quotes show Lee staff see potential and frustration: processes block some partner-to-volunteer conversions, even while CAP tries partner-focused tactics.  
  
Monterrey, CA — shared viewpoint: CAP embedded with partners and used appointment-based outreach to recruit volunteers and create at least one dedicated volunteer role. Elaboration: Staff in Monterrey described CAP integration with partners, training partners in practical skills, and appointment-driven volunteer activations that matched volunteer availability. Examples: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx documents diversification and appointment tactics: "At the beginning I think there has been a lot of interest in CAP and that has brought more like different audiences per se..." and "she does it by appointment and she does it with volunteers that are available then. And she engaged new volunteers this way." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx underlines capacity-building via partners: "We now have a relationship with them that when we go into disaster response mode, they're going to be able to help us with feeding." and "And then they're getting trained in hands only CPR or becoming, you know, a disaster responder." These quotes show Monterrey experiencing concrete partner training, appointment-based volunteer activation, and creation of a CAP-dedicated volunteer comms role.  
  
Butte, CA — shared viewpoint: early external-program volunteers (university/AmeriCorps Climate Corps) gave a quick capacity boost that evaporated when the partner left; later, deeper CAP integration improved coordination and recruitment practices. Elaboration: Staff described a two-phase experience: initial volunteer surge via a funded Climate Corps partner that then mostly dropped off when funding ended, prompting CAP to pursue a targeted recruitment strategy and set numeric goals; elsewhere, regional integration over ~two years produced stronger collaboration and lead capture practices. Examples: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explains the early surge and loss: "few volunteers that came to us via a partner, via the university. ... But they all, I think they all pretty much dropped off of the volunteering." Nate also set a later recruitment target: "I put as one of my annual goals to try to recruit 50 plus volunteers for the region." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx observed: "What I haven't seen in either is recruitment for CAP volunteers..." while Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx recounts the integration arc: "it has taken quite some time, maybe, gosh, maybe even about two years really, for the CAP team to start working collaboratively with regional staff. But now that we are all working as one team, their connections are amazing." These quotes show Butte’s mixed chronology—early partner-dependent gains, later integration and deliberate recruitment strategy.  
  
Mississippi, AR — shared viewpoint: CAP intentionally de-emphasized mass recruitment in favor of relationship-building; region staff report increased steady-state impact but not a clear spike in new volunteers. Elaboration: CAP staff framed early CAP work as relationship-development rather than programmatic volunteer drives; region staff see improved steady-state visibility and training inclusion but still express limited conversion into operational volunteer roles. Examples: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states, "I don't really feel like we focused much on actual volunteer recruitment. And part of that was purposeful in a way. We didn't talk really much about it as a program." Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx counterbalances with perceived steady-state effect and limits: "I will say their impact in Steady state since January when they integrated is 10, 20 fold compared to when they were at where they felt really focused on a single county." but he also says, "But no, I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program." Together they show a relationship-first orientation producing organizational benefits but not yet a measurable recruitment spike.  
  
Lake, IN — shared viewpoint: CAP presence raised awareness but on-the-ground volunteer numbers remain minimal and retention is uncertain. Elaboration: Respondents emphasized visible CAP activity and intentions to coordinate volunteer managers, yet they reported few active local boots-on-the-ground volunteers and retention challenges after regional training drives. Examples: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observes limited in-person volunteer presence: "there really hasn't been a huge presence besides CAP coming in, being in these areas." and "they have a lot of virtual volunteers ... but no one like hands on boots on ground type situation." The document also flags retention concerns: "They trained 1900, but how many did we keep? And they didn't give that number. They talked about how retention was very challenging." These quotes summarize Lake IN’s experience: CAP raises awareness and plans coordination, but sustained, local volunteer capacity is still lacking.  
  
Chatham, GA — shared viewpoint: CAP’s relationship-driven outreach and intern-to-responder pipelines increased visible interest and produced large registered rosters on paper, but activation/usage of those registered volunteers has been uneven. Elaboration: Several documents emphasize that CAP’s time-intensive relationship-building generated sign-ups, youth interest, intern conversion pathways (quantified examples), and large registration lists; however, deep-dive metrics revealed severe under‑utilization (many registered but few called). Examples: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx describes a pipeline and scale: "Yeah, so we have a program right now that we're working on this, like, really nice initiative with a partner becoming DAT responders... So you know, that's probably an additional 12 volunteers." Alex Taylor also reported the activation gap: "When we did like a deep dive into the volunteer metrics, we realized we have close to 300 volunteers in Chatham county alone. And when we looked at, you know, in the last two months, how many of those people were called on, it was 17." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx counters with positive language: "They have definitely recruited volunteers." Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx notes active installations and training support but did not observe a distinct CAP-driven spike: "So I wouldn't say that I've noticed anything different specific to that area..." Together these quotes show Chatham’s pattern: strong recruitment on paper and via partners, but actual activation and sustained engagement vary.  
  
Lake, CA — shared viewpoint: initial lack of CAP-specific volunteer recruitment shifted over time toward more integration and openings for recruitment, though numeric evidence is limited. Elaboration: The same regional staff who reported early absence of targeted CAP volunteer recruitment also observed that integration and introductions were beginning to create recruitment opportunities; they nonetheless emphasized coordination gaps and staffing losses that limited immediate impact. Examples: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx remarks, "What I haven't seen in either is recruitment for CAP volunteers, which I feel like that would have been a good step for them..." and later: "now that we've integrated, the introductions are happening and I think there's going to be even more opportunity for recruitment." These paired quotes highlight a progression from little CAP-targeted recruitment to more opportunity as CAP integrates with chapter structures.  
  
Warren, KY — shared viewpoint: local staff reported no broad change in volunteer recruitment attributable to CAP and described only isolated, event-specific partner assistance. Elaboration: At the local level staff noted repeated recruitment attempts had been frustrated by red tape and only isolated examples (e.g., two people helping damage assessment after a specific flood) demonstrated partner engagement. Examples: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx says simply, "We haven't seen any changes." and documents an isolated event: "The only instance of this happening was during after the last flooding that happened in April. We were able to find two people that were with a local organization that helped with damage assessment after the fact." These quotes indicate Warren’s pattern: limited program-scale recruitment change; only episodic partner support.  
  
Cross‑category comparison and hypotheses about variation  
  
Shared patterns across geographies: Across the jurisdictions the dominant, recurrent themes are (1) CAP’s shift in many places from immediate, mass volunteer recruitment toward partner-based, relationship-driven engagement and event-driven sign-ups; (2) tactical successes at the event or partner level (on‑the‑spot sign-ups, church or school clusters, training cohorts) that produced concrete short-term yields; and (3) persistent operational barriers—onboarding friction, tracking gaps for partner or informal volunteers, staff turnover, and volunteer-services bandwidth—that limited conversion of interest into sustained, activated Red Cross volunteers. Representative quotes: event yields and sign-up tactics appear in many places ("And they probably had 45 people sign up to be volunteers." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "So when they're having events, we're signing up people at that time." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx); partner/relationship emphasis recurs ("So instead of knocking on doors and going cold calling, our partners can help us identify those communities..." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx); onboarding/measurement limits repeat ("So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity..." — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx; "I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx).  
  
Where categories diverge and why — evidence‑based hypotheses:  
- Geographies reporting more concrete, measurable recruitment examples (Yazoo MS, Butte CA, Chatham GA — each flagged with multiple concrete event or training counts) tended to have either (a) explicit partner events that produced sign-ups or training cohorts ("training of 27 people" — Tamica Jeuitt), or (b) prior funding/partner programs that temporarily supplied volunteers (Butte: "a climate core program ... funded through AmeriCorps" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Hypothesis: jurisdictions with strong, active partner networks or temporary funded pipelines had higher short-term recruit counts, so local structural enablers (partner scale, school programs, AmeriCorps) produced observable increases.  
- Geographies that reported little or no measurable change (e.g., Jackson OR in practice where turnover occurred, Warren KY, parts of Lee FL, and some region staff in Cameron TX) commonly cited staffing turnover, onboarding red tape, or lack of Volunteer Services alignment as proximal causes ("Well, we have a high turnover, so that's what I see. It's hard to get things going." — Katrina Long; "It seems like there's a lot of red tape..." — Josh Riddle). Hypothesis: high staff turnover and procedural friction blunt CAP’s ability to translate partner interest into formal volunteer growth.  
- Occupation-level differences: CAP staff (14 mentions) more frequently described tactical shifts, partner embedding, and early recruitment gains ("we have been promoting it with our partners" — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), whereas Region staff (6 mentions) and Chapter staff (4 mentions) more often reported either operational constraints or mixed/absent recruitment signals ("But no, I'm not aware of any kind of notable or clear change..." — Barry Falke). Hypothesis: CAP staff see and enable partner-facing, outreach practices and thus report more immediate tactical evidence of recruitment activity; region/chapter staff, who must process onboarding and activation, are more sensitive to procedural and capacity barriers, so they more often report the absence of net registration/activation increases.  
- The frequency data reflect this: geography counts show Yazoo, Butte, and Chatham each had three coded examples, indicating more reported recruitment/engagement events there; Sarasota FL and Madison TN were recorded as zero in that counts table, corresponding with fewer or no concrete recruitment quotes. Hypothesis: geographic heterogeneity of outcomes correlates with (a) partner ecosystem strength, (b) presence of short-term funded volunteer programs, and (c) local volunteer-services capacity to onboard and activate recruits.  
- Seasonality and local context matter: some geographies (e.g., Sarasota/Lee with snowbird dynamics) face seasonal volunteer fluxes ("we experience an influx of people and volunteers ... and then there's a lack of volunteers everywhere." — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Hypothesis: recruitment and retention measures fluctuate seasonally, so short-term snapshots across geographies can differ substantially depending on timing.  
  
Synthesis of most salient contrasts with cited evidence  
- Concrete, event‑driven recruitment with short‑term numeric signals vs. relationship/partner-focused gains with weak numeric conversion. Evidence: event yields and training cohorts (e.g., "And they probably had 45 people sign up to be volunteers." — Shannon Randolph; "We actually just had a training of 27 people..." — Tamica Jeuitt) stand opposite statements that partners participate informally or have not converted to Red Cross rosters ("So there hasn't been any movement that I know of as a result of that... partners becoming Red Cross volunteers." — Gilda Ebanks; "I'm not sure if they're an official Red Cross volunteer at this point." — Rose Taravella).  
- Peripheral/episodic activation vs. sustained, active volunteer pools. Evidence: Chatham GA’s deep-dive finding illustrates the problem: "we have close to 300 volunteers in Chatham county alone... in the last two months... 17 [were called on]" — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx — while other jurisdictions used partner clubs and youth clubs to create repeatable pipelines ("April just had an event at a church where they recruited... 20 or 30 volunteers ... and they set up a Red Cross club." — Mark Beddingfield).  
- Administrative and measurement barriers obscure true effects. Evidence: "So what I've been told is that the barrier is there's no way to track the volunteer hours if they're not directly connected to a Red Cross activity..." — Gilda Ebanks; similarly, several respondents described informal workarounds to capture interested people because onboarding is onerous ("just get me a list of who they are and their numbers and emails and I'll put them into the system kind of the back way." — Cindy Magnuson).  
  
Conclusions and implications (evidence‑based): Across the geographic categories, CAP clearly changed recruitment and engagement approaches (more partner-driven outreach, appointment-based activations, event sign-up tactics, youth and club pipelines, and a shift toward engagement over mass recruitment). Where those approaches coincided with strong partner networks, funded pipeline partners, or dedicated local coordinators, respondents could point to concrete recruitment or training outcomes (e.g., 27 shelter trainees, church events that yielded 20–45 sign-ups). Where staffing instability, onboarding bureaucracy, tracking gaps, or volunteer-services capacity constraints persisted, local staff reported little observable, sustained growth in formal Red Cross volunteers despite CAP’s presence ("We haven't seen any changes." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "But no, I'm not aware of any kind of notable or clear change..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). The frequency data reinforce this pattern: geographies with multiple coded examples (Yazoo, Butte, Chatham) show more concrete, on-the-ground recruitment stories, while several geographies had few or no coded recruitment examples.  
  
Overall, the documents present consistent qualitative evidence that CAP altered tactics (partner embedding, event sign-ups, appointment models, training-as-recruitment) but they also reveal that operational constraints—turnover, onboarding, tracking, and volunteer‑services bandwidth—are the main reasons why those tactical changes have not uniformly translated into sustained increases in formally registered, activated Red Cross volunteers across all CAP jurisdictions.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in volunteer recruitment and engagement outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, the documents present a mixed, primarily qualitative picture: many respondents report plausible mechanisms by which CAP could influence volunteer recruitment and engagement beyond its original jurisdiction (messaging, partner relationships, staff integration, targeted outreach and process improvements), while others report no observable change or lack sufficient visibility to tell. Event-driven disasters produced clear short-term applicant surges in several non-CAP areas, but retention often falls substantially and quantitative follow-through (retention rates, sustained volunteer numbers) is typically missing or unreliable. Where chapters reported improvements—staff refreshes, faster onboarding, partner conversions, and some targeted expansion—these are promising signals but remain largely anecdotal or partial, unevenly distributed across counties. In short, there is qualitative evidence of influence and intent to replicate CAP practices regionally, but current data and communication gaps prevent firm, generalizable claims that CAP has produced sustained increases in volunteer recruitment and engagement outside its jurisdiction.  
Analysis  
There is no consensus among respondents about whether CAP directly changed volunteer recruitment and engagement outside its jurisdiction. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx stated 'I don't think the CAP program has really any bearing on that either, though, in one way or the other' while the same file also reported that 'I will say their impact in Steady state since January when they integrated is 10, 20 fold compared to when they were at where they felt really focused on a single county', indicating sharply different perceptions across interviewees about CAP's influence beyond its original footprint; collectively these quotes show qualitative impressions of both negligible and substantial influence but do not provide consistent, attributable metrics to reconcile those views.  
Multiple respondents described large, short-term recruitment spikes tied to disasters but substantial drop-off afterward. For instance, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reported that 'had Hurricanes Helene and Milton, we got so many new volunteers who came through. Right. Like over 500' and followed that with the retention concern that 'The challenge is on how do you engage them when it's not a time of disaster. And so our retention is probably like a third of them', which together characterize a pattern of surge-and-decay that affects outside-CAP jurisdictions and leads organizations to consider event-based volunteer models rather than assuming conversion to long-term volunteers.  
Chapters outside CAP reported concrete process and staffing changes that appear to improve recruitment-to-activation conversion. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx noted 'We did kind of a refresh of our volunteer services staff about a little over a year ago, and the new staff is having much greater success with recruitment and placement of volunteers than our former staff' and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed 'Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving', together describing operational fixes (staffing and reduced administrative lag) that plausibly increase successful activation even if numeric outcomes were not provided.  
Respondents commonly described CAP changing how the organization talks about community involvement and strengthening partner relationships that can support volunteer engagement. For instance, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reported 'I would say that we've influenced her messaging. I would, I would assume we've kind of influenced everybody's messaging' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described how CAP staff model cross-organizational volunteering: 'And our CAP team goes out and volunteers at their events as well... those partners see it, and they're doing it for each other as well', indicating diffusion of practices and reputational effects that may create more partner-led or networked volunteer engagement beyond CAP sites even though numeric attribution is not available.  
A recurrent theme is that limited data, inconsistent counting, and poor communication make it difficult to verify changes outside the CAP footprint. For example, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observed 'They talked about we trained 1900, but how many did we keep? And they didn't give that number' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reflected 'There's just not, not a lot of communication', together underscoring that reported training or recruitment tallies are often unaccompanied by retention metrics or reliable methods, so assessments of sustained outside-jurisdiction change remain uncertain.  
Additional Insights  
Some interviewees reported clear increases in volunteer recruitment outside CAP areas linked to CAP integration and placement of CAP-experienced staff. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx stated 'Ours has increased significantly. You know, we have Darius Jackson now, who was part of the CAP team', a claim that attributes regional recruitment gains to integration and personnel movement; this perspective stands out because it asserts measurable improvement while most other sources remained qualitative or inconclusive.  
A number of staff explicitly reported that they have not observed any changes outside the CAP jurisdiction. As an illustration, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx plainly said 'I have not seen. No.<a href="#Please describe any changes in volunteer recruitment and engagement outside of the CAP jurisdiction since the launch of CAP.-u-link1"><sup>[1]</sup></a>', reflecting a common, first‑hand perception of no discernible outside‑jurisdiction recruitment or engagement shifts and underscoring that absence of evidence in some respondents' experience is an important counterpoint to more optimistic or inferential accounts.  
1. I have not seen. No.  
Several respondents described explicit plans to replicate CAP practices beyond pilot areas and to intentionally involve volunteers in those efforts. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx explained 'We're doing a change 2.0 version of that this fiscal year where we're now going to include volunteers to help our volunteers to better understand these concepts and why they matter at the Red Cross', which illustrates forward-looking strategies to scale CAP-derived approaches and embed volunteers in replication even when measurable external recruitment outcomes are not yet documented.

#### Comparison across segments

Analysis across Groups occupation

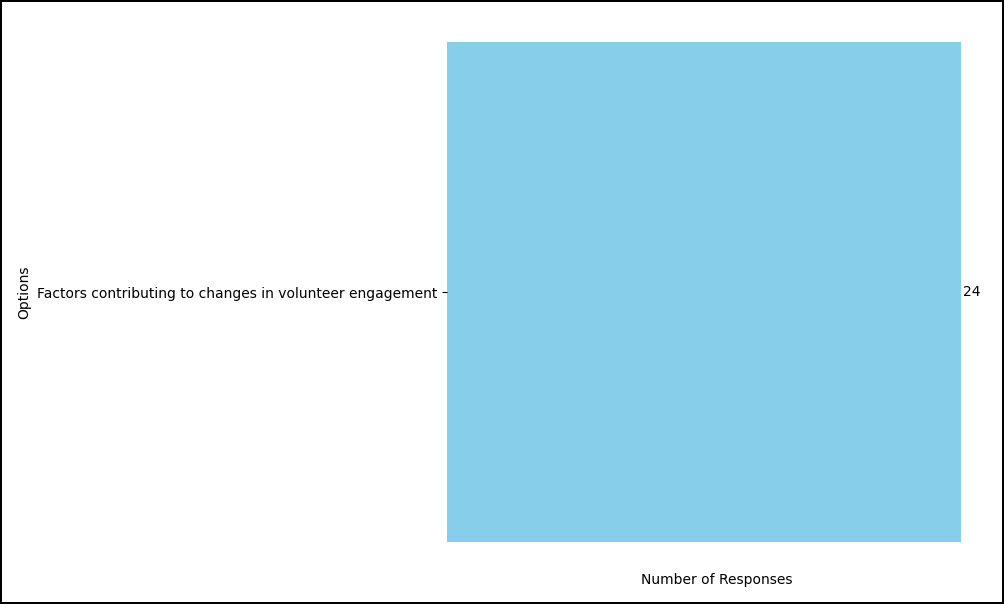
CAP Staff share a viewpoint of limited visibility into—and therefore limited evidence of—sustained volunteer recruitment changes outside CAP jurisdictions, even as they report some influence on messaging and planned/partial replication. CAP staff repeatedly say they have not observed clear trends beyond their counties and describe structural limits on their ability to see or measure regional effects. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports a direct negative: "I have not seen. No." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explains the cause of that limited sightline: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." At the same time, some CAP staff point to influence on language and pilot-level activities rather than to measurable recruitment increases: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx says, "I would say that we've influenced her messaging. I would, I would assume we've kind of influenced everybody's messaging." Other CAP staff flag data-quality and retention gaps that undermine claims of regional impact, as Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observes, "They talked about we trained 1900, but how many did we keep? And they didn't give that number." Taken together, the CAP-staff cluster expresses a consistent perspective: practical and informational constraints (single-county focus, limited integration, inconsistent reporting) produce little observable evidence that CAP has driven sustained volunteer recruitment outside its jurisdictions, though CAP’s messaging and pilot tactics are perceived as influential or promising.  
  
Region Staff share a viewpoint that outside-CAP volunteer activity is changing in identifiable ways—often event-driven or tied to staffing and integration—and that CAP-derived practices are beginning to diffuse, though attribution to CAP is sometimes ambiguous. Region staff more often describe observable surges, process experiments, and strategic replication efforts outside CAP areas, and they name both opportunities and limits. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx frames a broad shift: "I think volunteerism is changing in kind of just the aggregate of things," and he links organizational learning to the CAP timeframe: "So I would say probably in the last three or so years, which is I think the breadth of the CAP program, give or take, I think the Organization is really trying to understand how do we get ahead of these particular changes more systemically." Region staff report concrete, event-driven applicant surges: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx recounts that "we got so many new volunteers who came through. Right. Like over 500." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx similarly states, "we just had a huge influx in people applying to become Red Cross volunteers," and ties that to organizational adaptation: "now we're changing how we're doing some things as an organization with event based volunteers and things like that." Region staff also document intentional replication or integration moves that could affect recruitment—Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports "Ours has increased significantly. You know, we have Darius Jackson now, who was part of the CAP team." Collectively, Region staff emphasize observable, sometimes short‑term increases (often tied to disasters), process improvements (faster activation, regional coordination), and active efforts to scale CAP practices, while also noting that full attribution to CAP remains uncertain.  
  
Chapter Staff share a viewpoint that CAP-style work produces local recruitment opportunities and partner conversions, and that CAP visibility can inspire replication and partnership-driven volunteer engagement—even though chapter respondents often lack region-wide metrics to confirm broader effects. Chapter-level speakers most frequently describe localized recruitment wins, partner-to-volunteer conversions, and CAP’s role in strengthening relationships that plausibly broaden volunteer pools. For example, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx states plainly, "They have definitely recruited volunteers. They, they have recruited volunteers." Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx identifies partner conversion as an explicit mechanism: "CAP partners often become Red Cross volunteers themselves, deepening their commitment beyond mere collaboration." Chapter staff also describe CAP-inspired interest in other communities: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx says CAP "gives other communities hope of what could be," and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reports geographic expansion plus coordinated recruiter activity: "they have started expanding their work into other counties, and again, they are locking arms with the volunteer recruiters in order to do. To do that work and really be a force multiplier." At the same time, some chapter respondents admit limits to their ability to generalize outside their jurisdiction—Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx cautions, "I can't speak for the entire region. I can speak pretty much for my chapter jurisdiction." Thus chapter-level staff consistently describe local recruitment and partner-driven engagement as tangible outcomes of CAP-like work, while acknowledging an absence of comprehensive, cross-county metrics.  
  
Cross-category comparison: the main difference is that CAP Staff tend to emphasize constrained visibility and pilot-level influence, Region Staff more often report observable, sometimes event-driven shifts plus process changes, and Chapter Staff emphasize localized recruitment and partner conversion as the primary pathways for impact. To illustrate this pattern with verbatim evidence across categories: CAP Staff describe limited sightlines—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx: "I have not seen. No."—and incomplete metrics—Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "They talked about we trained 1900, but how many did we keep? And they didn't give that number." Region Staff report regional behavioral shifts and integration effects—Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "I think volunteerism is changing in kind of just the aggregate of things," and Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "we got so many new volunteers who came through. Right. Like over 500." Chapter Staff emphasize partner conversion and local tactics—Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx: "CAP partners often become Red Cross volunteers themselves," and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "they have started expanding their work into other counties, and again, they are locking arms with the volunteer recruiters." These paired quotes show the contrast: CAP staff report limited evidence and operational constraints, Region staff highlight system-level trends and responses, and Chapter staff describe concrete partner-based recruitment pathways and local replication.  
  
Hypotheses explaining these occupational differences (and why some perspectives converge):  
- Differing vantage and scope explain variance: CAP staff are often embedded in a single-county, hyperlocal remit and repeatedly state narrow geographic scope—Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx remarks, "we're still so just in one specific county"—which naturally limits their ability to observe region-wide recruitment changes. Region staff have a broader purview and more access to cross-chapter data and large incident responses, which helps them see event-driven surges—e.g., Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "over 500" disaster recruits—so they report different (and sometimes more optimistic) patterns. Chapter staff operate at the implementation layer with direct partner relationships and so notice partner conversions (Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx: "CAP partners often become Red Cross volunteers themselves"), explaining why they report concrete local outcomes even when regional aggregation is lacking.  
- Differences in informational systems and measurement practices produce apparent disagreement: multiple transcripts flag data or counting problems (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "the numbers were very screwed" and "how many did we keep?"), and CAP and chapter staff repeatedly cite communication or integration gaps (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "We have very little knowledge of anything outside of our county"; Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx: "There's just not, not a lot of communication."). Where measurement is weak, CAP staff opt for caution in claiming impact; where regional actors can observe surge events or process reforms, they report change.  
- Role expectations and operational priorities shape emphasis: several Region and Chapter respondents describe short-term, disaster-driven increases and a pivot to event-based volunteering (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "we just had a huge influx" and "now we're changing... with event based volunteers"), whereas CAP staff describe strategic messaging influence and micro‑funding as mechanisms (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "A lot of it's about moving forward without a budget... these little micro funding"), reflecting each occupation’s tactical priorities—CAP emphasizing community mobilization tools and messaging, Region emphasizing systems and metrics, Chapter emphasizing partner relationships and local recruitment operations.  
- Shared constraints produce convergence on uncertainty: despite differences in emphasis, all three occupational clusters repeatedly note the lack of robust, comparable outcome metrics, leading to frequent hedging. Examples: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "Not necessarily a trend. Nothing I've seen yet."; Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx: "Haven't noticed any differences in CAP versus the other counties."; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx documents expansion but adds that "there is at least one transcript with no relevant statements" across the dataset—all pointing to partial evidence and thus cross-occupational uncertainty.  
- Frequencies and geography moderate interpretation: the coded summary shows 24 total references to "Factors contributing..." with occupation counts CAP Staff: 9, Chapter Staff: 9, Region Staff: 6. The near parity between CAP and Chapter staff contributions (each 9) versus fewer Region entries (6) suggests that frontline implementers (CAP and Chapter) provide more of the qualitative detail about local practice and partner conversion, while Region staff supply higher-level trend observations and system-level initiatives. Geographically, certain counties appear multiple times (for example Cameron TX and Lee FL each appear several times in the results), and several transcripts tie limited visibility or single-county focus to those locations (e.g., Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "we're still so just in one specific county"), reinforcing the hypothesis that geography and program footprint shape whether respondents can observe and attribute recruitment changes beyond CAP areas.  
  
Synthesis and implications (what the cross‑category evidence collectively supports): all categories document three recurring themes—(1) disaster-driven short-term surges in volunteer interest, (2) CAP-related practices (messaging, partner engagement, micro-funding, staff integration) that plausibly enable recruitment or partner-to-volunteer conversion, and (3) pervasive measurement and integration gaps that prevent confident attribution of sustained volunteer recruitment increases to CAP outside its original jurisdictions. Representative verbatim support for each theme comes from multiple occupational lenses: disaster surges—Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "we got so many new volunteers... over 500"; CAP-practice diffusion—Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "I would say that we've influenced her messaging"; partner conversion/local recruitment—Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx: "CAP partners often become Red Cross volunteers themselves"; and measurement/visibility gaps—Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "They talked about we trained 1900, but how many did we keep? And they didn't give that number." Together these cross-occupational quotes show that while CAP-originated methods and attention are plausibly changing how organizations recruit and engage volunteers (especially during events and at the chapter level via partners), there is insufficient, consistent measurement and regional integration to claim broad, sustained recruitment changes outside CAP jurisdictions.  
  
Concluding assessment (evidence‑based judgment and next analytical steps implied by the transcripts): the corpus shows credible, occupation‑specific reasons for divergent perspectives. CAP staff—positioned locally—prudently report limited evidence outside their counties; Region staff—positioned to see patterns across events and chapters—report surges and organizational shifts while acknowledging attribution ambiguity; Chapter staff emphasize partner conversions and localized recruitment wins. The largest constraint identified across all categories is informational: inconsistent counting, limited regional integration, and thin follow‑through on action items limit the ability to demonstrate sustained recruitment outcomes. The documents therefore support a nuanced conclusion: CAP activities have produced plausible mechanisms (messaging, partner relationships, micro‑funding, CMT/CAP staff integration) that can and sometimes do translate into volunteer recruitment or engagement outside original CAP boundaries, but the current evidence base—largely qualitative, unevenly distributed by occupation and geography, and hampered by measurement gaps—does not allow a definitive, region‑wide attribution of sustained volunteer recruitment increases to CAP.

Analysis across Groups Geography

Tulare CA shares a cautious, “no trend observed” viewpoint: speakers based in Tulare report interest in CAP approaches but have not seen measurable changes in volunteer recruitment outside the CAP jurisdiction. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "Not necessarily a trend. Nothing I've seen yet." That remark is followed by an account of tentative outreach: the same file reports that "our volunteer services manager reach out and sure, like, hey, can we, can we reconnect? Because we want to be doing more of what CAP is doing with volunteers, you know, region, region wide and sort of adopting some of those strategies." Together these quotes reveal a shared perspective in Tulare CA: interest and limited early outreach exist, but respondents do not claim observable, sustained recruitment effects outside CAP areas.  
  
Sarasota FL expresses a localized-scope viewpoint: speakers emphasize that CAP activity has been county‑focused and that observed recruitment dynamics outside the CAP footprint are event-driven rather than CAP-driven. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx explains limited scope candidly: "Our program is limited to Sarasota county." Complementarily, Region- and Chapter‑level reporting tied to Sarasota/Lee (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) documents event-driven inflows: "we got so many new volunteers who came through. Right. Like over 500." Coletti adds the retention challenge plainly: "our retention is probably like a third of them." Together the Sarasota files share a viewpoint that CAP’s formal program remains county-limited and that recent recruitment spikes outside CAP areas are primarily disaster-driven and hard to sustain.  
  
Cameron TX shares a constrained‑scope and potential‑but‑limited‑impact viewpoint: CAP staff and regional colleagues in Cameron report that CAP work has been largely county‑bound, limiting observable influence on outside-jurisdiction volunteer recruitment, though some targeted partner recruitment has begun. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says simply, "I guess I'll say no for that one," and underscores limits: "we're still so just in one specific county, the region still doesn't, we're not able to have that bigger impact that we would." Region Chapter staff echo limited observations: Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx reports, "No, not, not really. None that I can really think of." At the same time, Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx points to CAP’s current orientation toward partner grants rather than volunteer pipelines: "it seems like down in South Texas, it's been used as more of a grant opportunity for our partners instead of us saying, hey, can you come and volunteer with us and support us?" These quotes show a shared Cameron view: limited geographic penetration so far, with CAP activity emphasizing partner resourcing over systemic volunteer recruitment outside the CAP county.  
  
Terrebonne LA shares a knowledge‑gap and limited‑success viewpoint: CAP staff in Terrebonne report limited visibility and have only one or two nascent efforts to extend CAP effects beyond their immediate remit. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx makes the orientation clear: "I honestly can't answer that question because I don't know what's happening with that line of service on a day to day basis." The same file references an included initiative with little success: "there's this initiative called Shelter Heroes ... To my knowledge, it has not been successful thus far." The shared stance in Terrebonne is that outside‑jurisdiction change is not observed and pilots have had mixed to unsuccessful early results.  
  
Yazoo MS shares an outreach‑capacity and “modeling” viewpoint: respondents describe statewide connections and emphasize that CAP visibility can inspire other communities, even where concrete recruitment effects are not yet measured. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx notes statewide ties and a philosophical stance about outreach: "We should not have the mindset ... that an area is too far we should never say that, because a disaster can happen anywhere." Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx adds that CAP "gives other communities hope of what could be" and reports intentional outreach to local leaders: "We did a lot of joint presentations in the area. We were very upfront with talking with our elected officials ..." Together these quotes show Yazoo respondents believe CAP raises awareness and models practices beyond its footprint, even if measurable volunteer recruitment increases outside CAP counties are not yet demonstrated.  
  
Madison TN shares a recruiter‑practice and morale viewpoint: practitioners emphasize recruiter resilience, persistent patterns in outreach yield, and emergent CAP support for creating new recruitment touchpoints. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx notes recruiter discouragement as a recurring issue—"get discouraged and disparaged too quickly"—and prescribes a mindset shift: "you've got to have a very short memory when you're doing volunteer recruitment." CAP staff (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) say explicitly, "So I can't say that I have seen any trends that's taking place," while also noting plans to scale partner presence: "That is definitely the plan ... because of the presence of CAP partners across the region that it will increase." The shared perspective in Madison is that while recruiter fatigue and patterns persist, CAP is beginning to assist in creating more opportunities, but measurable, broad recruitment changes outside CAP areas are not yet evident.  
  
Atlantic NJ shares a staff‑refresh and replication‑potential viewpoint: local chapter and region staff credit personnel changes and CAP integration for improved recruitment practices and increased use of CAP methods by neighboring counties. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports a staff refresh yielded results: "the new staff is having much greater success with recruitment and placement of volunteers than our former staff," and describes expanded outreach: "there's a lot more tabling events, a lot more face to face time out in the community ... and that seems to be working well to get people interested in the organization." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx frames CAP members as a regional resource: "They're kind of our go tos now when, when something happens larger." These quotes indicate Atlantic NJ views CAP as producing replicable practices and stronger regional engagement, with chapter-level staff refresh and CAP integration as plausible drivers.  
  
Montgomery AL shares a partner‑conversion and CMT‑scaling viewpoint: respondents describe partner conversion to Red Cross volunteers and deliberate plans to extend CAP-style mobilization through Community Mobilization Teams. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx states, "CAP partners often become Red Cross volunteers themselves, deepening their commitment beyond mere collaboration," and explains the scaling mechanism: "CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties in the chapter and wider region." These quotes express a Montgomery view that CAP produces partner conversions and that institutional mechanisms are planned to transfer CAP practices regionally.  
  
Jackson OR shares a limited‑communication and disaster‑partnering viewpoint: local CAP staff report poor regional visibility and observe that increased volunteer activity during disasters often comes through non‑Red Cross partners rather than CAP-driven recruitment. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx asserts, "I have not seen. No," and explains the visibility problem: "There's just not, not a lot of communication." However, the respondent also notes disaster-period volunteers are often partner-sourced: "there's more partners and volunteers, but they're not necessarily Red Cross partners." Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx echoes limited integration: "they've been really, really focused on Jackson county only ... only recently in this fiscal year have started to expand beyond Jackson county." Together the Jackson responses share a view of limited cross‑jurisdiction influence to date and disaster-driven, partner‑sourced surges.  
  
Lee FL shares a mixed‑visibility and event‑driven recruitment viewpoint: respondents recognize regional surges after storms, question whether CAP strategies have yet produced measurable regional impact, and emphasize plans for greater integration and volunteer mobilization if regional integration occurs. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx admits, "I don't know if I've seen the CAP strategies making that impact yet," while Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reports a disaster-driven surge: "we got so many new volunteers who came through. Right. Like over 500," but cautions retention: "our retention is probably like a third of them." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx notes limited knowledge tied to integration status: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." Lee’s shared stance is that events produce temporary recruitment gains, CAP messaging and strategy adoption are plausible, but integration and measurement gaps leave the net external effect uncertain.  
  
Monterrey CA shares a community‑understanding and training‑support viewpoint: respondents see CAP contributing to community understanding of Red Cross roles and believe that deeper CAP engagement helps recruitment indirectly. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx observes, "I think that they are impacting volunteer recruitment by just a better understanding of how the Red Cross supports in the community." The other Monterrey-labelled file in the mapping (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) has no relevant quotes in the provided materials, so no verbatim evidence can be cited from that file. The shared Monterey view is qualitative: CAP enhances community awareness and that may indirectly aid recruitment, but measurable cross‑jurisdictional recruitment effects are not provided.  
  
Butte CA shares a messaging‑influence and targeted‑support viewpoint: respondents describe CAP shaping volunteer messaging and assisting volunteer services to meet outreach metrics; some local expansion is reported but effect sizes are not quantified. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports, "I would say that we've influenced her messaging. I would, I would assume we've kind of influenced everybody's messaging." That influence is tied to programmatic tactics: "this little micro funding ... a couple thousand dollars to a small organization ... goes a long way." Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx (also mapped to Butte in the dataset) observed expansion: "they have started expanding their work into other counties, and again, they are locking arms with the volunteer recruiters ... to really be a force multiplier." The Butte perspective emphasizes messaging and tactical supports (micro‑funding, targeted communication) that plausibly help recruitment beyond CAP counties, with early expansion activities underway.  
  
Mississippi AR shares a systemic‑change and process‑adaptation viewpoint: region staff frame volunteerism as changing in aggregate and discuss organizational attempts to streamline onboarding and explicitly include volunteers in replication plans. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "I think volunteerism is changing in kind of just the aggregate of things," and details process work: "Trying to streamline the time it takes for someone to both fill out an application and then how long it takes to have them move from filling out an application to actually serving." Falke also reports both skepticism and optimism about CAP’s role: "I don't think the CAP program has really any bearing on that either, though, in one way or the other," contrasted with, "their impact in Steady state since January ... is 10, 20 fold." The Mississippi view emphasizes organizational adaptation and intentional replication (Falke: "We're doing a change 2.0 ... where we're now going to include volunteers ...") while acknowledging mixed attribution to CAP.  
  
Lake IN shares a data‑quality and partner‑led outreach viewpoint: respondents report headline training counts but question measurement and retention while recommending partner‑led strategies to reach communities without Red Cross presence. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx recounts, "They talked about we trained 1900, but how many did we keep? And they didn't give that number," and urges partner-led access: "it is best to lead with a partner organization and to go hand in hand." Region staff mirror limited differentiation between CAP and other counties: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx says, "Haven't noticed any differences in CAP versus the other counties," and notes CAP’s disaster mobilization role: "When there is a disaster ... they mobilize those folks." Lake IN thus evidences concern about measurement validity and favors partner-based entry strategies, with little concrete evidence of CAP-driven outside-jurisdiction recruitment increases.  
  
Chatham GA shares an event‑surge and event‑model adaptation viewpoint: region staff document a large influx of FY25 applicants after incidents and describe a programmatic shift toward event‑based volunteering to match short-term interest. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx reports, "we just had a huge influx in people applying to become Red Cross volunteers," and explains the organizational adaptation: "now we're changing how we're doing some things as an organization with event based volunteers and things like that." Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reports CAP recruited volunteers in their local experience—"They have definitely recruited volunteers"—but cautions she "can't speak for the entire region." Chatham’s shared stance is that disasters drive surges, retention is a problem, and the organization is responding by formalizing short‑term, event‑based roles.  
  
Lake CA (mapped file present in the list) yields no relevant quotes in the provided materials: the available dataset contains no direct verbatim excerpts attributable to the Lake CA file noted in the mapping, so no quotations or document statements can be cited for Lake CA.  
  
Warren KY shares a limited‑conversion and coaching viewpoint: respondents report little evidence of additional official Red Cross volunteers attributable to CAP although partner coaching occurred. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx states, "I don't know that we've gained any additional volunteers to work with that program," and adds, "I feel like there might have been a CAP partner or two that we've helped to coach on recruiting their own volunteers, but I don't. We've not seen additional volunteers as a result of CAP within Red Cross." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (also mapped to Warren KY) emphasizes the need for local volunteer leadership: "We really need to mobilize the volunteers that live in each of these areas." Warren’s shared view is that CAP has coached partners but has not demonstrably increased official Red Cross volunteer rosters outside CAP jurisdictions.  
  
Cross‑category comparison and hypotheses  
  
Shared emphases across geographies  
- Limited measurable evidence: Many geographies converge on the view that while CAP generated interest, outreach pilots, or messaging shifts, respondents often could not point to clear, quantified increases in volunteer recruitment outside the CAP jurisdictions. Representative verbatim evidence: Tulare ("Not necessarily a trend. Nothing I've seen yet." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx); Lake IN ("They talked about we trained 1900, but how many did we keep? And they didn't give that number." — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx); Warren KY ("I don't know that we've gained any additional volunteers ... We've not seen additional volunteers as a result of CAP within Red Cross." — Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Across regions respondents repeatedly call out measurement gaps, limited visibility, or event‑driven surges rather than sustained CAP‑attributable recruitment growth.  
  
- Disaster/event-driven surges with low retention: Multiple geographies report short‑term applicant spikes tied to disasters and difficulty retaining them, prompting shifts toward event‑based volunteer models. Examples: Sarasota/Lee (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "we got so many new volunteers ... Like over 500." and "our retention is probably like a third of them"); Chatham (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "we just had a huge influx ... now we're changing ... with event based volunteers"). This pattern appears across diverse geographies irrespective of CAP presence.  
  
- CAP as a source of diffusion and partnership leverage rather than direct mass recruitment: Several regions emphasize CAP’s role in influencing messaging, modeling hyperlocal practice, and strengthening partner relationships that can, in principle, lead to volunteer conversions (e.g., Montgom­ery AL: "CAP partners often become Red Cross volunteers themselves" — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx; Butte CA: "we've influenced her messaging" — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). The recurrent theme is CAP shaping practices more than immediately swelling volunteer rolls in adjacent counties.  
  
Diverse or contrasting perspectives across geographies  
- Evidence of expansion vs. confined scope: Some geographies report CAP expansion and active cross‑county coordination (e.g., Butte CA: "they have started expanding their work into other counties" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; Mark Beddingfield on regional increases: "Ours has increased significantly. You know, we have Darius Jackson now, who was part of the CAP team." — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), while many other geographies say CAP remains county‑focused and thus unable to influence recruitment regionally (e.g., Cameron TX: "we're still so just in one specific county" — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; Jackson OR: "they've been really, really focused on Jackson county only" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). These conflicting first‑hand statements could be due to heterogeneous rollout stages—some chapters are piloting extension or integrating CAP staff regionally while others remain early or isolated.  
  
- Messaging/process influence vs. measurable volunteer outcomes: Several staff note clear CAP influence on messaging and onboarding processes (e.g., Nate Millard: "I would say that we've influenced her messaging." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; Barry Falke: "Trying to streamline the time it takes ... move from filling out an application to actually serving." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) but stop short of claiming measurable recruitment increases. Conversely, other accounts report actual increases (e.g., Krista Coletti: "over 500" — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx; Mark Beddingfield: "Ours has increased significantly." — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). The contrast suggests that where process improvements and CAP messaging are institutionalized and coupled with staffing or partner connections, recruitment gains are more likely to be observed; where messaging changes are nascent and measurement is poor, respondents perceive influence but cannot quantify outcomes.  
  
Hypotheses explaining diverse perspectives or lack of influence  
1. Stage-of-rollout heterogeneity: CAP implementation appears uneven across geographies. Hypothesis: chapters where CAP has been integrated longer or where CAP staff were redeployed into regional roles (e.g., Mark Beddingfield’s region, some Butte CA reports) show more observable recruitment effects; chapters where CAP remains county‑confined report little change. Evidence: Mark Beddingfield noted increased volunteers tied to CAP staff placement ("we have Darius Jackson now, who was part of the CAP team"), while many CAP staff in single‑county programs said, "we're still so just in one specific county" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx).  
  
2. Measurement and data‑quality limitations: Numerous respondents reported counts without credible retention follow‑up (Simone Moore: "They talked about we trained 1900, but how many did we keep? And they didn't give that number."), suggesting that inconsistent counting and absent retention metrics produce uncertainty about CAP’s external impact. Hypothesis: where organizations maintain better recruitment-to-activation analytics and track retention, they are more confident about CAP‑linked changes; otherwise, perceived influence remains anecdotal.  
  
3. Disaster-driven applicant surges confounding attribution: Many geographies saw post-disaster applicant spikes (Coletti: "over 500" new volunteers; Alicia Dougherty: "huge influx"), but retention is low and organizational models are changing toward event-based volunteering. Hypothesis: post-disaster surges inflate short-term recruitment figures but obscure systematic CAP effects—making it difficult to disentangle CAP influence from disaster-related mobilization.  
  
4. Role of partner resourcing vs. volunteer pipelines: Several regions report CAP used as partner funding ("used as more of a grant opportunity" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) rather than explicitly a volunteer sourcing mechanism. Hypothesis: when CAP emphasis is on partner capacity building and micro‑funding, the immediate effect is strengthened partners (and possibly partner-led volunteering), but not necessarily conversion into official Red Cross volunteers—resulting in regional perceptions of influence without direct increases in Red Cross volunteer rosters.  
  
5. Local capacity and geographic barriers: Rural and remote areas present persistent logistical barriers (Alicia Dougherty: "when you start getting out to the outlying areas, that's where our volunteer numbers decline"), and local organizations’ bandwidth limits coalition participation (Josh Riddle: "if they are stretched so thin ... they're probably not going to have the bandwidth to go join a resilience coalition"). Hypothesis: geography-specific capacity constraints mediate CAP’s ability to generate outside-jurisdiction volunteer recruitment; CAP methods may be effective in dense or well-resourced counties but less so where local partner capacity is low.  
  
Largest count differences and their implications  
- The dataset shows higher counts of evidence (three documents each) from Cameron TX and Lee FL, and multiple supportive files from regions like Butte CA, Yazoo MS, Atlantic NJ, Lake IN, Chatham GA, and Warren KY. Where multiple documents are available for the same geography (e.g., Cameron TX, Lee FL), perspectives are more internally consistent: multiple local voices converge on limited regional impact where CAP remains county-bound (Cameron TX) or on event-driven surges plus integration gaps (Lee FL). In contrast, several geographies are represented by single documents (e.g., Tulare CA, Terrebonne LA, Mississippi AR), and those single-voice accounts tend to be more tentative or limited in scope. Hypothesis: the geographies with larger counts of interviews yield richer triangulation and therefore more confident assessments (whether negative or positive), while single-document geographies yield more uncertain conclusions.  
  
Synthesis and conclusion  
Across the geographic sub-categories, the dominant, shared conclusion is that CAP has influenced messaging, partnership practices, and local outreach tactics in multiple places, and in several locations respondents report early expansion or concrete examples of partner conversions. Representative verbatim evidence for these mechanisms includes messaging influence ("I would say that we've influenced her messaging." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), partner conversion ("CAP partners often become Red Cross volunteers themselves" — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx), and process changes aimed at faster activation ("they're really focused on that engagement piece. We're like at four days right now where a volunteer says they want to volunteer to when it gets to the department." — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Simultaneously, the strongest cross‑cutting constraint is the absence of clear, consistent measurement and attribution—respondents repeatedly cite limited visibility, data quality issues, and disaster-driven surges that complicate causal inference (e.g., "They talked about we trained 1900, but how many did we keep?" — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx; "There's just not, not a lot of communication." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
  
Taken together, the documents show CAP is shaping practices and creating plausible pathways to increase volunteer recruitment outside its original counties—through messaging, partner engagement, micro‑funding, staff integration, and replication via CMTs—but that realized, measurable changes in official Red Cross volunteer counts outside CAP jurisdictions are inconsistently observed and vary by geography. The most defensible explanation is a mixed‑effects model: CAP’s structural and operational innovations produce positive local and partner‑level changes where integration, staffing, and measurement are stronger, while in counties where CAP remains narrowly focused, regional capacity is limited, or post‑disaster surges dominate, the net observable outside‑jurisdiction recruitment effect remains small or ambiguous. This synthesis aligns with the verbatim evidence cited above and explains why respondents across geographies reach both similar and divergent conclusions about CAP’s external impact.

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?

#### Summary across all documents

Summary  
Overall, the documents show CAP strategies and resources positively influenced volunteer recruitment and engagement primarily by expanding access through partner networks, staffing events, providing training and low-friction entry points, and increasing hyperlocal visibility and trust; these mechanisms produced clear, often immediate, event-level and partner-driven gains. However, the extent of impact varied substantially across jurisdictions and was frequently limited by onboarding complexity, volunteer-management capacity, inconsistent measurement (especially partner hours and conversions), and choices to prioritize relationship-building over rapid roster growth. Where CAP work was paired with intentional conversion pathways (appointment models, targeted role recruitment, standby/hybrid volunteers) and strong local coordination, interviewees reported notable, measurable mobilization effects, though typically in discrete incidents rather than sustained roster growth. To fully realize and quantify CAP's potential impact, the synthesis suggests pairing CAP’s partner-centered approaches with streamlined onboarding, explicit conversion strategies, consistent tracking of partner-contributed hours and volunteers, and resourcing for follow-up engagement to improve retention and scalability.  
Analysis  
CAP strategies frequently increased short-term volunteer availability by leveraging partner networks and staffing events, producing tangible, event-level sign-ups and multiplier effects. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported that the 'community mobilization team set up different times, stayed there all weekend till 10 o' clock at night. And they probably had 45 people sign up to be volunteers,' while Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx described that 'So all together, we were a multiplier of at least 25 more people to the region.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-s-link1"><sup>[1]</sup></a>' These accounts, together with the observation in Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx that 'by CAP participating in these new events, these home fire campaigns and these blood drives is actually really starting to open up doors,' show a consistent mechanism: CAP presence and partner mobilisation often generated immediate volunteer capacity for discrete campaigns and responses even where long-term conversion was not always tracked.  
1. So all together, we were a multiplier of at least 25 more people to the region.  
CAP's hyperlocal, relationship-first approach expanded the types of people and organizations engaged and raised local awareness over time. Interviewees noted that integration took time but produced strong network effects: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx said 'I would say that it has taken quite some time...for the CAP team to start working collaboratively with regional staff. But now that we are all working as one team, their connections are amazing.' Staff described that CAP has 'brought more like different audiences' (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) and that the hyperlocal emphasis has benefits for deeper engagement (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx said 'the way that they're engaging with hyperlocal communities...there's absolutely benefits'), while visible, street-level presence made CAP teams recognizable and proactive in communities (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: 'They're visible, they're on the streets...'). These qualitative signals point to improved access and diversified interest that can support volunteer recruitment pathways even if broad numeric growth was not always observed.  
CAP used simple operational tools, partner training, appointment-based outreach, and lower-commitment roles to create accessible recruitment pathways. Staff described low-friction tactics such as sign-up sheets at events ('And again, just like we have a sign up sheet for volunteers...we also have a sign up sheet for smoke alarm installation.' — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), partner training that enabled partners to carry out installations ('we trained a couple of their people in home fire campaigns...gave them the materials' — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), appointment-based onboarding that produced new volunteers ('she does it by appointment and she does it with volunteers that are available then.' — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), and lower-commitment programs like 'Neighbors Helping Neighbors' to attract those unwilling to deploy long-term (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Together these practices outline concrete mechanisms through which CAP strategies could and did generate volunteer interest and participation at event and partner levels.  
CAP's ability to translate leads into sustained Red Cross volunteers was often constrained by onboarding complexity, limited volunteer management capacity, inconsistent tracking, and low follow-up engagement. Several staff highlighted that moving large groups through existing systems is difficult ('It's really hard to move 30 people through our recruitment process and our onboarding process and then retain all of them.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-s-link2"><sup>[2]</sup></a>' — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and partners expressed frustration that volunteering should be easier ('I'm your partner. It shouldn't be this hard for me to volunteer with you.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-s-link3"><sup>[3]</sup></a>' — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Measurement gaps also obscured CAP contributions: 'We had tally the number of hours that our partners put in. But they didn't count.' (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx), and poor ongoing engagement meant trained people were sometimes lost ('we train volunteers...and then we don't engage them very much so we end up losing them.' — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). These operational and data limits materially reduced the program's capacity to demonstrate and scale recruitment impact.  
1. It's really hard to move 30 people through our recruitment process and our onboarding process and then retain all of them.  
2. I'm your partner. It shouldn't be this hard for me to volunteer with you.  
Interviewees identified several practical models—standby/hybrid volunteers, partner conversion pilots, event-based entry points, and opportunistic asks during partner outreach—that could materially boost CAP's recruitment impact if implemented with supporting systems. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx proposed an intermediary model: 'If there was a way we could somehow work with CAP to have almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team ...' Chapters set goals to convert partners into rostered volunteers ('our goal for this year is to turn our CAP partners into Red Cross volunteers' — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx), CAP teams routinely convert routine activities into recruitment opportunities ('we haven't hosted something specific, but we make any opportunity, an opportunity to try to volunteer, recruit volunteers.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-s-link4"><sup>[4]</sup></a>' — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), and staff recommended directly asking partners for standby volunteers during outreach (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). These models require easier onboarding, clear role definitions, and measurement to be effective at scale.  
1. we haven't hosted something specific, but we make any opportunity, an opportunity to try to volunteer, recruit volunteers.  
Additional Insights  
Several regional staff reported they had not observed a measurable uptick in formal volunteer registrations attributable to CAP. For example, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx directly stated 'One area that we really have not seen a spike in is volunteer recruitment or an uptick in volunteer registrations as a direct result of cap,' Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said 'But no, I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx answered succinctly, 'None. Have I noticed anything supporting that.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-u-link5"><sup>[5]</sup></a>' These dissenting observations highlight that CAP's effects were uneven across geographies and that event-level or partner-driven gains did not uniformly translate into tracked increases in the official volunteer roster.  
1. None. Have I noticed anything supporting that.  
Some CAP staff intentionally deprioritized aggressive volunteer recruitment in order to build durable partnerships and trust first, which limited short-term headcount gains but aimed for longer-term engagement. As Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx explained, 'I don't really feel like we focused much on actual volunteer recruitment. And part of that was purposeful in a way,' and Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx observed 'I do think there's more creativity around how we're engaging partners... I don't know that we've been able to like execute them though.' These remarks reveal a deliberate strategy tradeoff: CAP emphasized relationship-building and hyperlocal capacity over immediate conversions, producing qualitative gains in access while delaying measurable roster increases.  
While broad, sustained increases in official volunteer rosters were uneven, several interviews documented striking event-level or incident-specific increases that demonstrate CAP's potential when conditions align. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reported that 'this disaster, I think we, we were up above 50%,' Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described an event where the 'community mobilization team...probably had 45 people sign up to be volunteers,' and Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx said 'So all together, we were a multiplier of at least 25 more people to the region.<a href="#To what extent did/could CAP strategies or resources impact volunteer recruitment and engagement?-u-link6"><sup>[6]</sup></a>' These case-specific, measurable outcomes show CAP can produce substantial short-term mobilization and that such wins may be replicable with intentional systems and local alignment, but they were not uniformly recorded or sustained across jurisdictions.  
1. So all together, we were a multiplier of at least 25 more people to the region.

#### Comparison across segments

Analysis across Groups occupation

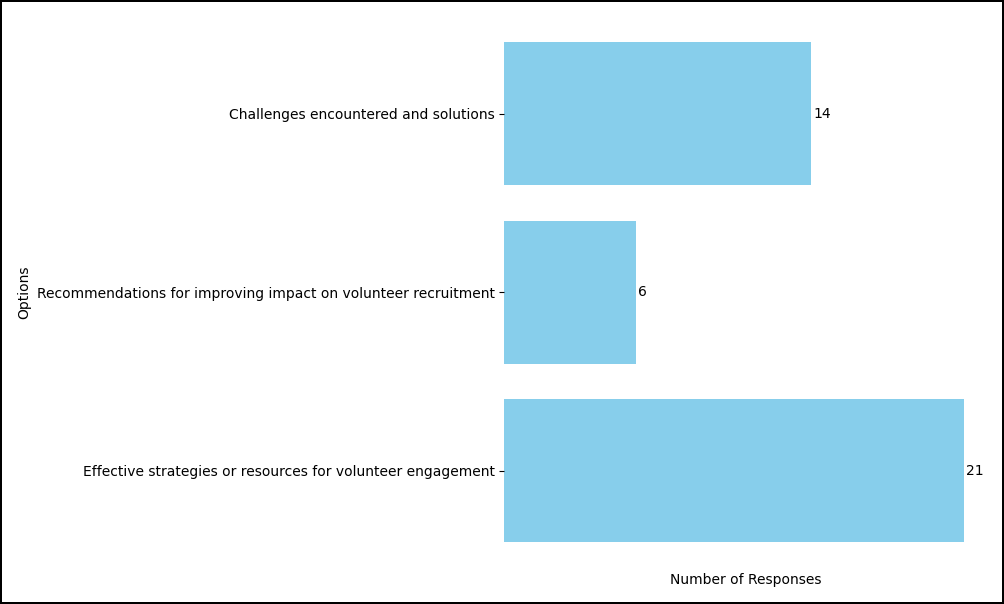
CAP Staff share the viewpoint that CAP strategies generate immediate, tactical volunteer touchpoints and broaden access to new volunteer pools, while simultaneously exposing onboarding, coordination, and measurement constraints that limit sustained conversions. Elaborating on that viewpoint, CAP staff accounts emphasize event-driven recruitment, partner-leveraging tactics, and visible presence as mechanisms that produce sign-ups or open doors; at the same time those same staff repeatedly point to process friction—onboarding complexity, unclear volunteer-connection channels, and capacity limits—that blunt longer-term conversion and retention. For example, Shannon Randolph (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) reported a concrete, tactical success: "community mobilization team set up different times, stayed there all weekend till 10 o' clock at night. They probably had 45 people sign up to be volunteers." That quote demonstrates how CAP event staffing can yield immediate leads. Curtis Morman (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) framed a conversion goal rooted in partner relationships—"our goal for this year is to turn our CAP partners into Red Cross volunteers"—showing CAP staff prioritizing partner-to-volunteer pathways. Simone Moore (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) highlighted access from visibility: "by CAP participating in these new events, these home fire campaigns and these blood drives is actually really starting to open up doors." Yet CAP staff also documented barriers: Gilda Ebanks (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) reported a lack of observed conversions despite outreach—"So there hasn't been any movement that I know of... there hasn't been any movement with like our partners becoming Red Cross volunteers"—while Cindy Magnuson (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) described onboarding friction bluntly: "I'm your partner. It shouldn't be this hard for me to volunteer with you." Across CAP Staff documents the theme is concrete tactical wins (event sign-ups, partner appointments, local multipliers such as "we were a multiplier of at least 25 more people to the region" per Glama Carter, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) coexisting with repeated, operationally specific constraints (onboarding, tracking, retention). Frequency data from the coding supports this emphasis: CAP Staff account for 9 of the 21 instances coded under "Effective strategies or resources for volunteer engagement" and 8 of the 14 instances coded under "Challenges encountered and solutions," indicating CAP Staff narratives are rich in both reported tactics and observed operational barriers.  
  
Region Staff share the viewpoint that CAP has prompted creative partner-focused approaches and increased visibility, but that measurable, region-wide increases in formal volunteer registration are not yet evident; they therefore emphasize recommendations and structural fixes. Elaborating on this viewpoint, Region Staff tend to describe CAP as catalyzing new thinking (creative engagement methods, hyperlocal focus) and enabling partner capacity-building (training, micro-grants), while simultaneously noting that regional-scale metrics or systematic recruitment pipelines are missing—so outcomes remain uncertain. Priscilla Fuentes (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) captured both the conceptual change and limited execution: "I do think there's more creativity around how we're engaging partners and having those conversations about volunteering in like new and different ways that I think we hadn't really thought of. I don't know that we've been able to like execute them though." Joel Sullivan (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx) explained CAP's partner-centered emphasis: "I don't think we've acquired a lot of volunteers and volunteer connection as official Red Cross volunteers, but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events." David Hicks (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) contrasted capacity-building with measured results: "One area that we really have not seen a spike in is volunteer recruitment or an uptick in volunteer registrations as a direct result of cap." Region Staff frequently supply concrete recommendations and system-level prescriptions—training, clearer agreements, volunteer-connection alignment—rather than asserting large numeric impacts. This emphasis is reflected in the coded counts for "Recommendations for improving impact on volunteer recruitment," where Region Staff account for 5 of the 6 coded instances, showing their comparative tendency to propose fixes and measurement improvements.  
  
Chapter Staff share the viewpoint that CAP integration has strengthened local networks and provided practical, recruiter-facing resources, but that systemic onboarding and retention processes constrain scalable conversion. Elaborating, Chapter Staff accounts repeatedly note that once CAP became embedded they gained access to partner contacts, venues, and targeted talking points that made recruiters' jobs easier; they also stress that CAP’s hyperlocal focus enabled tangible, event-level volunteer activation and some training cohorts—yet conversion into the chapter’s long-term volunteer roster is limited by onboarding throughput and retention. Caedy Minoletti (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) emphasized integration and lead-capture improvements: "I would say that it has taken quite some time... for the CAP team to start working collaboratively with regional staff. But now that we are all working as one team, their connections are amazing," and she described a simple process change that improved lead capture: "and the CAP team was able to turn that around and say... Can we get your name and phone number and contact information?" Michelle Averill (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) highlighted lower-barrier pathways intended to expand recruitment: "We're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." Maria Center (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) pointed to visible, ready volunteers: "They're visible, they're on the streets, they are volunteering their time... They are showing up before they're needed." At the same time, Caedy acknowledged operational capacity limits candidly: "It's really hard to move 30 people through our recruitment process and our onboarding process and then retain all of them." Chapter Staff narratives therefore consistently present CAP as a practical enabler for recruiters (contacts, talking points, event-ready volunteers) while underscoring that the chapter-level volunteer systems—onboarding throughput, volunteer categories, retention practices—are the gating factors.  
  
Cross-category comparison and contrast: All three occupational categories converge on several consistent perspectives: CAP increased access and local presence (e.g., Simone Moore: "CAP participating... is actually really starting to open up doors"; Maria Center: "They're visible, they're on the streets"); CAP leveraged partners to mobilize volunteers for events (e.g., Joel Sullivan: "we've acquired a lot of partners who volunteer for stuff like disasters and community events"; Glama Carter: "They trust each other, and they let each other borrow volunteers"); and CAP activities are best evidenced by qualitative, event-level outcomes rather than sustained, system-level roster growth (e.g., David Hicks: "we really have not seen a spike in... volunteer registrations as a direct result of cap"; Gilda Ebanks: "there hasn't been any movement... partners becoming Red Cross volunteers"). Those shared observations show a cross-cutting pattern: CAP is strong at opening doors and mobilizing partner time for specific activities, but weakly documented in producing durable increases in the formal volunteer roster.  
  
Differences across categories are also clear and consistent with role responsibilities. CAP Staff emphasize tactical execution and immediate lead-generation—event sign-ups, appointment models, partner appointment pipelines—while also reporting operational headaches they confront on the ground (onboarding friction, measurement gaps). Representative CAP Staff quotes show this double focus: Shannon Randolph recorded immediate sign-ups ("they probably had 45 people sign up"), Curtis Morman set an explicit conversion goal ("turn our CAP partners into Red Cross volunteers"), and Cindy Magnuson articulated onboarding barriers ("It shouldn't be this hard for me to volunteer with you"). Region Staff, by contrast, emphasize strategic assessment, systemic recommendations, and skepticism about measurable roster impact: Priscilla Fuentes observed creative approaches but weak execution ("I do think there's more creativity... I don't know that we've been able to like execute them though"), and David Hicks observed no clear spike in registrations ("One area that we really have not seen a spike..."). Chapter Staff fall between the two perspectives: they value CAP’s operational support for recruiters and praise network and lead-capture benefits (Caedy: "their connections are amazing"), yet they also see the chapter-level constraints that prevent converting large partner groups into rostered volunteers ("It's really hard to move 30 people through our recruitment process...").  
  
Hypotheses explaining these cross-occupation differences: (1) Role perspective and incentives shape emphasis—CAP Staff are front-line implementers whose daily experience centers on events and partner interactions, which produces many anecdotal examples of sign-ups and partnership tactics (hence more coded "Effective strategies" from CAP Staff: 9 of 21). Region Staff have responsibility for regional outcomes and metrics and therefore highlight the absence of measurable, region-wide roster growth and provide recommendations (Region Staff contributed 5 of 6 coded "Recommendations for improving impact"). Chapter Staff, tasked with onboarding, placements, and retention, naturally foreground operational bottlenecks and practical tools that help recruiters (e.g., talking points, MOUs, lead capture). (2) Measurement and accountability differentials—Region Staff are more sensitive to documented, quantifiable impacts; their observation that "we have not seen a spike in volunteer registrations" (David Hicks) reflects access to regional dashboards and performance targets, while front-line CAP Staff often report activity-level wins that are not tracked consistently in volunteer-connection systems (Curtis Morman raised the need to get "CAP hours accounted for in the region"). (3) Resource and capacity constraints vary by level—CAP Staff repeatedly reported bandwidth and staff shortages undermining scale (Glama Carter: "We don't have the capacity... I work sometimes in excess of 12 hours"), while Chapter Staff described systemic bottlenecks—onboarding throughput and retention—that limit conversion of ready partners into rostered volunteers. (4) Strategic posture: CAP intentionally prioritized relationship-building over immediate recruitment in some implementations (Matt Henry: "I don't really feel like we focused much on actual volunteer recruitment... that was purposeful"), which explains why CAP Staff report more qualitative engagement successes while Region Staff and Chapter Staff register lower short-term registration impact.  
  
Integrating the coding frequencies into interpretation: the coding shows "Effective strategies or resources for volunteer engagement" had 21 instances overall with CAP Staff contributing the largest share (9), which aligns with CAP Staff’s focus on on-the-ground tactics (events, sign-up sheets, appointment models) and their visibility into partner pipelines. The "Recommendations for improving impact on volunteer recruitment" cluster had 6 instances overall with Region Staff providing 5—this supports the observation that Region Staff are disproportionately the ones proposing systems changes, measurement, and guidance. The "Challenges encountered and solutions" cluster showed 14 instances with CAP Staff accounting for 8, reflecting their front-line experience with practical implementation hurdles (onboarding friction, tracking hours, staffing). Those distributions support the occupational-role explanation: implementers report tactics and operational pain points; regional leaders see missing metrics and propose system-level remedies; chapters stress integration, recruiter enablement, and onboarding throughput.  
  
Synthesis and implication: Across the documents, CAP strategies consistently increased opportunity for volunteer recruitment—by expanding access to partner networks, enabling event-based sign-ups, training partner staff to perform Red Cross-adjacent activities, and generating visible, hyperlocal presence that catalyzed interest (e.g., Hansel Ibarra: a local disaster response where "we were up above 50%" response rate; Alex Taylor: CAP partners comprised "70% of the... team" for a Sound the Alarm campaign in Chatham). However, the extent of sustained recruitment into formal Red Cross rosters remains unclear because CAP-generated volunteers are often partner-affiliated event volunteers, volunteer-hours are inconsistently tracked in Red Cross systems, and onboarding/retention barriers exist (as multiple chapter and CAP staff noted). The occupational lenses explain much of the variation in emphasis: CAP Staff report and celebrate tactical openings while flagging operational constraints; Region Staff call attention to the absence of system-level measurement and propose recommendations; Chapter Staff emphasize integration benefits for recruiters and the necessity of middle-ground volunteer models or streamlined onboarding to convert CAP access into rostered, retained volunteers.  
  
In short, CAP strategies clearly affect volunteer recruitment and engagement at the event and partner level (documented via multiple verbatim accounts across CAP, Region, and Chapter staff). The differing emphases by occupation—CAP Staff’s tactical wins and operational frustrations, Region Staff’s call for measurement and system-level recommendations, and Chapter Staff’s recruiter-facing praise alongside concerns about onboarding capacity—are consistent with each group’s responsibilities and access to different kinds of evidence. The documents therefore point to three complementary priorities for increasing CAP’s sustained recruitment impact: implement simple, lighter-touch volunteer pathways or "standby" models that match partner capacity (Caedy Minoletti: "If there was a way... almost something in between an event based volunteer and an official Red Cross volunteer, like a standby team... That would be amazing"); align CAP activities with volunteer-connection systems and measurement so CAP-generated hours and sign-ups are counted and followed up (Curtis Morman: "the focus for us is on cap... how do we get those CAP hours accounted for in the region"); and resource chapter-level onboarding and volunteer-staff capacity to process and retain recruits captured through CAP activities (Glama Carter: "We don't have the capacity... there's no way... we could bring this high caliber same type of success without having all the ingredients we need"). These conclusions flow directly from the verbatim documentary evidence cited above and from the occupationally patterned frequencies in the analysis.

Analysis across Groups Geography

This essay summarizes how CAP strategies and resources affected volunteer recruitment and engagement, organized by Geography (each paragraph addresses one geographic sub-category). Each paragraph begins with the shared viewpoint for that geography, elaborates on how documents from that place converge, and then cites verbatim quotes (identified by document) to ground the interpretation.  
  
Tulare CA — Shared viewpoint: CAP created event-based recruitment opportunities and branded moments that returned volunteers to local activities. Elaboration: Local staff described no formal CAP-specific recruitment campaign but said CAP treats routine outreach as recruitment opportunities and that CAP-branded events produced repeat engagement from community members. Example quotes: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "we haven't hosted something specific, but we make any opportunity, an opportunity to try to volunteer, recruit volunteers." The same file also reports volunteers’ returning behavior: "We've seen returning volunteers and they...have explicitly stated things like it was a CAP event and I love CAP and so I wanted to come back." These statements show a consistent Tulare perspective that CAP’s presence and branding at events generate qualitative, anecdotal recruitment and retention signals rather than fully quantified, programmatic recruitment metrics.  
  
Sarasota FL — Shared viewpoint: CAP acted as a force multiplier in events and partner coordination but partner-scale limits temper roster conversion. Elaboration: Sarasota staff emphasized concrete multiplication of volunteer capacity during campaigns and also warned many partners are small, which constrains formal volunteer conversions. Example quotes: Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx reports clear multiplier effects: "So all together, we were a multiplier of at least 25 more people to the region." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx cautioned partner scale limits: "many of the COP partners are so small, two people teams." Together these quotes reflect a shared Sarasota view that CAP can yield substantial event-level volunteer amplification while also encountering partner-capacity ceilings that limit conversion into sustained Red Cross rosters.  
  
Cameron TX — Shared viewpoint: CAP’s hyperlocal visibility and partner outreach coincided with markedly higher local volunteer response in at least one disaster, yet some regional staff reported no observable effects in other places. Elaboration: Interviewees in Cameron pointed to a striking disaster-response uptick tied to CAP outreach, while other regional staff emphasized lack of observed recruitment change when CAP had not prioritized volunteer asks. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx observed, "for this disaster, I think we, we were up above 50%." By contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stated, "None. Have I noticed anything supporting that." These paired statements show a Cameron pattern: where CAP did sustained, visible community outreach, volunteer response rose; where CAP activity did not focus on recruitment or was not integrated, staff reported no discernible recruitment impact.  
  
Terrebonne LA — Shared viewpoint: CAP strengthened relationships and raised internal referrals but has not (to staff knowledge) produced partner-to-Red-Cross volunteer conversions. Elaboration: Local staff described that CAP increased internal lines of communication and outreach but reported no documented partner members becoming official volunteers. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx: "As far as volunteer recruitment? The only changes that I could see is that other lines of service, like our volunteer staff, staff, they have reached out to our team because of the relationships that we've had that we've established." The same file also reports limited conversion: "to my knowledge there hasn't been any movement with like our partners becoming Red Cross volunteers." This reflects Terrebonne’s shared perspective—relationship gains exist, but they have not translated into recorded increases in formal volunteer rosters.  
  
Yazoo MS — Shared viewpoint: CAP funding enabled community-facing gatherings and appreciation events that likely helped outreach, though other local documents do not supply direct recruitment quotes. Elaboration: One Yazoo interviewee stressed CAP dollars funded meet-and-greets and listening sessions that raised community engagement; other Yazoo-associated documents in the set either do not include relevant quotes on recruitment or do not report numeric conversions. Example quote: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx: "the community, they had dollars for a. A meet and greet kind of a listening session that we had." For the other Yazoo-labeled files (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx and Transcript Region\_Chapter\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx), there are no relevant quotes about volunteer recruitment in the provided excerpts. The shared perspective is thus: CAP-funded community events plausibly supported outreach and appreciation but quantitative evidence of recruitment is not presented.  
  
Madison TN — Shared viewpoint: CAP intentionally targeted partner conversion into formal volunteers, accompanied by new volunteer-management capacity, but systemic onboarding and tracking gaps persist. Elaboration: Madison staff described an explicit chapter goal to convert CAP partners into Red Cross volunteers and even hired a volunteer specialist; simultaneously, they described measurement/accounting gaps that obscure full impact. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx: "our goal for this year is to turn our CAP partners into Red Cross volunteers." The same file also notes capacity investment: "they actually hired a volunteer specialist for our chapter. Previously, there was no one." Complementing this, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx observed CAP focuses on partners: "I don't think we've acquired a lot of volunteers and volunteer connection as official Red Cross volunteers, but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events." Madison’s shared view is pragmatic: intentional conversion goals and staffing exist, but actual roster increases are partly constrained by process and measurement barriers.  
  
Atlantic NJ — Shared viewpoint: CAP embedded with chapter recruitment staff and modeled reciprocal volunteering networks, but staff observe limited direct CAP-driven roster spikes. Elaboration: Atlantic interviewees described close collaboration with volunteer recruiters and reciprocal partner volunteering; yet they also reported limited observable CAP-driven increases in formal volunteer registrations. Example quotes: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx: "this team has jumped right into working very closely with our senior recruiter...our volunteer recruiter." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx noted, "Personally, no. I know there's a lot of interaction with volunteers, and I believe we have seen a couple of people who are currently volunteers in a partner organization also get involved in some of our activities." Together these show Atlantic’s shared perspective: CAP is integrated operationally with recruiter functions and fosters cross-organizational volunteering, but clear, attributable roster increases remain modest or anecdotal.  
  
Montgomery AL — Shared viewpoint: Event staffing and long-duration outreach produced notable immediate sign-ups. Elaboration: Montgomery staff described CAP’s practice of staffing events intensively and using simple tools like sign-up sheets to capture volunteer leads, producing measurable immediate results in at least one instance. Example quote: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx: "They probably had 45 people sign up to be volunteers." That file also described sign-up tactics: "And again, just like we have a sign up sheet for volunteers when we go to a health fair or a community event, we also have a sign up sheet for smoke alarm installation." Montgomery’s shared viewpoint emphasizes event-driven, measurable short-term sign-ups, though long-term retention is not documented there.  
  
Jackson OR — Shared viewpoint: CAP stimulated creative partner engagement and deputized partners via training to execute Red Cross activities, with execution/metric constraints limiting full impact. Elaboration: Jackson staff described CAP prompting more creative partner conversations, training partner personnel to run home-fire activities, and empowering partners to act on Red Cross priorities—while noting staffing, metrics, and partner resource constraints that slowed follow-through. Example quotes: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx: "I do think there's more creativity around how we're engaging partners and having those conversations about volunteering in like new and different ways that I think we hadn't really thought of." The same file gives the training example: "we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations..." Jackson’s shared view is that CAP changes engagement practice and trains partners to act, but execution capacity and metrics govern realized volunteer recruitment results.  
  
Lee FL — Shared viewpoint: CAP exposed onboarding friction and surfaced a need to simplify volunteer pathways even as partner-scale constraints and mixed local observations persist. Elaboration: Lee-interfacing documents highlight partner frustration with cumbersome volunteer sign-up processes and recommend simplifying pathways; other local staff report limited observed recruitment gains. Example quotes: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "I'm your partner. It shouldn't be this hard for me to volunteer with you." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "many of the COP partners are so small, two people teams." And Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx stated, "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." Lee’s shared perspective emphasizes clear process barriers (onboarding friction) and partner-size limits as reasons CAP’s visible outreach has not always translated into roster growth.  
  
Monterrey CA — Shared viewpoint: CAP diversified interest and created low-commitment volunteer pathways, which staff believe will attract people unwilling to deploy long-term. Elaboration: Monterrey staff said CAP broadened the types of audiences engaging with Red Cross activities and described experiments with shorter-duration volunteer roles to reduce barriers. Example quotes: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx: "So the difference is not like exponential per se, but it has been diversified and the interest is there." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx (mapped to Monterrey CA in the user list) described a lower-barrier option: "And we're starting a new program called Neighbors Helping Neighbors and that can be an eight hour commitment to be a volunteer." Monterrey’s shared viewpoint is that CAP broadened the volunteer audience and is piloting lower-commitment options to translate interest into participation.  
  
Butte CA — Shared viewpoint: CAP’s integration built valuable networks and improved lead-capture practices, but onboarding and retention systems limit moving large groups into formal volunteer roles. Elaboration: Butte-area documents praised CAP’s slow integration and network-building, described concrete improvements to intake (capturing contact info), and warned that onboarding systems and retention make large-group conversion impractical today. Example quotes: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "now that we are all working as one team, their connections are amazing." The file also described process fixes: "and the CAP team was able to turn that around and say, at this very moment, we're not exactly sure what we need. Can we get your name and phone number and contact information?" Yet the same transcript cautioned: "It's really hard to move 30 people through our recruitment process and our onboarding process and then retain all of them." Butte’s shared view: CAP created strong networks and fixed lead loss points, but scaling to dozens at a time is constrained by volunteer-system design.  
  
Mississippi AR — Shared viewpoint: CAP prioritized relationship-building over immediate volunteer recruitment, and several region staff reported little observable recruitment change to date. Elaboration: Mississippi staff framed CAP’s early work as intentionally relationship-first and cited lack of focused recruitment activity and absent measurable recruitment increases. Example quotes: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx: "I don't really feel like we focused much on actual volunteer recruitment." Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "But no, I'm not aware of any kind of notable or clear change in volunteer engagement or recruitment of volunteers due to the CAP program." Mississippi’s shared perspective is that CAP invested in long-term partner trust rather than immediate roster increases, leaving short-term recruitment impacts limited or unobserved.  
  
Lake IN — Shared viewpoint: CAP’s event participation opened new doors to networks and immediate recruitment opportunities. Elaboration: Lake IN staff described CAP’s presence at home fire campaigns and blood drives as creating tangible entry points for meeting and recruiting prospective volunteers. Example quote: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "by CAP participating in these new events, these home fire campaigns and these blood drives is actually really starting to open up doors." Lake IN’s shared view is that CAP’s event-based presence generated new community access and recruitment channels.  
  
Chatham GA — Shared viewpoint: CAP supplied visible, street-level presence and an operational pipeline of partners that, in some campaigns, supplied the majority of field volunteers. Elaboration: Chatham respondents described CAP teams as highly visible, integrated with local partners, and essential to the manpower for a major campaign—so much that partners supplied most installers for an activity. Example quotes: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "They're visible, they're on the streets, they are volunteering their time, they're checking out these organizations." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx (Chatham) supplied a numerical campaign example: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the... team that went out and installed with the fire department fire alarms." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx also emphasizes hyperlocal benefits: "I think what CAP does, I mean the way that they're engaging with hyperlocal communities, I think there's absolutely benefits from it." Chatham’s shared view is that CAP produced strong event mobilization and hyperlocal presence, demonstrated numerically in at least one campaign.  
  
Lake CA — Shared viewpoint: CAP enabled relationship-building and local capacity that could translate into event-based volunteer roles, but formal recruitment remained limited. Elaboration: Lake CA staff said CAP funds empowered CDPMs to build relationships; they reported trained CAT members wanting to do outreach but local processes and staffing gaps limited conversion into active Red Cross volunteer roles. Example quotes: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "What I haven't seen in either is recruitment for CAP volunteers, which I feel like that would have been a good step for them..." and "maybe they're not directly becoming Red Cross volunteers, but they're building the capacity in their areas to then either be event based volunteers or hopefully set up a shelter..." Lake CA’s shared view: CAP built partner capacity and relationships that can supply event-based volunteers, but formal CAP-volunteer recruitment did not occur in a coordinated, region-wide way.  
  
Warren KY — Shared viewpoint: In this jurisdiction staff reported no observed change in volunteer recruitment attributable to CAP, while other local documents are not quoted here. Elaboration: One file tied to Warren KY reports no visible changes and notes integration gaps; other Warren-linked files in the provided set do not include relevant recruitment quotes. Example quote from Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped to Warren KY in your list): "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." For the other Warren KY file (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx) there are no relevant recruitment quotes in the supplied excerpts. The shared Warren viewpoint is that CAP has not yet produced observable volunteer recruitment effects in the cited excerpts.  
  
Cross-category comparison and hypotheses about perspective differences  
  
Shared themes across geographies (similarities)  
- CAP as access/visibility enabler: Across many geographies—Sarasota (Glama Carter), Chatham (Alex Taylor, Maria Center), Lake IN (Simone Moore), Montgomery AL (Shannon Randolph), and others—staff consistently report CAP’s visible presence and partner relationships opened doors and created event-level recruitment opportunities. Representative quotes: "we were a multiplier of at least 25 more people to the region." (Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx) and "by CAP participating in these new events... is actually really starting to open up doors." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Mechanism: CAP builds partner trust, increases awareness, and supplies event staffing and sign-up touchpoints.  
- CAP focused on partners rather than roster-first conversion: Multiple region staff stressed CAP prioritizes partner relationships and community capacity rather than direct, mass recruitment of formal Red Cross volunteers—Joel Sullivan: "I don't think we've acquired a lot of volunteers... but I know we've acquired a lot of partners" (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). This pattern shows CAP often produces partner-supplied event volunteers rather than immediate additions to official volunteer rosters.  
- Evidence is predominantly qualitative and event/anecdote-driven: Across nearly all geographies, documents report anecdotes, single-event counts, or perceived increases (e.g., "probably 45 people sign up") rather than systematic pre/post metrics, retention rates, or region-wide conversion statistics.  
  
Differences across geographies (contrasts) and plausible explanations  
- Strong event-level multipliers vs. limited observable roster change: Geographies such as Sarasota, Chatham, and parts of Montgomery describe measurable event multipliers or counted sign-ups ("multiplier of at least 25" — Glama Carter; "CAP partners made up 70%..." — Alex Taylor). By contrast, places such as Mississippi AR (Barry Falke) and Warren KY (Josh Riddle) report no clear, measurable change: "But no, I'm not aware of any kind of notable or clear change..." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) and "We haven't seen any changes." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Hypotheses: (1) local CAP implementation differences—where CAP was integrated into chapter recruitment operations and events, measurable impacts appeared; (2) partner scale and density—areas with larger, better-networked partners (or specific partners that could mobilize substantial volunteers) saw bigger event effects; (3) staffing continuity—jurisdictions with stable CAP and volunteer-management staff could convert event interest into sign-ups more effectively.  
- Relationship-first strategy (slower recruitment) vs. immediate sign-up tactics: Some locales, e.g., Mississippi AR and parts of Lake CA, emphasized relationship-building and intentionally deprioritized immediate recruitment ("I don't really feel like we focused much on actual volunteer recruitment." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Others, like Montgomery and Cameron (specific disaster), used focused event sign-up tactics and reported immediate increases ("they probably had 45 people sign up to be volunteers." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "we were up above 50%" — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Hypotheses: Strategic choices explain variation—some CAP teams adopt long-term, trust-first models aiming for durable relationships; others tactically pursue sign-ups during events; both are valid but produce different short-term metrics.  
- Onboarding/operational friction vs. partner-readiness: Several geographies report significant onboarding, volunteer-connection, and measurement barriers that reduce conversion from interest to active volunteers (Butte: "It's really hard to move 30 people through our recruitment process..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; Lee FL: "It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Conversely, where chapters invested in volunteer specialists or processes (Madison TN hired a volunteer specialist), they reported a clearer pathway to convert partners. Hypotheses: Organizational capacity and streamlined volunteer-pathway design materially affect the extent to which CAP-generated leads become active volunteers.  
  
Incorporating frequency counts and largest differences into the analysis  
- The summary counts in your context indicate that "Effective strategies or resources for volunteer engagement" appears 21 times overall, with CAP Staff contributing 9 of those mentions, Region Staff 7, and Chapter Staff 5. Geographic frequency (examples) shows some geographies (Sarasota FL, Cameron TX, Madison TN, Atlantic NJ, Lee FL, Butte CA, Mississippi AR, Chatham GA) appear more often (count = 2) while others (Terrebonne LA, Warren KY) show zero in that specific frequency table. Interpretation and hypotheses: CAP Staff authored or were quoted in a larger share of statements describing concrete, effective tactics (9 of 21), suggesting that CAP staff perspectives emphasize operational, event-driven tactics and immediate recruitment innovations (sign-up sheets, appointments, partner calendars). Region Staff (7) and Chapter Staff (5) more often described systemic constraints, measurement gaps, or long-term strategies. Geography counts suggest that places with multiple statements (counts of 2) were more likely to produce concrete anecdotal evidence (multipliers, sign-ups), whereas geographies with zero mentions in that tally likely had fewer exemplars of event-level recruitment in the documented excerpts. This supports the hypothesis that both role (occupation) and local implementation intensity shape whether CAP strategies produced observable recruitment signals: CAP staff tended to report tactics and successes, region/chapter staff often reported constraints or the absence of clear outcomes.  
- The largest count differences (CAP Staff = 9 vs. Chapter Staff = 5) likely reflect that CAP staff are the ones executing outreach and thus more often report tactical outcomes and operational examples (e.g., "we probably had 45 people sign up" — CAP staff), while chapter staff evaluate programmatic impact and measurement (which surfaced as "no observable change" in some chapters). Thus, differences in statements reflect vantage-point effects: implementers report tactics and immediate yields; chapter/region managers focus on system-level conversion, retention, and measurement.  
  
Synthesis: why categories produced diverse perspectives (summary hypotheses)  
- Role and vantage point: CAP staff (implementers) see event-level wins and partner mobilizations; region and chapter staff see the downstream requirements (onboarding, volunteer-connection systems, retention) and often report limited measurable roster increases. This difference in vantage explains much of the divergence in tone and claims.  
- Partner scale and local networks: Jurisdictions with larger or better-networked partners (e.g., Sarasota, Chatham, some Madison efforts) achieved stronger event mobilization; jurisdictions whose partner networks are smaller or stretched thin (Krista Coletti’s observation that "many of the COP partners are so small, two people teams") experienced weaker conversion.  
- Systems and staffing: Where chapters hired volunteer specialists or integrated CAP into volunteer services (Madison TN; Atlantic NJ: close working relationship with the senior recruiter), the route from CAP outreach to volunteer rosters was clearer; where onboarding processes are slow, tracking absent, or leadership did not prioritize volunteer metrics, CAP’s impact remained largely qualitative and anecdotal.  
- Strategy choice (relationship-first vs. roster-first): Some locations deliberately emphasized relationship-building and long-term capacity (Matt Henry: "we focused much on actual volunteer recruitment... purposeful"), which delayed visible recruitment spikes but may create more sustainable engagement later; others emphasized immediate sign-up tactics and event mobilization, producing immediate but not necessarily sustained increases.  
  
Conclusion (integrative assessment)  
Across geographies, CAP strategies and resources repeatedly generated access—visibility, partner networks, event-based sign-ups, and localized training—which plausibly and sometimes demonstrably increased volunteer engagement for specific events (examples: "45 people sign up" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; "multiplier of at least 25" — Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx; "CAP partners made up 70%..." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). However, the extent of sustained volunteer recruitment across chapters remains unclear because of frequent onboarding friction, inconsistent tracking of partner hours, small partner scale in some locales, staffing turnover, and differing strategic emphasis (relationship-building vs. rapid recruitment). The frequency data align with this interpretation: CAP staff most often report effective tactics, while region and chapter staff more often report limited measurable roster growth or systemic barriers. Therefore, CAP’s greatest immediate impact is as a force multiplier for event and partner-based mobilization; its potential to produce sustained increases in formal volunteer rosters depends on solving onboarding, placement, measurement, and staffing constraints and on aligning CAP tactics with chapter-level volunteer strategies (e.g., a middle-ground "standby" or event-based volunteer model many interviewees recommended).  
  
(Where a named document attached to a geography had no relevant recruitment quote in the provided excerpts, this summary notes that absence rather than inventing a quotation.)

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in home fire responses in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, respondents describe a set of consistent operational shifts since CAP launched: improved notification and referral tools, stronger partner mobilization for rapid material and recovery support, and a move toward partner-informed, targeted prevention (notably smoke‑alarm work). However, implementation and effects are uneven across jurisdictions—some areas report increases in in‑person responses and campaign outputs while others report decreases, steady trends, or no detectable change—and many interviewees emphasized that measurable, jurisdiction‑wide outcome data are lacking. Key barriers limiting scale include informal notification pathways, volunteer and partner capacity constraints, role clarity and compensation concerns for on‑call partner responses, and uneven integration with fire departments. In short, CAP has driven important process and access changes that enabled high‑impact local outcomes in places, but sustainability, consistent notification mechanisms, and systematic measurement are required before those local gains translate into verifiable, program‑wide changes in home‑fire response.  
Analysis  
CAP instituted concrete coordination tools to improve how home-fire needs are identified and routed. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx stated, 'Joe came up with a form that the case managers can fill out to engage our team to help,' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reported that the team 'have compiled their. A resource guide and a resource listing using all of their partners.' Taken together, these passages show CAP moved toward deliberate intake and referral materials (a case-manager form and a hyperlocal resource guide) to make it easier to detect incidents and connect clients to culturally and locally appropriate partner supports during home-fire responses.  
CAP strengthened partner networks that can mobilize immediate, tangible assistance for fire-affected households. As described in Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx, 'six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?' and Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx recounted that 'by the end of that day, we hired one of our partners who has transitional housing, allowed their family to stay over the weekend.' These examples indicate a shift from sole, ad-hoc chapter responses toward partner-enabled, on-demand delivery of groceries, furniture, shelter and other recovery supports that shorten the path to recovery for fire clients.  
CAP accelerated a move from blanket canvassing to partner-informed, targeted prevention work. Multiple respondents described that 'instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where' (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), and that 'for the cap jurisdictions we again we did one on appointment based model that was effective' (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Together these statements show an operational change toward using partner knowledge to target high-need neighborhoods, experimenting with appointment-based installations, and embedding smoke-alarm work into partner-led contacts to increase access and efficiency.  
CAP has increased direct operational engagement by having CAP teams and trained partners support response activities. For instance, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports 'we've got some of our CAP teams kind of working alongside the DPOs to do some of that,' while Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx notes 'one partner who came to adapt boot camp for the purpose of responding to home fires' and is 'DAT trained and in volunteer connection.' These changes reflect CAP investing in trainings and joint deployments so CAP staff and designated partners can augment DAT/home-fire responses when notifications and role clarity allow.  
Staff reported divergent views on whether home-fire incident volumes changed since CAP began. Some respondents stated that 'the number of in person home fire responses has gone up' (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx), whereas others observed broader declines, saying 'I mean, it's down everywhere' (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). These contrasting, locale-specific perceptions highlight that changes in volume are neither uniform nor centrally measured across jurisdictions and that attribution to CAP varies by place and by the local interplay of leadership, referral pathways and external factors.  
Respondents consistently flagged limits to scaling and gaps in notification that constrain CAP-driven changes. For example, one interviewee reported 'probably a dozen fire clients over maybe the last two years' and cautioned 'Now, that's not sustainable' (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Another described a systems barrier: 'could we somehow filter that information directly to that partner? They haven't figured out how yet to narrow that down and do that' (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). These comments indicate CAP-enabled ad-hoc responses are meaningful but rely on informal notifications and staff/partner goodwill, which raises sustainability and information-sharing challenges for consistent, jurisdiction-wide change.  
Additional Insights  
Some regions reported notable decreases in home-fire responses that interviewees linked to local operational factors rather than CAP. As noted in Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx, 'Since FY20, we've seen a bit of a decrease in home fire responses,' and the respondent added that 'in Mississippi county in particular, I think part of that is changing in fire leadership, needing to re educate.' These unique observations underscore that in some places observed declines stem from shifts in local leadership, referral practices, or readiness—not directly from CAP activity—highlighting the importance of local context for interpreting response trends.  
In high-performing or already-robust jurisdictions, respondents saw little to no CAP-driven change. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly stated, 'Not at all... We're first in division, second in the nation in home fire responses. And when I think about it... CAP is really, there's really nothing that the CAP team has done to support on that.' This perspective illustrates that where local systems were already mature, CAP's incremental contributions were seen as limited and program effects negligible.  
Some sites reported concrete, positive outcomes—lives saved and strong campaign outputs—that suggest high-impact local wins. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported 'We do actually have two new lives saved in the vicinity of those CAP programs,' and Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx provided a jurisdictional output: 'We came in a little bit over goal last year, and we have a really high goal. We were 7,721 last year.' These unique, localized data points indicate CAP‑era activities can coincide with life‑saving events and strong Home Fire Campaign performance in particular places, even if such outcomes are not uniformly observed across all CAP jurisdictions.

#### Comparison across segments

Analysis across Groups occupation

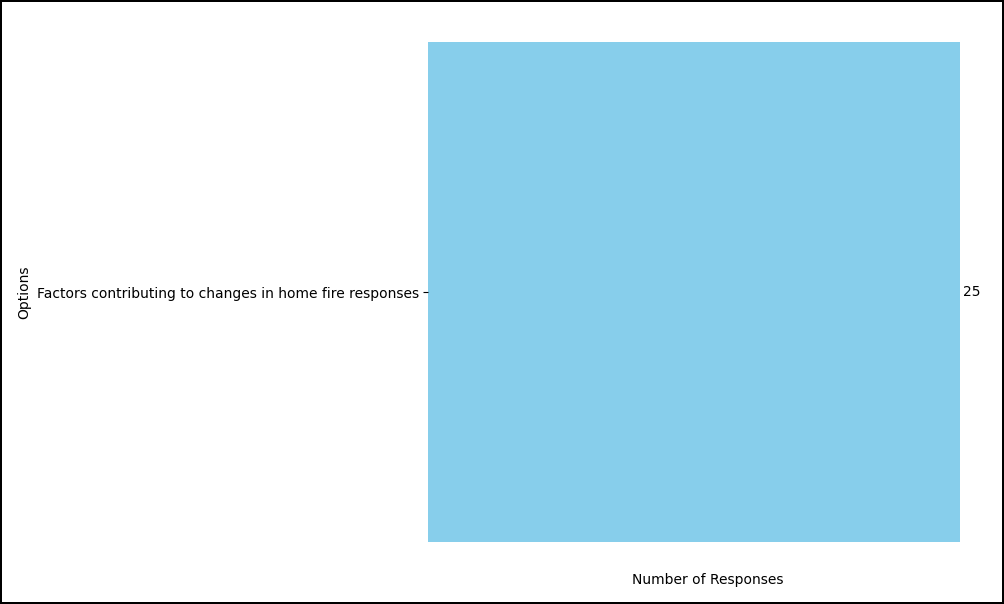
CAP Staff share the viewpoint that CAP has changed operational practice primarily by enabling partner relationships, creating new coordination tools, and piloting on-the-ground engagement—while also expressing concern about scale, sustainability, and measurement. For example, Kristi Collins documents a new intake workflow and training to improve notifications: "Joe came up with a form that the case managers can fill out to engage our team to help." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and notes training to operationalize it: "We just last week did a training with our local case manager." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Collins also emphasizes rapid partner mobilization and modest scale so far: "six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" and "far, probably a dozen fire clients over maybe the last two years. And so the... Now, that's not sustainable." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Nate Millard describes CAP teams working directly alongside local Disaster Program Officers: "So I think personally we've got some of our CAP teams kind of working alongside the DPOs to do some of that." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Glama Carter highlights partner‑informed targeting that replaces cold canvassing: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where..." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Other CAP staff offer a mix of optimism and caution: Margarita Moreno says, "We've seen some and not a ton, but the ones that we have seen have been really impactful." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), while Shannon Randolph captures the ambivalence between ideas and realized change: "We have ideas and we have the start of change. We don't have actual change yet." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Across these CAP Staff documents, the consistent perspective is that CAP’s work has created new pathways (forms, trainings, partner rosters, joint responses) and visible, often highly impactful local incidents, but that those changes are often pilot-scale, anecdotal, or constrained by volunteer capacity and measurement gaps.  
  
Region Staff share the viewpoint that CAP has multiplied partnership capacity, introduced coordination tools, and shifted strategy toward targeted, higher‑impact prevention—while reporting divergent perceptions about whether incident volumes have changed. Multiple Region Staff describe CAP’s role in broadening partner networks and delivering practical tools: Terry Stigdon states, "But the CAP team just really kind of multiplies those efforts by being out there. And when they're doing their community mapping, relationship mapping or asset mapping, they talk about what we, what we do as a Red Cross." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Terry\_Stigdon\_2025\_0825.docx). Rachel Lipoff reports a concrete product integrated into responses: "Well, I can tell you that one of the things this team has done that is. Sounds simple but is absolutely remarkable is they have compiled their. A resource guide and a resource listing using all of their partners." and explains its operational use: "So anytime there's a home fire... those clients receive the resource guide as part of that red folder..." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Region-level accounts also differ on incident trends and attribution: Barry Falke observes a decline and attributes it to local leadership change rather than CAP: "And in Mississippi county in particular, I think part of that is changing in fire leadership, needing to re educate." and explicitly distances CAP as causal: "So I don't think that there is any correlation... impact I think of the CAP program on either growing home fires. Nor do I really think that they are of course a reason why we saw them decrease either." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). By contrast, Mark Beddingfield supplies numeric campaign output and forward-looking engagement: "We came in a little bit over goal last year, and we have a really high goal. We were 7,721 last year," and describes mobilization activities in rural outreach (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Other Region Staff report modest increases ("I did see it go slightly up... by two last year versus the year before." — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) or declines ("I mean, it's down everywhere." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Collectively, Region Staff perspectives emphasize systems-level effects—resource guides, campaign outputs, partnership mobilization and targeting—while offering mixed and geographically varied judgments about whether home‑fire incident volumes or responses have measurably changed.  
  
Chapter Staff share the viewpoint that CAP’s most tangible effects are at the hyperlocal level: building trust, opening doors, and enabling partner‑led prevention and recovery supports—but that chapters often lack the data, volunteer capacity, or notification systems needed to turn those relationships into consistently measurable response changes. Kayla Gonzalez emphasizes field presence and trust building: "So the team... has really been big on making sure that we're out on the field more often, educating the community on what it is that we offer..." and reports planning to train partners as responders: "I know right now we're in the talks of trying to figure out how we can train some of CAP's... partners... to be ... home fire responders." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Alicia Dougherty provides an illustrative case of a response unlocked by a trusted bilingual CAP contact: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Chapter-level staff also describe constraints and data gaps: Maria Center replies "I cannot address that. I think that's some information you could look up." when asked for quantitative change (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx), and Caedy Minoletti reports limited overall change despite trained CAP members: "Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that." and "our CAP team members... have all been trained, so they go out and help, but they install smoke alarms and do the education..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Lisa Johnson gives a concrete chapter-level operational outcome that demonstrates local impact: "CAP helps raise awareness that the Red Cross responds to home fires..." and "organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). In sum, Chapter Staff perspectives foreground trust, hyperlocal referrals, and episodic partner-led installations and recovery supports; they also repeatedly flag notification, volunteer onboarding, and data limitations that impede comprehensive measurement of CAP-driven change.  
  
Cross‑category comparison and interpretation of differences and commonalities: Across the three occupational categories there are clear convergences and systematic differences. Shared emphases across categories include the centrality of partner relationships, a shift toward targeted outreach versus cold canvassing, and persistent limits in measurement. For partner-enabled targeting, CAP Staff emphasize the operational mechanics—forms, training, and joint deployments ("Joe came up with a form..." — Kristi Collins; "So I think personally we've got some of our CAP teams kind of working alongside the DPOs..." — Nate Millard), Region Staff describe the systems that multiply partner capacity ("CAP team just really kind of multiplies those efforts..." — Terry Stigdon; "they have compiled... a resource guide" — Rachel Lipoff), and Chapter Staff stress the field manifestation—trust, access, and partner-led events ("we're out on the field more often..." — Kayla Gonzalez; "That family would not have received Red Cross support..." — Alicia Dougherty). All three categories thus converge on partnerships as the mechanism of change.  
  
However, categories diverge in emphasis and perceived outcomes. CAP Staff most consistently report procedural innovations and pilot-level impact (forms, trainings, partner rosters, pilot joint responses) and express caution about scale and sustainability ("...probably a dozen fire clients... Now, that's not sustainable." — Kristi Collins). Region Staff are more likely to frame system-level outputs and mixed trends, sometimes citing numeric campaign results ("we were 7,721 last year" — Mark Beddingfield) or asserting jurisdictional decreases tied to local leadership ("And in Mississippi county... changing in fire leadership" — Barry Falke). Chapter Staff foreground local operational realities—trust-building, volunteer onboarding friction, and inability to access or supply quantitative metrics ("I cannot address that..." — Maria Center; "Even home fire campaign folks have to go through volunteer connection, which is a little laborious..." — Caedy Minoletti). These differences plausibly arise from role-specific vantage points: CAP Staff are program designers and pilots who see newly introduced tools and early-case impacts; Region Staff manage campaign metrics and multi-chapter outputs so they notice aggregate numbers and jurisdictional variation; Chapter Staff operate at the point of service and therefore perceive the everyday constraints—notifications, volunteer capacity, partner mission fit—that limit scaling.  
  
The document-count frequencies bolster this interpretation and should temper how broadly one generalizes: within the coded materials, "Factors contributing to changes in home fire responses" was documented 25 times overall, with CAP Staff contributing 12 of those mentions, Region Staff 10, and Chapter Staff 3. Because CAP Staff responses are the largest single occupational slice (12 mentions), the corpus skews toward observations about partnership-enabling activities and pilot workflows; Region Staff still provide a substantial counterbalance with system-level outcomes and metrics (including the 7,721 homes example), while Chapter Staff are underrepresented in count but supply crucial frontline constraints and hyperlocal anecdotes. That numerical imbalance helps explain why programmatic descriptions and pilot tactics are prominent in the dataset: CAP Staff perspectives are relatively more numerous and therefore shape the aggregate narrative toward partnership tools and pilot efforts.  
  
Hypotheses explaining diverse perspectives (or their alignment)  
- Vantage and responsibility hypothesis: Occupational role determines informational access. CAP Staff design pilots and coordinate partners and therefore emphasize tools, workflows, and nascent joint activities (e.g., Kristi Collins’s intake form; Nate Millard’s partner rosters). Region Staff track campaign outputs and cross-jurisdiction comparisons, so they report aggregate metrics and mixed trends (e.g., Mark Beddingfield’s 7,721 homes number; Barry Falke’s perception of decreased responses). Chapter Staff focus on field implementation, so they stress trust, notification gaps, volunteer onboarding friction, and the concrete, often anecdotal nature of changes (e.g., Alicia Dougherty's bilingual referral that produced a response).  
- Scale and attribution hypothesis: Many CAP-era changes are pilot-sized and locally impactful but too small or too recent to register as consistent jurisdiction‑wide trends. This explains CAP Staff accounts of "some and not a ton" impacts (Margarita Moreno) juxtaposed with Region Staff numeric campaign outputs in some areas and no-change or decline in others (Barry Falke; Jacquelyn Clites). Where region-level campaign outputs are large, CAP‑style partner work likely complemented existing capacity (Mark Beddingfield’s numbers); where chapters report little change, notification or volunteer barriers prevented partner activity from translating into sustained incident response (Caedy Minoletti; Curtis Morman).  
- Data and notification hypothesis: Differing access to data and the presence of informal versus formal notification channels shape perceptions. Several Chapter and CAP respondents note that notifications are inconsistent or ad hoc ("We don't get those notifications..." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx; "We've heard anecdotally that part of it is the fire departments just don't know or the number that they have is the 800 number." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). When regions can compile campaign outputs, they can report big numbers; when chapters lack data access, they can only provide qualitative anecdotes or say "I cannot address that." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
- Partner mission-fit and capacity hypothesis: CAP’s model assumes partners can fill roles (on-call response, installs, recovery supports), but partners vary in mission and capacity. Nate Millard warned about expecting partners to take night calls without compensation ("...to take that two in the morning phone call... I wonder if they'll do that or not." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), and Kayla Gonzalez noted some partners (e.g., Loaves and Fishes) will not provide people for response activities (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Thus differences in partner willingness and structural incentives produce divergent local experiences.  
- Geographic and temporal heterogeneity hypothesis: The CAP rollout occurs unevenly across geographies and over time. Some localities report increased in-person responses or campaign outputs (Matt Henry: "I think that the number of in person home fire responses has gone up." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx; Mark Beddingfield’s 7,721 homes), while other counties report declines or no change (Jacquelyn Clites: "I mean, it's down everywhere." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Shawn Schulze: "Not at all." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Local fire leadership turnover, storm activity that diverted resources (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "in the fall... the home fire campaign was not our priority"), and targeted campaign choices (Priscilla Fuentes describes rural targeting that "cut our number in half") all contribute to heterogeneity.  
  
Synthesis and implications grounded in the quoted evidence  
- Convergent conclusion: All occupational groups attribute the most operationally observable changes to improved partnerships and targeted outreach rather than to a uniform increase in chapter-led emergency responses. Representative quotes across categories support this: Glama Carter (CAP Staff) on partner targeting, "So instead of knocking on doors and going cold calling, our partners can help us identify those communities..." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx); Rachel Lipoff (Region Staff) on resource guides, "they have compiled... A resource guide..." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx); Kayla Gonzalez (Chapter Staff) on field outreach and trust, "we're out on the field more often..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). These cross-cutting observations point to CAP’s consistent role as a convenor and enabler of partner-mediated prevention and recovery activities.  
- Divergent practical outcomes: Where CAP staff and some region respondents report increased in‑person responses or campaign outputs (Matt Henry: "I think that the number of in person home fire responses has gone up." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx; Mark Beddingfield: "we were 7,721 last year" — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), other chapters and regions see little change or even declines (Jacquelyn Clites: "I mean, it's down everywhere." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Shawn Schulze: "Not at all." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). The dataset’s occupational counts (CAP Staff: 12 mentions; Region Staff: 10; Chapter Staff: 3) suggest CAP-centric pilot accounts are more numerous in the corpus, which may emphasize early programmatic innovations while underrepresenting sustained chapter-level operational barriers.  
- Operational constraints limiting scale: Multiple frontline and region staff cite volunteer capacity, notification engineering, and partner compensation as concrete barriers to turning partner networks into sustained on-call response capacity. Kristi Collins’ sustainability warning ("Now, that's not sustainable.") and Nate Millard’s caution about expecting partners to accept 2 a.m. calls without compensation both exemplify this theme. Chapter staff emphasize administrative friction ("Even home fire campaign folks have to go through volunteer connection, which is a little laborious..." — Caedy Minoletti), which constrains how quickly partner interest converts into deployable capacity.  
  
Overall assessment (concluding synthesis)  
Across CAP Staff, Region Staff, and Chapter Staff documents the strongest, most consistent change since CAP launch is procedural and relational: CAP has expanded partner lists, created new coordination tools (notification forms, resource guides), piloted partner-led or partner-assisted prevention and recovery tactics, and in places augmented campaign outputs or on‑the‑ground teams. Verbatim evidence shows CAP Staff describing new workflows and pilot responses ("Joe came up with a form..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), Region Staff pointing to system products and variable outcome patterns ("they have compiled... a resource guide..." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx; "we were 7,721 last year" — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), and Chapter Staff documenting hyperlocal trust and operational friction ("That family would not have received Red Cross support..." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx; "I cannot address that." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Yet the evidence is uneven: notable local successes and larger campaign outputs coexist with many accounts of limited or no change in incidence response, notification gaps, volunteer and partner capacity limits, and sparse jurisdiction‑wide measurement. The occupational distribution of the coded responses (CAP Staff 12, Region Staff 10, Chapter Staff 3) helps explain why partnership-enabling innovations receive prominent mention in the documents while chapter-level constraints and the lack of robust outcome measurement are also recurrently reported but less numerically represented.  
  
In short, CAP’s principal and shared contribution across occupational perspectives is to create or improve partner-mediated pathways for prevention, referral, and recovery in home‑fire contexts; whether those pathways translate into measurable, jurisdiction‑wide changes in response volumes or outcomes depends on local leadership, notification and data systems, volunteer/partner capacity and incentives, and the temporal scale of pilot maturation. The quoted documents demonstrate both the promise (targeted installs, resource guides, partner‑led events, and isolated life‑saving instances) and the limits (sustainability, uneven adoption, and measurement gaps) of CAP-era changes in home fire responses.

Analysis across Groups Geography

Tulare CA — CAP-era changes are limited in scale but notable in impact and service-model experimentation. Documents from this geography describe that interviewees perceive only a small number of CAP-related home-fire interventions to date, yet those interventions were highly meaningful and prompted changes in how partners deliver immediate assistance and how installations are planned. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We've seen some and not a ton, but the ones that we have seen have been really impactful." That file also documents partner-enabled recovery services, noting that "And the partner was able to get them to the right place and get them where they needed to be" and describing in-kind support: "we had another home fire where we had provided laundry, like washer and dryer to a partner and they were able to offer laundry services to home fire client." Finally, the document records service‑delivery experimentation and equity concerns in prevention work: "for the cap jurisdictions we again we did one on appointment based model that was effective," and it asks evaluative questions about access: "in hindsight I also ask did we, did we. Who did we miss because of that equity wise for people accessibility. Right. Who maybe weren't able to go to the fair." These verbatim excerpts show Tulare respondents characterize CAP effects as modest in number but meaningful in individual cases, and they highlight operational shifts (appointment-based installs, partner-delivered recovery) together with concerns about sustainability and equity.  
  
Sarasota FL — Shared perspective: CAP shifted outreach from cold canvassing toward partner-informed targeting and enabled partner-mediated recovery supports, while local coordination with fire departments remains central to response effectiveness. In Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx the respondent reports an operational targeting change: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that." The same file describes partner-enabled post-fire assistance: "So by the end of that day, we hired one of our partners who has transitional housing, allowed their family to stay over the weekend." Complementing that partner-focused view, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx (mapped by the project to this area) links response frequency to fire-department relationships, observing that "we were responding to way less fires than we should have been responding to in Lee County" and attributing the gap to coordination: "Our team wasn't connecting with the fire department officials on a regular enough basis." Together these quotes illustrate a shared Sarasota/nearby-county perspective: CAP has reoriented outreach to rely on trusted partners (improving access and wraparound supports), but restoring or establishing routine communications with fire departments is a complementary and necessary lever to convert outreach into consistent incident responses.  
  
Cameron TX — Shared viewpoint: perspectives diverge within the geography between high‑performing systems that report no CAP-driven change and local teams emphasizing increased field engagement and partner training. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx answers directly, "Not at all," and explains one reason for no observed CAP impact: "We're first in division, second in the nation in home fire responses. And when I think about it, it is. CAP is really, there's really nothing that the CAP team has done to support on that." In contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx presents an active outreach posture and partner training plans: "So the team and I, or the team, I should say, has really been big on making sure that we're out on the field more often, educating the community on what it is that we offer, what we could do, the resources that we have." That file also documents partner-led installs: "I believe it's one or two that has actually held their own smoke alarm event where they're going out, they're identifying the area, we're going out and supporting and they're actually doing the installations by themselves." (No relevant verbatim quotes were available from Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx in the provided material.) These verbatim statements show a split: in parts of Cameron TX CAP was not perceived to alter an already-high-performing response model, while elsewhere CAP-driven field presence and partner capacity-building are seen as emergent changes.  
  
Terrebonne LA — No relevant quotes available from the supplied documents to describe CAP-era changes in home-fire responses for this geography. The provided corpus contains no verbatim excerpts from Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx, so this paragraph cannot include direct quotes or detailed documentary evidence for Terrebonne LA.  
  
Yazoo MS — Shared view: CAP presence strengthened local relationships, improved referral and installation targeting, and increased regular communication between CAP staff, partners, and fire services, supporting more timely on‑the‑ground prevention and response coordination. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx emphasizes relational access: "With the CAP program presence. And Dr. Jones has a lot of relationships because she kind of grew up in that area. She does know the fire chief, so that does, you know, just those relationships matter." Tamica adds operational detail about installs: "The CAP team has supported that program by helping install smoke alarms in the area" and reports local fire-department uptake: "And so the Yazoo County Fire Department has, has been doing some installs outside of Red Cross. So they're now getting to the point where they're taking. It's giving them the resources and they're responding to install some of those alarms in the area." Complementing that, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx describes CAP and partners showing up to known incidents: "And us showing up, if it's local and we know about it, yeah, the CAP team is going to show up as well as the partners." These verbatim passages indicate Yazoo respondents see CAP improving targeting and catalyzing partner and fire-department action on smoke-alarm installs and referrals, producing clearer, more regular communication channels around home-fire needs.  
  
Madison TN — Shared viewpoint: CAP increased chapter awareness and incident reporting pathways and was asked to support caseworker capacity, yet respondents report mixed evidence on actual on‑scene CAP response frequency. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx notes no observed CAP-led on‑scene responses but improved notifications: "No, I hadn't seen any home fire responses. I think one thing that has changed that we get the incident reports that when there's something that takes place across the region, our team is notified as with that as well." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx emphasizes CAP’s outreach role and perceived reporting gains: "They speak to all of our lines of service. They have an excellent way of giving an overview, even if it's brief, an overview of all of the aspects of our services in their community," and asserts that "I think the statistics would speak to, since CAP has arrived, higher percentage of total fires in Madison county being made known to us and aware to us." By contrast, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx expresses no observed change in approach: "No," and "I don't see it getting less, don't see it getting more, don't see it changing the approach." These verbatim quotes show a shared theme—CAP has increased awareness and notification channels and was asked to help recruit caseworkers—while also illustrating differing perceptions about whether those process changes translated into substantive, measurable increases in on‑scene CAP involvement.  
  
Atlantic NJ — Shared viewpoint: CAP introduced concrete coordination tools (a notification form, staff trainings, and a hyperlocal resource guide) and mobilized partners to increase immediate material and referral support during home fires, producing quicker transitions to recovery. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes a new intake workflow and training: "Joe came up with a form that the case managers can fill out to engage our team to help," and "We just last week did a training with our local case manager." The same file documents rapid partner mobilization for on-the-ground client needs: "six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" and "new apartment, no one Hungry, gave them a dining room set, and I believe it was a sofa and some end tables, and they delivered it directly to the fire client." Supporting that, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reports a hyperlocal resource product integrated into client materials: "they have compiled their. A resource guide and a resource listing using all of their partners," and "So anytime there's a home fire... those clients receive the resource guide as part of that red folder that we provide." Region-level perspective in Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx balances steady incident frequency with improved referral speed: "That really hasn't changed. But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there," and "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." Together these verbatim passages show Atlantic NJ respondents emphasize concrete process and tool changes (forms, training, guides) that improved referral and recovery pathways even where incident frequency remained steady.  
  
Montgomery AL — Shared viewpoint: CAP contributed to focused smoke‑alarm installation gains and Homes Made Safer campaign support, but installer/volunteer capacity constrains scaling; local documentation suggests measurable outputs. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx describes a targeted smoke-alarm push and effect on campaign metrics: "One thing we tackled was smoke's alarm installation. So a team member of mine... she just used those contacts to get several apartment buildings that needed smoke alarm installation in many of their apartments," and states, "And so that in itself has been, has had an impact on the homes made Safer campaign here in Montgomery County." Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx supplied a jurisdictional output metric that indicates strong Home Fire Campaign activity: "were 7,721 last year," and noted expectations that new community engagement would raise responses going forward. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx gives a concrete local example of installations and awareness effects: "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." These verbatim quotes show Montgomery respondents identify measurable prevention outputs tied to CAP-era activities while also noting volunteer/installer capacity as the primary operational constraint to scale.  
  
Jackson OR — Shared viewpoint: locally, leaders reported limited Red Cross need or engagement and only emergent efforts to build fire‑department collaboration; observed changes are small and attribution to CAP is uncertain. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports a leadership stance that limits engagement: "Honestly, I know nothing about it because I get told consistently that we're not needed there," and that she was told "the field was saturated." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx describes only modest, uncertain shifts: "A little bit, but I, I don't know if that's just like, like halo effect... I did see it go slightly up, but like you know, by two last year versus the year before," and notes recent efforts to "lean in on fire department collaboration." These verbatim excerpts indicate Jackson respondents saw either directive discouraging CAP-led home-fire work or only nascent collaboration efforts, so any observed changes were small and their causal link to CAP unclear.  
  
Lee FL — Shared viewpoint: CAP and chapter respondents report partner-informed targeting and prevention engagement alongside operational barriers to partner integration—improvements in outreach exist but partner-notification and onboarding systems limit broader response change. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx is explicit about the absence of partner response integration: "I have not. And we have not involved our partners in home fire responses." The same file points to a systems barrier: "When a partner is operating in say, neighborhood A and they've responded to a home fire in neighborhood A, could we somehow filter that information directly to that partner? They haven't figured out how yet to narrow that down and do that, how to." Complementing that, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx identified an initial under‑response tied to weak fire-department contact and then an increase after coordination improved: "we were responding to way less fires than we should have been responding to in Lee County," and later, "We did see in a very short amount of time, the number of fires we were being called to by the fire department in Lee county increase." These verbatim passages show Lee-area respondents perceive improved outreach and coordination potential through CAP but also note technical and process gaps (notification filtering, volunteer onboarding) that keep systemic response-change limited.  
  
Monterrey CA — Shared viewpoint: local staff describe CAP activity largely as promotional/alignment support and report no observable change in home-fire responses attributable to CAP. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx states plainly, "No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate," and frames CAP’s role as promotional: "So what we have been doing is helping promote and we actually have adapted to the CDPMS way of doing things." (No relevant verbatim quotes were available from Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx in the supplied materials.) These verbatim lines indicate Monterrey respondents see CAP as aligning and promoting existing partnership activity rather than changing on-scene home-fire response volumes or practices.  
  
Butte CA — Shared viewpoint: CAP teams increasingly work alongside Disaster Program Officers and partner volunteers, enabling targeted installs and some life‑saving incidents, but respondents differ on whether systemwide response patterns meaningfully changed. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx describes CAP staff working directly with DPOs: "So I think personally we've got some of our CAP teams kind of working alongside the DPOs to do some of that." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports tangible outcomes near CAP work: "We do actually have two new lives saved in the vicinity of those CAP programs." At the same time Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx tempers system-change claims: "Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that," while also reporting training and CAP member activity: "I mean, the good thing is that our CAP team members have, have all been trained, so they go out and help, but they install smoke alarms and do the education and they don't have to do that." These verbatim quotes reveal a Butte pattern: CAP teams are operationally active and have been associated with high-impact individual outcomes (including reported lives saved), yet some local staff see only modest change in overall response patterns so far.  
  
Mississippi AR — Shared viewpoint: respondents express divergent perceptions—some see increased in-person responses and proactive firefighter engagement, while others report decreases linked to local leadership turnover and the need to re-educate partners—resulting in mixed assessments of CAP’s effect. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx asserts a positive shift: "I think that the number of in person home fire responses has gone up," and judges it "been a positive impact on. On the home fires." In contrast, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports a county-level decrease and attributes it to local changes: "Since FY20, we've seen a bit of a decrease in home fire responses," and, "And in Mississippi county in particular, I think part of that is changing in fire leadership, needing to re educate." Barry explicitly distances CAP as causal: "So I don't think that there is any correlation or from what I can tell, impact I think of the CAP program on either growing home fires. Nor do I really think that they are of course a reason why we saw them decrease either." These verbatim statements demonstrate that in Mississippi AR the observed pattern of change is heterogeneous—some CAP staff perceive increased in-person activity while chapter-level staff see decreases tied to leadership and referral factors—so attribution to CAP is contested.  
  
Lake IN — Shared viewpoint: CAP expanded partner mapping and resource access that broadened referral lists and unlocked donated in‑kind resources, but frontline staff reported little-to-no recent Red Cross home‑fire responses in some locales, producing a contrast between improved capacity and low observed call volume. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx credits CAP with broadening operational networks: "But the CAP team just really kind of multiplies those efforts by being out there... they have just broadened the list on who we call when we need help," and adds a concrete resource benefit: "And because of the relationships and the work they've done, they're able to get food at no cost to the Red Cross." By contrast, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reports lack of recent Red Cross home-fire responses in the area: "I have not seen a fire happen in about a year that Red Cross has responded to," and notes geographic mismatch in campaign placement: "So they'll do something in Maryville, they'll do something in Crown Point, but nothing in Gary or nothing in East Chicago or Lake Station or Whiting and things like that." These verbatim quotes show Lake IN respondents see CAP as strengthening partner networks and resource leverage while also confronting low documented on‑scene Red Cross response frequency in specific communities.  
  
Chatham GA — Shared viewpoint: CAP partners supplied significant prevention capacity (high partner share in Sound the Alarm installs) and hyperlocal relationships enabled otherwise-unserved households to receive services, even while direct emergency-response involvement remained limited. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports limited direct incident involvement: "We haven't really been involved in home fires all that much," but documents strong prevention participation: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the. Of the team that went out and installed with the fire department fire alarms." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx records an enabling referral: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." And Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx highlights partner participation at installs: "The CAT coordinator and some friends came to our smoke alarm installation event for Sound the Alarm. That was great to see them there." These verbatim statements illustrate a consistent Chatham picture: CAP-driven partner involvement greatly boosted prevention/install capacity and unlocked access for households that otherwise would not have been reached, even as direct response engagement remained modest.  
  
Lake CA — Shared viewpoint: CAP-associated interventions near CAP programs have been linked to concrete life‑saving outcomes, and staff emphasize targeting interventions to maximize impact. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports an outcome claim: "We do actually have two new lives saved in the vicinity of those CAP programs," and describes targeting strategy: "I think one of the things we've learned from the CAT programs is we need to focus on where the impact is." These verbatim lines indicate Lake CA respondents report at least isolated, high-impact outcomes near CAP activities and endorse a targeting approach (prioritizing mobile homes/high-risk areas) to maximize prevention return.  
  
Warren KY — No relevant quotes available in the provided materials for the listed transcripts (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx and Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Because no verbatim excerpts were included for Warren KY in the supplied corpus, I cannot cite document quotes for this geography here.  
  
Cross‑category comparison and contrast (synthesis, patterns, and hypotheses)  
  
Shared cross‑category patterns (stated viewpoint, with cross‑document verbatim support): Across many geographies respondents converge on a set of process-oriented CAP effects: CAP expanded partner networks and relationship mapping, enabled partner‑led prevention (smoke‑alarm installs), improved local referral pathways or resource guides, and created new outreach/notification practices—while measurable, jurisdiction‑wide changes in incident volumes or response protocols remain uneven or not fully documented.  
  
- Partner mapping and resource leverage: multiple geographies used the same language about CAP multiplying efforts through mapping and partner lists. For example, Lake IN’s Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx says, "But the CAP team just really kind of multiplies those efforts by being out there... they have just broadened the list on who we call when we need help." Atlantic NJ’s Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx similarly notes a hyperlocal product: "they have compiled their. A resource guide and a resource listing using all of their partners," used in client materials: "So anytime there's a home fire... those clients receive the resource guide as part of that red folder that we provide." These verbatim quotes show a shared CAP contribution—asset/relationship mapping and local resource products—to improve referral and recovery capacity.  
  
- Partner-led prevention and installations: many areas report CAP partners forming the bulk of installers at prevention events. Chatham GA’s Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx observed, "CAP partners made up 70% of the... team that went out and installed with the fire department," while Montgomery AL’s Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx cites concrete installation organization: "organizing 200 smoke alarm installations." These verbatim data points indicate partner-enabled prevention is a recurrent operational change across geographies.  
  
- Improved notification/engagement processes: Atlantic NJ’s Kristi Collins documented a new intake form and training: "Joe came up with a form that the case managers can fill out to engage our team to help," and "We just last week did a training with our local case manager." Madison TN’s Curtis Morman reported improved incident reports: "we get the incident reports... our team is notified as with that as well." These verbatim excerpts show CAP’s contribution to notification and case-manager linkage.  
  
Divergent cross‑category patterns (stated viewpoint, with cross‑document verbatim support): Despite the process gains, there is consistent divergence in whether local actors perceive measurable changes in home-fire incident volumes or fundamental response practices—differences that align with local context, prior capacity, leadership attitudes, and campaign targeting strategies.  
  
- No observed change in already high‑performing areas: Some geographies with well‑established response systems report little to no CAP‑driven change. Shawn Schulze in Cameron TX states bluntly, "Not at all," and adds context: "We're first in division, second in the nation in home fire responses." Similarly, Monterrey CA’s Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports, "No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate." These verbatim excerpts suggest CAP’s marginal contribution is smaller where robust pre‑existing systems already delivered prevention/response at scale.  
  
- Places with measurable prevention outputs and expected impact: Other geographies report measurable campaign outputs and perceived upticks: Mark Beddingfield’s region-level reporting cites a numeric Home Fire Campaign output: "were 7,721 last year," and Lisa Johnson reported "organizing 200 smoke alarm installations." Montgomery AL and some parts of Mississippi/Alabama offered verbatim evidence of measurable activity that could plausibly change exposure or downstream outcomes.  
  
- Declines or limited response explained by leadership or referral breakdowns: In contrast, Barry Falke in Mississippi AR reports a decrease: "Since FY20, we've seen a bit of a decrease in home fire responses," and links this to local fire‑leadership changes: "changing in fire leadership, needing to re educate." Jacquelyn Clites indicates under‑reporting and structural referral obstacles in some counties: "I mean, it's down everywhere" and "part of it is the fire departments just don't know or the number that they have is the 800 number." These verbatim quotes suggest decreases or low reporting are sometimes driven by external operational or leadership changes rather than CAP programmatic factors.  
  
Hypotheses about why categories (geographies) resulted in diverse perspectives, or why they did not:  
  
1) Baseline system performance and saturation effect: Where chapters were already high-performing and led by seasoned volunteer networks (e.g., parts of Cameron TX, Monterrey CA), respondents said CAP did not materially change response ("Not at all", "No. And the reason why... partnerships... already participated"). Hypothesis: in geographies with high pre‑CAP capacity, CAP’s relative marginal effect on incident volumes is smaller; CAP’s best value there is likely marginal gains in prevention targeting or partner coordination rather than wholesale operational change.  
  
2) Partner-network maturity and role suitability: In areas where CAP successfully built or activated partner networks (Atlantic NJ, Chatham GA, Montgomery AL), the program enabled partner-led prevention and faster recovery (resource guides, rapid in-kind delivery). Hypothesis: geographies with many trusted, mission‑aligned service providers (food banks, transitional housing, culturally specific centers) could convert CAP mapping into tangible client supports more quickly, yielding visible changes in recovery speed even if incident volumes did not rise.  
  
3) Leadership and referral systems mediate attribution: Several quotes tie observed increases or declines to local leadership, notification practices, or referral channels. For example, Lee County saw an under‑response that improved once fire‑department contact increased: "we were responding to way less fires... Our team wasn't connecting with the fire department officials on a regular enough basis" and then "We did see in a very short amount of time, the number of fires we were being called to... increase." Conversely, Mississippi AR’s decline was tied to leadership turnover requiring re‑education. Hypothesis: CAP’s ability to influence reported home‑fire response volumes is contingent on fixing referral and notification processes and on stable local leadership willing to coordinate; without that, CAP’s mapping and prevention gains may not translate into more calls or changed emergency response behavior.  
  
4) Targeting choices and trade‑offs between depth and count: Several respondents described intentional shifts toward targeted, high‑impact interventions (appointment-based installs, rural focus), which reduced raw installation counts while increasing reach into underserved homes and raising impact per intervention. Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "We've seen some and not a ton, but the ones that we have seen have been really impactful." Priscilla Fuentes noted targeting small rural communities "cut our number in half." Hypothesis: jurisdictions that prioritized equity/targeting over volume will report fewer total installs but greater per-case impact—producing divergent perceptions when volume metrics alone are considered.  
  
5) Workforce, volunteer onboarding, and compensation constraints: Many respondents flagged capacity and onboarding barriers. Nate Millard warned about partners’ willingness to take on late‑night calls "without extra compensation," and Caedy Minoletti noted volunteer onboarding is "a little laborious for some of our partners." Hypothesis: even where CAP creates potential volunteer cadres or partners, administrative friction and lack of incentives limit uptake; geographies that solve volunteer‑connection and compensation barriers show more realized change.  
  
6) External shocks and operational priorities: Some jurisdictions paused or reprioritized home‑fire work during storms or other large incidents (e.g., Alicia Dougherty noted hurricane impacts). Hypothesis: timing matters—CAP’s observable effects are muted when chapters are diverted by competing disasters; cross‑category comparisons must control for those external shocks.  
  
Incorporating frequency differences into the interpretive frame: The provided frequency counts indicate some geographies appear more often in the corpus (e.g., Yazoo MS: 3, Atlantic NJ: 3, Butte CA: 3, and others like Montgomery AL, Lee FL, Jackson OR, Lake IN, Chatham GA at 2 each) while Terrebonne LA and Warren KY appear with zero or no quotes. This distribution plausibly reflects either (a) higher local CAP activity and/or pilot intensity prompting more documentation/interview commentary (e.g., Atlantic NJ and Yazoo MS have multiple documented process innovations—forms, resource guides, targeted installs), or (b) greater regional heterogeneity and local staff availability for interviews. Hypothesis: geographies with higher document frequency in the dataset correspond to places where CAP piloted new operational models (targeted installs, partner case‑management forms, hyperlocal guides) and thus generated more observable process changes to discuss; places with zero or few mentions either had minimal CAP activity, local leadership deprioritization (e.g., "we're not needed there"), or simply were not included fully in the interview sample for this question.  
  
Summary judgment integrating the cross‑category evidence (stated view): Across the geographic categories, CAP consistently catalyzed process and partnership changes—mapping partners, enabling partner‑led smoke‑alarm installs, creating notification forms and resource guides, and prompting training and outreach—that improved access to prevention and sped referrals and recovery in many localities. Verbatim evidence across geographies documents those process changes: "Joe came up with a form..." (Atlantic NJ), "they have compiled... a resource guide" (Atlantic NJ), "CAP partners made up 70%..." (Chatham GA), "So instead of knocking on doors... our partners can help us identify those communities" (Sarasota FL). At the same time, whether those process shifts produced measurable, jurisdiction‑wide changes in the frequency or operational model of home‑fire responses varies locally and is conditioned by pre‑existing capacity, leadership engagement, notification systems, volunteer/onboarding constraints, targeting choices, and external disaster demands. Multiple participants acknowledged limited or mixed measurement evidence—e.g., "We've seen some and not a ton" (Tulare CA), "I don't know if our numbers are up" (Butte CA), and "No" or "Not at all" in high‑performing areas (Cameron TX, Monterrey CA)—underscoring that CAP’s impact is more clearly registered in enhanced partner coordination, targeted prevention strategy, and localized client outcomes than in uniform increases in incident response volumes across all geographies.  
  
Concluding synthesis (stated view): The corpus shows CAP produced repeatable operational changes—partner mapping and mobilization, targeted prevention, referral tools, and training—that consistently improved access to prevention and recovery supports across multiple geographies, and those process changes align with local claims of faster recovery or targeted life‑saving outcomes in specific places. Yet heterogeneous baseline conditions, leadership and referral systems, volunteer capacity, and strategic decisions about targeting versus volume produced the observed variation in whether interviewees reported measurable increases in home‑fire responses. The verbatim evidence is explicit about both kinds of effects: for example, "six partners... it's ready for you. Come get it. Do you want us to deliver it?" (Atlantic NJ) shows concrete partner mobilization, while "Not at all" (Cameron TX) shows a context where CAP did not alter an already robust volunteer response system. Overall, CAP’s principal, documented contribution across geographies is in expanding and operationalizing local partner networks and new referral/notification tools that increase the system’s ability to deliver prevention and recovery services—even when those institutional changes have not yet uniformly shifted incident volumes or on‑scene response models in every CAP jurisdiction.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in home fire responses outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, interviewees reported a mixture of perceptions and localized actions regarding home fire responses outside the CAP jurisdiction: several respondents described regional declines or leveling off in recorded responses, many noted increased outreach and the diffusion of CAP practices and tools (for example, hyperlocal resource guides and partner training), and multiple staff emphasized persistent constraints—notification gaps, volunteer shortages, and limited capacity—that inhibit broad, measurable change. A handful of concrete, localized examples show CAP or CAP‑influenced teams augmenting installs or prompting data‑driven outreach that led to improved target attainment in specific places, but these appear patchy rather than systemic. Several respondents explicitly reported no observable CAP‑driven change outside pilot areas, and others flagged limited situational awareness or data gaps that make assessment difficult. Taken together, the evidence suggests CAP has catalyzed awareness, tools, and isolated operational support beyond its boundaries, yet robust, chapter‑wide, measurable changes in outside‑jurisdiction home fire response have not been consistently documented in the available materials.  
Analysis  
Multiple respondents described a downward direction in home-fire activity outside CAP areas. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reported that 'Well, I mean, you know, since FY20, I mean, I think we've seen a decrease in home fires across the region', and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx stated 'I mean, it's down everywhere.<a href="#Please describe any changes in home fire responses outside of the CAP jurisdiction since the launch of CAP.-s-link1"><sup>[1]</sup></a>' These consistent, qualitative observations across interviews indicate a perceived decline in referrals or responses in many non‑CAP jurisdictions, although the statements are anecdotal and lack precise counts, timelines, or causal attribution to CAP activities.  
1. I mean, it's down everywhere.  
Interviewees reported intensified outreach and growing awareness of CAP approaches outside the CAP jurisdiction, but noted limited quantified outcomes. For example, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx described active relationship-building with fire departments and tangible reminders—'please don't forget to Call us. We're handing out the magnets to put on the fire trucks'—while Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx observed that 'the biggest impact is the influence that they're having on the way that we would like to do DAT response, you know, and home fire campaign in these other counties.' Together these quotes show that CAP methods and awareness are spreading via outreach and tool diffusion, but respondents generally did not provide numeric evidence that these efforts have yet produced measurable increases in outside‑jurisdiction response volumes.  
Respondents consistently pointed to notification gaps, volunteer shortages, and operational friction as key limits on outside‑CAP response improvements. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported that missed notifications from 'small rural volunteer fire departments' mean the chapter sometimes learns of fires months later, and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted that 'part of it is the fire departments just don't know or the number that they have is the 800 number. And they get frustrated.' These structural issues—rural coverage, turnover, and call-routing confusion—were repeatedly cited as plausible explanations for declining or stagnant recorded responses outside CAP areas and help explain why outreach and awareness alone may not quickly translate to increased response counts.  
CAP's methods and personnel have been used beyond CAP boundaries in targeted, local instances and are being institutionalized via CMTs, yet changes remain uneven. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx describes how 'CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties,' indicating an explicit mechanism for diffusion, and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observed that 'by CAP participating in these new events, these home fire campaigns ... is actually really starting to open up doors' including mayoral introductions. These quotes together show that CAP has catalyzed local access and is seeding practices beyond its pilot areas, but available evidence indicates that such outside‑jurisdiction effects are localized, dependent on partner readiness, and have not yet produced uniform, chapter‑wide operational change.  
Several respondents described a strategic reorientation toward chapter‑level targets and more targeted, appointment‑based outreach outside CAP jurisdictions. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explained that home fire campaign goals are shifting from per‑CDPM targets to a 'region or chapter wide number' to 'target areas that need it,' while Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx urged focusing interventions where they will be 'most... efficient and B, effective.' Other interviews (e.g., CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) described replacing door‑to‑door canvassing with preparedness fairs and appointment follow‑ups. These changes reflect an operational learning process that could reshape outside‑jurisdiction responses, even if broad quantitative evidence of impact is not yet available.  
Additional Insights  
A minority of respondents reported concrete improvement following focused outreach efforts. For example, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx described that after teams 'sat down and looked at that data and saw the declines, they were able to do some aggressive outreach to fire departments' and that as a result 'We actually exceeded our target for this year's first time.' This account stands out because it links data review, targeted outreach, and an observed positive outcome outside the CAP jurisdiction, though it remains a single‑region example without detailed numeric before/after metrics.  
Several interviewees explicitly reported that CAP has not produced observable changes outside its pilot area. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx stated 'I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction.<a href="#Please describe any changes in home fire responses outside of the CAP jurisdiction since the launch of CAP.-u-link2"><sup>[2]</sup></a>' This perspective contrasts with accounts of localized diffusion and outreach and underscores that, for many staff, CAP's effects remain internal to the pilot areas or are not yet visible at scale beyond them.  
1. I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction.  
In some counties CAP provided direct, additive operational support that increased appointments and installations. For instance, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reported 'So CAP went and supported and we brought more appointments which were successfully installed and things,' noting benefits in three named counties. This is a localized, concrete example of CAP activity extending beyond its jurisdiction to augment specific campaigns; however, it is not presented as evidence of a widespread, sustained change across all non‑CAP areas.  
Multiple interviewees emphasized limited visibility into incident locations and notification data, constraining their ability to detect outside‑CAP changes. For example, Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx noted 'I don't get enough information myself about the fires that we respond to to know, like, if they're in a particular area that a CAT partner would cover,<a href="#Please describe any changes in home fire responses outside of the CAP jurisdiction since the launch of CAP.-u-link3"><sup>[3]</sup></a>' highlighting a recurring data gap that weakens confidence in claims either of widespread change or of no change outside CAP jurisdictions.  
1. I don't get enough information myself about the fires that we respond to to know, like, if they're in a particular area that a CAT partner would cover,

#### Comparison across segments

Analysis across Groups occupation

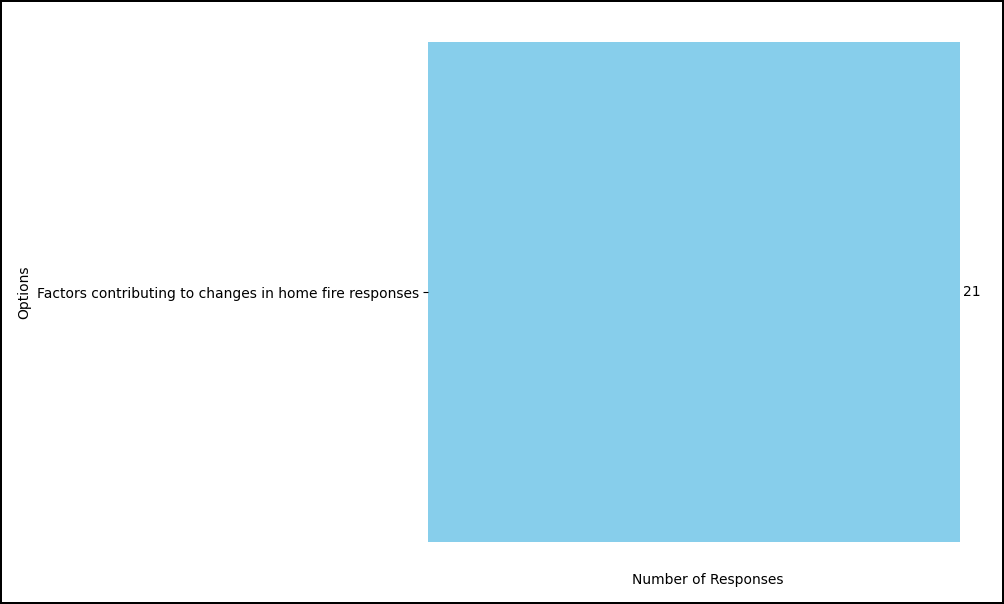
CAP Staff share a perspective that CAP’s launch has produced tangible, localized operational changes and strong interest in replication, but those changes are often limited by capacity and remain uneven outside CAP jurisdictions. In several CAP Staff transcripts, respondents described CAP doing new outreach or directly supporting campaigns beyond its pilot boundaries while also noting barriers to wider adoption. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports direct, localized operational impact: "So CAP went and supported and we brought more appointments which were successfully installed and things." That quote highlights CAP staff seeing CAP as providing additive installation capacity in specific counties. Similarly, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx captures interest and advisory diffusion: "I know that in conversations that the region is excited about what we're offering in our county and how they would like to bring it into their county," and the same speaker tempered expectations with capacity limits: "But again, the CAP team, we have those close relationships and we as a team can jump in and immediately get resources, whereas there aren't CAP teams in other counties." These paired statements illustrate the shared CAP-Staff view that CAP both models useful practices and directly adds operational capacity where it engages, but that outside jurisdictions lack the same teams, relationships, and installer capacity to replicate those results immediately. Other CAP staff echoed related operational shifts: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx explained a changed outreach modality—"we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest"—showing CAP staff describing concrete local changes in how households are engaged. At the same time, CAP Staff documents also record lack of visibility or no observed change in many places where staff are locally focused; Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states plainly, "No, I did not. I quite frankly did not. We work very closely again with the Sarasota chapter. So not to the regional level, not for home fire." Together, CAP Staff perspectives consistently emphasize CAP’s pilot-level operational work, its demonstrable but localized contributions to appointments/installations and partner engagement, and persistent capacity/visibility constraints that limit or delay replication outside CAP jurisdictions.  
  
Region Staff share a perspective that regional trends are mixed—several region staff report modest declines or stabilization in home-fire responses, others report targeted outreach and emerging recovery, and many emphasize system-level constraints such as missed notifications and volunteer capacity. For instance, Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported a quantitative sense of decline with context: "Ours has gone slightly down," and provided scale context, "But this year we finished at about 3100. 3150 home fire responses." That passage shows a Region Staff view of modest downward direction while retaining large absolute response volumes. In contrast, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx describes a diagnostic-and-response sequence typical of regional staff: "We were trending. Trending in terms of declining a little bit," followed by, "So when the team kind of sat down and looked at that data and saw the declines, they were able to do some aggressive outreach to fire departments," and concluding, "We actually exceeded our target for this year's first time." These quotes represent a shared Region Staff emphasis on using regional data to detect declines and then mobilize outreach to reverse trends. Other Region Staff highlight structural notification and rural challenges: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx contrasted jurisdictions, "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available," implying outside areas are slower due to fewer resources, while Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx documented outreach tactics to address missed calls: "We're handing out the magnets to put on the fire trucks. We're having the conversation so that they know what we do and that we're just asking them to give us that phone call every time." Collectively, Region Staff voices share a view that regional trends can be downward or mixed, but that region-level diagnostics, outreach, and attention to notification gaps are the primary levers to address those patterns—rather than CAP alone being the driver of change.  
  
Chapter Staff share a perspective that CAP’s practices and materials are influencing chapter-level approaches (diffusing resource guides, training, and partner-enabled installs), but chapters vary in whether that influence translates to measurable outside-jurisdiction changes. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described practice diffusion explicitly: "I think the biggest impact is the influence that they're having on the way that we would like to do DAT response, you know, and home fire campaign in these other counties," and emphasized a concrete tool: "That like having that kind of resource guide that's like really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." This shows chapter staff seeing CAP influence in tools and intended approaches beyond pilot areas. Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx likewise noted visibility and capacity contributions: "CAP helps raise awareness that the Red Cross responds to home fires, addressing a significant knowledge gap in the community," and gave a concrete CAP action, "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." At the same time, some chapter staff report no observed change or limited visibility: Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx answered directly, "No, there haven't," and qualified with data limitations: "I don't get enough information myself about the fires that we respond to to know," indicating a chapter-level constraint on detecting outside-jurisdiction effects. Other chapter-level examples show CAP enabling partner training that extends reach: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documented, "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food," reflecting a chapter staff perspective that CAP supports partner-led touchpoints that could expand smoke-alarm reach outside CAP areas. In sum, Chapter Staff consistently see CAP as a source of tools, awareness, training, and episodic installation support, but they also report that evidence of sustained or measurable changes outside CAP jurisdictions is often limited by information gaps and implementation variability.  
  
Comparison of categories: CAP Staff emphasize pilot-level operational change and replication interest, Region Staff emphasize regional trend detection and outreach responses, and Chapter Staff emphasize diffusion of CAP practices, tools, and partner-enabled activities—but all three categories converge on two shared ideas: (1) CAP raised awareness and introduced practices/approaches that actors outside the pilot are noticing, and (2) concrete, measurable changes outside CAP jurisdictions are limited, localized, or uneven. For the shared awareness point, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports, "the region now is is talking about ... being aware of it," while Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx puts it as influence: "I think the biggest impact is the influence that they're having on the way that we would like to do DAT response," and Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx states, "CAP helps raise awareness that the Red Cross responds to home fires." These quotes, drawn from CAP, Region, and Chapter Staff, together demonstrate cross-occupational convergence on CAP’s role as an influential model and visibility-raiser. For the limited/measurable-change point, CAP Staff often acknowledge constraints: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx asserted, "I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction," while Region Staff and Chapter Staff gave parallel observations about gaps or no observed change—Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx said, "CAP is really, there's really nothing that the CAP team has done to support on that," and Transcript Region\_Chapter\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted, "I mean, it's down everywhere." Together these cross-category quotes show that while CAP is noticed and sometimes emulated, many respondents across occupations do not report broad, measurable operational changes outside CAP areas attributable to CAP.  
  
Hypotheses explaining category differences (and convergences): Several plausible mechanisms emerge from the documents that explain why occupational perspective varies. First, role scope and proximity to CAP operations likely shape what respondents observe: CAP Staff are embedded in pilot activities and therefore report concrete, localized operational changes ("So CAP went and supported and we brought more appointments" — CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), while region- and chapter-level staff have broader geographic responsibilities and thus focus on aggregate trends, notification gaps, and system-level responses ("Ours has gone slightly down" — Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; "We were trending... they were able to do some aggressive outreach" — Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Second, information access and data visibility shape claims: several respondents explicitly cited lack of location-specific incident data or limited integration—Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx admits, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county," and Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx notes, "I don't get enough information myself about the fires that we respond to to know." These visibility constraints logically produce CAP Staff reporting pilot effects they directly see and Region/Chapter Staff reporting either system-level patterns or uncertainty. Third, capacity and operational constraints (installer availability, volunteer numbers, labor intensity) repeatedly appear as barriers to translating CAP’s model into outside-jurisdiction outcomes: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx observed, "it's a physical thing that has to be done home by home by home. And it takes a long time," and Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx warned, "Sometimes it's one person or one team of people who are responding to every fire in our chapter." Such capacity limits are likely to blunt the speed and scale of diffusion. Fourth, organizational priority shifts and competing objectives can reduce prevention emphasis: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx noted, "Well, I think that organizationally we are deprioritizing that work," which helps explain why region-level prevention efforts outside CAP might not expand even when CAP demonstrates promise.  
  
Incorporating the documented frequency differences strengthens these hypotheses: the data summary shows 21 relevant evidentiary mentions distributed by occupation as CAP Staff = 9, Region Staff = 7, Chapter Staff = 5. The larger count of CAP Staff items aligns with the pattern that CAP Staff provide more direct, operational accounts of pilot activities, openings, and the pilot’s early external engagements (for instance, multiple CAP-Staff transcripts citing CAP-supported installs or partner engagement: CAP\_Staff\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx, CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx, CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Region Staff, with the second-largest count, are more likely to report aggregated trends, diagnostic responses, and systemic constraints (e.g., Mark Beddingfield, Krista Coletti, Tamica Jeuitt). Chapter Staff, with fewer items, emphasize diffusion of tools and partner-enabled reach and sometimes explicitly report limited visibility or absence of change (e.g., Lisa Johnson, Rachel Lipoff, Jennifer Capps). The numerical predominance of CAP-Staff-sourced observations thereby partly explains why the document set contains numerous pilot‑level success anecdotes even while region- and chapter-level documents temper claims with system-level cautions or null observations.  
  
Synthesis and implications grounded in the quoted evidence: Across occupations, respondents agree CAP raised awareness, introduced replicable tools, and in targeted cases augmented installations and partner training; Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx summarized this blended effect: "CAP helps raise awareness that the Red Cross responds to home fires," and described a concrete CAP action, "organizing 200 smoke alarm installations." Yet the combined body of quotes also shows widespread caution about generalizing these pilot successes: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx cautioned, "So it's a future goal. It has not been done yet," and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stated, "CAP is really, there's really nothing that the CAP team has done to support on that." Operationally, many region and chapter staff emphasize that improvements outside CAP jurisdictions require solving notification problems ("we're not getting all those calls" — Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), expanding installer and volunteer capacity, and aligning organizational priorities. Where region- or chapter-level data analytics have been applied, staff report corrective outreach and restored or improved performance: "So when the team kind of sat down and looked at that data and saw the declines, they were able to do some aggressive outreach to fire departments. We actually exceeded our target for this year's first time" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). This demonstrates a plausible non-CAP pathway to improving outside-jurisdiction responses that is complementary to CAP’s model: use of data to detect declines, targeted outreach to fix notification/referral channels, and scaling partner-enabled installation capacity.  
  
Conclusion (analytical summary, not a question): In sum, occupational perspectives converge on CAP’s role as a visible, influential pilot that has produced localized operational additions (installations, partner training, outreach tactics) and an appetite for replication, while diverging in how much systemic change respondents can credibly report outside CAP jurisdictions. CAP Staff—whose documents are most numerous in the set—tend to report pilot successes and localized external engagement but also acknowledge capacity constraints and limited visibility beyond their focal counties. Region Staff focus on system-level trends, diagnostic outreach (and success after targeted interventions), and structural barriers like missed notifications and rural volunteer shortages. Chapter Staff emphasize diffusion of CAP tools, awareness-raising, and partner-enabled touchpoints, but also cite data limitations that make it hard to confirm broad outside‑jurisdiction impacts. The quoted evidence supports hypotheses that differences arise from role-based visibility, data access, capacity limits, and organizational priorities; together these factors explain why CAP’s demonstrated pilot benefits have translated into some localized outside-jurisdiction effects but not into uniform, measurable system‑wide changes across all regions and chapters.

Analysis across Groups Geography

This essay summarizes documented perspectives, by geography, on changes in home-fire responses outside CAP jurisdictions since CAP launched. Each paragraph begins by stating the shared viewpoint/topic for that geography, then elaborates and cites verbatim quotes from the mapped transcript files when relevant. After the geography-by-geography paragraphs I compare and contrast cross‑category patterns and offer hypotheses explaining differences or similarities. Where a mapped document provided no relevant quoted material in the supplied context, I state that explicitly and include no quotation.  
  
Tulare, CA — Shared viewpoint: local teams shifted outreach modality toward targeted, appointment-based events to improve equitable delivery. The Tulare transcript describes a deliberate operational shift: "we've done like preparedness fairs that have tied in with smoke alarm installations. And we shifted the model a little bit where instead of doing a community canvassing and door to door campaign, we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). That source also frames the change as partner‑led and equity‑oriented: "What we've changed is I think we're asking more questions about how do we provide this service delivery in a more equitable fashion and leaning in to partners..." and confirms CAP activity outside formal CAP boundaries: "But yeah, not yet. We have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." Together these quotes show Tulare respondents see concrete, localized operational experiments (fairs → appointment follow-up) and CAP supporting campaigns beyond its formal jurisdiction, but described as discrete, local adaptations rather than broad system change.  
  
Sarasota, FL — Shared viewpoint: limited visibility at the county level constrains claims about outside‑jurisdiction change, paired with some regional interest in CAP practices. One Sarasota‑focused transcript states limited knowledge about non‑CAP areas: "No, I did not. I quite frankly did not. We work very closely again with the Sarasota chapter. So not to the regional level, not for home fire." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). Elsewhere linked to the Sarasota/Lee region, a regional transcript documents a datadriven rebound after declines: "We were trending. Trending in terms of declining a little bit." and then, "So when the team kind of sat down and looked at that data and saw the declines, they were able to do some aggressive outreach to fire departments." culminating in, "We actually exceeded our target for this year's first time." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Combined, Sarasota documents show some local staff lack visibility beyond their county while regional actors report trend‑analysis, outreach, and target recovery—evidence of actionable responses but not uniform awareness across all local CAP staff.  
  
Cameron, TX — Shared viewpoint: regional staff perceive little CAP impact on existing, high‑performing response systems and see CAP focusing on higher‑severity incidents. One regional staffer framed local performance as already strong and saw minimal CAP support: "CAP is really, there's really nothing that the CAP team has done to support on that." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). The same source contextualizes CAP activity as skewed toward large incidents: "Most of the stuff that happens in South Texas is level three and above. They've had some fires, but they really haven't supported in those and the smaller ones." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). A CAP staff member echoed limited operational change outside CAP but growing awareness: "I mean, the region now is is talking about using tell you the chapter to use the local resources. So the reason is also being aware of it, not so much to use us outside, but basically that's they're considering us as was an option." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Cameron perspectives emphasize awareness and niche CAP involvement rather than systemic change across non‑CAP responses.  
  
Terrebonne, LA — Shared viewpoint: CAP is building local relationships with volunteer firefighters to open referral and installation support, but documented outcome changes outside CAP were not quantified. The Terrebonne transcript says CAP connected with local leaders: "We have met with the NAACP president who introduced us to volunteer firefighters in Lafourche Parish. And so we have now connected, we are working on connecting those volunteer firefighters with the, the DPS for Lafourche as well so that they can develop their own relationship." and notes partner willingness: "The volunteer firefighters in Lafourche Parish are willing to go into the churches in their communities to share with them the information about Hall Red Cross when there's a home fire... And they're also willing to support us smoke alarm installations." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). These statements show relationship‑building that could enable changes in outside‑jurisdiction response, but the document does not present quantified changes attributable to CAP.  
  
Yazoo, MS — Shared viewpoint: regional coordination and diagnostic efforts are underway to address gaps between calls and responses, and there is some local partner activity carrying out installs beyond Red Cross. One regional transcript reports concrete planning: "We are having a summit on the October 8th... And we're bringing in all 21 counties to address our call versus response." and an identified problem: "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls." The same transcript reports local departments doing installs: "The Yazoo County Fire Department has, has been doing some installs outside of Red Cross." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Another regional leader described slight declines and planned prioritization: "Ours has gone slightly down... But this year we finished at about 3100. 3150 home fire responses." and linked missed notifications to rural volunteer departments. (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Yazoo perspectives show active diagnostic and coordination steps and some evidence of local non‑Red Cross installations—suggesting efforts to remedy response gaps rather than proven CAP‑driven diffusion.  
  
Madison, TN — Shared viewpoint: increased incident reporting/notifications and recognition of responder need, but limited direct observation of outside‑CAP response changes. One CAP staffer said, "No, I hadn't seen any home fire responses. I think one thing that has changed that we get the incident reports that when there's something that takes place across the region, our team is notified as with that as well." and noted capacity needs: "We have found out that they are very needed." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Another regional transcript emphasized that other regional programs—not CAP—drive observed changes: "Well, they would, but they wouldn't be CAP related... So we are seeing an increase in recruiting shelter volunteers, but that's not CAP related." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). Madison documents show improved notification/awareness but no clear, attributable operational shift outside CAP.  
  
Atlantic, NJ — Shared viewpoint: CAP practices and resource tools are influencing how chapters want to conduct DAT and home‑fire campaigns outside CAP areas, while respondents note CAP jurisdictions are faster and better resourced. One regional staffer observed performance differences: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Chapter staff articulated diffusion of approach: "I think the biggest impact is the influence that they're having on the way that we would like to do DAT response" and described a practical tool: "That like having that kind of resource guide that's like really hyperlocal is, is absolutely essential and hard to come by and hard to maintain." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). CAP staff similarly reported anecdotal upward DAT trends: "I know for the most part the trend is upwards on fire responses for DAT responses because I know that's important." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Atlantic documents consistently describe CAP as a model and resource that spurs aspiration and adoption of tools (hyperlocal resource guides), even while noting resource differentials make CAP sites operate faster.  
  
Montgomery, AL — Shared viewpoint: CAP raised awareness of Red Cross response and CAP approaches are being institutionalized via CMTs, but concrete outside‑jurisdiction changes are not demonstrated in metrics. One regional staffer put it succinctly: "CAP helps raise awareness that the Red Cross responds to home fires, addressing a significant knowledge gap in the community." and documented CAP's installations: "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). CAP staff reported no outside‑jurisdiction changes yet but plans to replicate: "I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction." and "I haven't yet. But we're going to take this same idea of what we've been doing in Montgomery County." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Montgomery perspectives highlight intentional replication structures (CMTs) and awareness gains, though observed outside‑jurisdiction outcomes remain limited.  
  
Jackson, OR — Shared viewpoint: no relevant quotes in the provided documents to assess change. The supplied context did not include verbatim quotes from the Jackson OR transcripts, so I cannot cite document text for this geography.  
  
Lee, FL — Shared viewpoint: limited knowledge at the local CAP staff level constrains reporting on outside‑jurisdiction change; regional staff signal targeted priorities where evidence exists. One CAP staffer stated lack of regional integration: "Yeah, I don't even have any knowledge of any of that. We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). A regional respondent noted a push to prioritize vulnerable neighborhoods: "I definitely think that there's a push for more vulnerable neighborhoods... They're working more towards like senior buildings... trailer parks and different areas that possibly hold folks who are undocumented..." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx and Transcript Region\_Chapter\_\_Steady\_State\_\_Alex\_Taylor\_2025\_0905.docx). Lee files reflect uneven visibility but emerging targeted priorities.  
  
Monterrey, CA — Shared viewpoint: CAP participation enabled partner training and partner‑led outreach that opened local doors and produced additional successful appointments/installations in select counties. One chapter staffer described partner training: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm..." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). A CAP staffer reported CAP supporting campaigns outside CAP areas: "So CAP went and supported and we brought more appointments which were successfully installed and things." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Monterrey documents show CAP enabling partner‑driven touchpoints and contributing to installations in some non‑CAP locations.  
  
Butte, CA — Shared viewpoint: regionally there is a shift toward chapter/region‑wide targets and targeted campaigns to focus scarce resources where need is highest; CAP concepts are being pulled into CDPM goals. One CAP staffer explained a targeting strategy: "instead of making home fire campaign a dra, like a per CDPM kind of number, that it can be a region or chapter wide number and we can target areas that need it" and "I think that idea of more targeted smoke that allows for a more targeted smoke alarm campaign..." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Another regional transcript remarked broad declines: "I mean, it's down everywhere." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Butte perspectives emphasize strategic targeting and the diffusion of CAP mobilization framing into chapter targets, even while noting generalized declines in responses.  
  
Mississippi, AR — Shared viewpoint: observed regional declines in home fires since FY20 are reported without CAP attribution; respondents note environmental and notification explanations. One regional transcript stated, "Well, I mean, you know, since FY20, I mean, I think we've seen a decrease in home fires across the region." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Another noted a decline and offered explanations: "Well, I mean, you know, since FY20, I mean, I think we've seen a decrease..." and "And we found with the climate change that over the last couple of years it, we have had warmer winters" and "the fires we're not responding to are... those small rural volunteer fire departments where we're not getting the call." (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Mississippi respondents point to broad downward trends and notification gaps rather than CAP‑driven changes.  
  
Lake, IN — Shared viewpoint: chapters run home‑fire campaigns outside CAP core areas and CAP participation is used to open doors via partner relationships; direct evidence of change outside CAP is not quantified. A CAP staffer explained: "The chapter has already identified areas where they wanted to do a home fire campaign. And in those areas, none of them were in our areas... they do them in the county, but not in the core areas where CAP is." and described partner‑led entry: "it is best to lead with a partner organization and to go hand in hand." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Lake IN materials show CAP and chapters leveraging partners to extend reach to non‑CAP geographies, with qualitative evidence of access gains but without quantified outcome data.  
  
Chatham, GA — Shared viewpoint: proactive outreach to fire departments—materials, touchpoints, and reminders—aims to increase referrals, but respondents report limited measurable change. A regional transcription describes deliberate outreach: "So we do work with our CDPMS... just to try and make sure that we're getting out and having touch points with the fire departments... please don't forget to Call us. We're handing out the magnets to put on the fire trucks." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Another regional staffer framed a shift to vulnerable neighborhoods: "I definitely think that there's a push for more vulnerable neighborhoods..." (Transcript Region\_Chapter\_\_Steady\_State\_\_Alex\_Taylor\_2025\_0905.docx). Chatham accounts emphasize outreach tactics to improve referrals but do not present quantified outcome change attributable to CAP.  
  
Lake, CA — Shared viewpoint: reported broad declines and referral/communication barriers that reduce responses; targeted reallocation is considered. A regional respondent said plainly, "I mean, it's down everywhere." and suggested referral friction: "We've heard anecdotally that part of it is the fire departments just don't know or the number that they have is the 800 number. And they get frustrated." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Lake CA perspectives center on declining referral volumes and communication problems rather than CAP influence.  
  
Warren, KY — Shared viewpoint: limited data visibility constrains ability to detect changes; at least one respondent explicitly reported no observed changes. One transcript noted lack of information to detect location patterns: "I don't get enough information myself about the fires that we respond to to know" (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Another local CAP staffer reported limited regional integration and knowledge: "Yeah, I don't even have any knowledge of any of that. We're not integrated into the region yet..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Warren KY documents emphasize informational constraints that impede assessing outside‑CAP change.  
  
(For any geography in the initial mapping not explicitly quoted in the provided context) — Shared viewpoint: no relevant quotes available in supplied context to support a geography‑specific paragraph. Where a mapped file did not appear among the quoted materials in the provided context—e.g., Katrina\_Long (Jackson OR) or some other entries—the documents provided no relevant verbatim quotes in the context, so I cannot cite them here.  
  
Cross‑category comparison and contrast  
  
Shared emphases across geographies: a consistent theme across many geographies is that CAP increased awareness, offered model practices or tools (e.g., hyperlocal resource guides), and catalyzed partner engagement, but concrete, measured changes in home‑fire responses outside CAP jurisdictions were often unreported or ambiguous. For example, Atlantic NJ respondents described CAP’s influence on approach and tools: "I think the biggest impact is the influence that they're having on the way that we would like to do DAT response" and "having that kind of resource guide that's like really hyperlocal is... essential" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Montgomery staff echoed CAP raising awareness and easing installations: "CAP helps raise awareness that the Red Cross responds to home fires" and described CAP organizing "200 smoke alarm installations" (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). Monterrey and Butte noted partner training and targeted chapterwide goal framing: "they are working with the Monterey Food bank and training their workers" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) and "instead of making home fire campaign a... per CDPM kind of number, that it can be a region or chapter wide number and we can target areas that need it." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). These cross‑geographic quotes show CAP is diffusing methods, tools, and partner strategies beyond pilot sites.  
  
Where geographies diverge: three main patterns emerge.  
  
1) Reports of no observable outside‑jurisdiction change. Several geographies documented explicit non‑observation: "I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Multiple region and chapter staff echoed "No" or "I don't think so." (e.g., Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). These geographies stress CAP’s impact remains local to pilot sites.  
  
2) Evidence of tactical, localized outside‑jurisdiction actions attributable to CAP or CAP‑adjacent activity. Examples include CAP supporting a non‑CAP home‑fire campaign ("CAP went and supported and we brought more appointments which were successfully installed") (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) and chapter efforts to train partner volunteers to identify and replace smoke alarms during food deliveries (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These geographies describe incremental, place‑based extensions as opposed to systemic adoption.  
  
3) Observed regional trends unlinked to CAP. Several regions described declines or improvements driven by non‑CAP causes—environmental trends, missed notifications, or outreach by other programs. For example, Mark Beddingfield described declines and attributed them to warmer winters and missed calls from small rural volunteer departments: "we have had warmer winters" and "it's those small rural volunteer fire departments where we're not getting the call" (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Joel Sullivan pointed to other initiatives driving observed changes: "we've got the program Shelter Heroes and Sound the Alarm, Save a Life... So we are seeing an increase in recruiting shelter volunteers, but that's not CAP related." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx).  
  
Incorporating the frequency information and largest count differences: the supplied frequencies show that Atlantic NJ and Montgomery AL had the largest counts (3 documents each), while many geographies had only one document. That concentration appears to correlate with stronger, more detailed narratives about CAP influence in those geographies: Atlantic NJ’s three documents collectively present both perception of CAP as faster/better resourced and practical diffusion (resource guides and DAT framing) as noted above (Taravella, Lipoff, Collins). Montgomery AL’s three documents (Randolph, Beddingfield, Lisa Johnson) similarly provide multiple vantage points on awareness, replication planning (CMTs), and CAP‑led installations. Where only a single transcript exists for a geography, narratives tend to be narrower—either reporting no visibility or a single localized example (e.g., Tulare’s preparedness‑fair shift). Thus the count differences likely produced more robust, corroborated narratives in Atlantic NJ and Montgomery AL compared with sparsely documented geographies.  
  
Hypotheses explaining diverse perspectives or the lack thereof  
  
- Documentation density hypothesis: geographies with multiple transcripts (Atlantic NJ, Montgomery AL, Yazoo MS, Monterrey CA, Butte CA, Chatham GA) produced richer, multi‑angle accounts because more respondents collectively observed and reported nuance (influence, planning, tools). Conversely, single‑document geographies often yielded limited, localized statements or lack of relevant quotes. The frequency data support this: Atlantic NJ and Montgomery AL (3 documents each) provided the most varied evidence of CAP influence and replication planning.  
  
- Role and scope hypothesis: respondents’ organizational roles and their operational scope affect what they observe. CAP staff embedded in pilot counties often reported awareness and models but limited outside‑jurisdiction operational change ("We've only worked on making a change there inside the jurisdiction."), whereas region/chapter staff who manage larger geographies reported system‑level diagnostics and summit planning ("bringing in all 21 counties to address our call versus response") and thus could describe trends and coordinated responses. For example, Krista Coletti (region staff) described data‑driven outreach and target achievement, while Glama Carter (CAP staff) reported not tracking regionally.  
  
- Capacity and resource hypothesis: many respondents attribute lack of outside‑jurisdiction change to capacity limits (volunteer/time constraints) and the labor intensity of home‑fire campaigns: "It's a physical thing that has to be done home by home by home. And it takes a long time." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Where CAP teams have capacity, they can accelerate response in pilot areas; where they do not, changes are slower or limited to awareness and tool sharing.  
  
- Role confusion and referral/notification gaps hypothesis: operational frictions—incorrect contact numbers, volunteer fire departments not calling, turnover—explain declines or inconsistent referral flows outside CAP: "We've heard anecdotally... the number that they have is the 800 number. And they get frustrated." and "it's those small rural volunteer fire departments where we're not getting the call." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). These structural barriers can mask or limit CAP effects beyond pilot jurisdictions.  
  
- Diffusion‑by‑tool hypothesis: CAP’s most replicable contributions are conceptual (mobilization framing, hyperlocal resource guides) rather than direct operational capacity; chapters take up these tools where they can. Evidence: "the mobilization CAP stuff has made its way into the CDPM goals" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and "having that kind of resource guide that's like really hyperlocal" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Tool diffusion plausibly precedes and enables later operational replication.  
  
Synthesis and implications  
  
Across geographies, the consistent near‑term effect of CAP appears to be awareness‑raising, relationship building, and the diffusion of specific tools and mindsets (targeting, partner‑led touchpoints, hyperlocal resource lists). Where multiple documents exist for the same geography (notably Atlantic NJ and Montgomery AL) we see corroborated evidence of CAP influence on approach and institutional structures (CMTs, chapterwide targets). Where documents are sparse or respondents have limited regional visibility, the record is one of non‑observation or limited awareness. Several transcripts document tactical, localized outside‑jurisdiction CAP support (e.g., CAP attending non‑CAP fairs, assisting with canvassing or appointments), but few provide quantitative, attributable measures showing widespread operational changes in outside‑jurisdiction home‑fire responses since CAP’s launch. The largest count differences (more documents per geography) generally correspond to richer, corroborated narratives of CAP influence, supporting the documentation‑density hypothesis.  
  
Overall, the body of transcripts suggests CAP has meaningfully influenced practices, tools, and relationships that are prerequisites for broader change beyond its pilot footprints—but the supplied documentation provides limited, primarily qualitative evidence of large‑scale, measurable changes in outside‑jurisdiction home‑fire responses to date.

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact home fire responses?

#### Summary across all documents

Summary  
Overall, the assembled documents show that CAP strategies and resources have produced real, tangible, and often rapid impacts on home-fire responses at local scales—through partner mobilization, improved referral awareness, targeted smoke-alarm installations, and provision of wraparound resources—yet these impacts are episodic, jurisdictionally uneven, and typically documented in qualitative or small-number terms rather than in robust, system-wide metrics. Shared barriers are consistent: limited installer and volunteer capacity, information-sharing and notification gaps, leadership/prioritization differences, and insufficient measurement impede scaling and attribution. Several pragmatic pathways to expand CAP influence emerge repeatedly—training partners as DAT responders, adopting partner-direct delivery models, formalizing referral filters, and using micro-grants to resource partners—but realizing broader, sustained impact will require addressing operational bottlenecks and better capturing outcome data. In short, CAP has demonstrable local value and credible scaling pathways, but current evidence supports modest, conditional impact rather than broad, definitive changes to home-fire response systems.  
Analysis  
CAP strategies demonstrably enabled rapid, partner-driven material support to households after home fires. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx stated 'I mean, it really gives me chills because within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?<a href="#To what extent did/could CAP strategies or resources impact home fire responses?-s-link1"><sup>[1]</sup></a>' and Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported that CAP partners 'have brought over a million in grants to the community', together showing that CAP-funded partners were both willing and resourced to deliver immediate supplies and recovery supports (food, clothing, furniture) that speed households' move toward recovery; these are concrete, time-sensitive effects observed repeatedly at local scale.  
1. I mean, it really gives me chills because within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?  
CAP efforts increased awareness and strengthened referral channels that converted otherwise-unreported or delayed cases into Red Cross-assisted responses. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed that 'making that phone call, we can get an immediate response' by bypassing some partner hours and access constraints, and Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx noted 'folks reach out to the CAP team directly when there's a home fire', indicating CAP raised visibility and produced more timely referrals; collectively these process improvements enabled the organization to find and serve households it previously missed, though frequency and conversion rates are described qualitatively rather than measured.  
CAP strategies included hands-on prevention activities—most notably smoke-alarm installations and home-fire campaign support. For instance, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reported 'we have been involved in some smoke alarm installations' and estimated about '52 smoke alarms', while Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx observed that 'The CAP team has supported that program by helping install smoke alarms in the area'; these examples show CAP moved beyond outreach into concrete mitigation work, often with partner collaboration and targeted prioritization (e.g., mobile homes, high-risk neighborhoods), providing plausible prevention benefits at local scale even where formal outcome attribution is limited.  
Across jurisdictions the documented scope of CAP's impact is modest, localized, and often not captured in system-wide metrics. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx estimated 'probably a dozen fire clients over maybe the last two years', and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx candidly noted 'I don't know the answer to that. I mean, it's down everywhere', underscoring that while case-level successes exist, the files repeatedly emphasize small counts, single-county campaigns, or anecdotal outcomes and flag that available documentation is insufficient to claim broad regional or system-level change.  
CAP's ability to expand from pilots to sustained, jurisdiction-wide effects is constrained by staff, volunteer, and partner capacity and by coordination gaps. Multiple respondents flagged the same limits: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed that partners may lack 'the staff or resources to go out and do the installations themselves', and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx emphasized that many nonprofits 'work day jobs and don't have extra staff to... be on call', together showing that without more installer capacity, formal training pipelines, reliable notification filtering, and clarified roles, CAP-driven demand (referrals, appointments) will outpace the ability to deliver home interventions at scale.  
Documents identify concrete, scalable pathways—training partners as DAT responders, using partner-direct delivery models, and providing grants/micro-resourcing—that could extend CAP's impact. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described a pilot where 'one partner... is DAT trained and in volunteer connection', showing a route to localize responses, while Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described ongoing partner grant engagement ('this team is holding monthly grant calls with their partners'), indicating funding levers that can enable partners to sustain prevention and post-fire services; together they outline feasible mechanisms for scaling if operational and coordination barriers are addressed.  
Additional Insights  
A number of respondents explicitly judged CAP not to be the driver of observed home-fire trends. For example, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx stated 'So I don't think that there is any correlation or from what I can tell, impact I think of the CAP program on either growing home fires. Nor do I really think that they are of course a reason why we saw them decrease either,' reflecting a view that broader declines or changes in home-fire counts are driven by other regional systems, leadership, or external factors rather than CAP interventions; this dissent underscores that impact perceptions vary by jurisdiction and that attribution remains contested in the available material.  
In certain chapters CAP had minimal realized impact because staff were directed not to engage in home-fire response. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported 'Honestly, I know nothing about it because I get told consistently that we're not needed there,' showing organizational deprioritization can preclude CAP from affecting local home-fire operations regardless of potential capabilities; this structural constraint explains why effects vary widely across regions.  
Despite limited breadth, some files report high-consequence, measurable outcomes near CAP activity. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx stated 'We do actually have two new lives saved in the vicinity of those CAP programs,' providing rare but compelling empirical evidence that CAP-associated prevention/outreach can produce critical outcomes at the local level; such instances are important counterpoints to broader 'no-impact' perceptions and indicate that even modest programs can yield life-saving benefits.

#### Comparison across segments

Analysis across Groups occupation

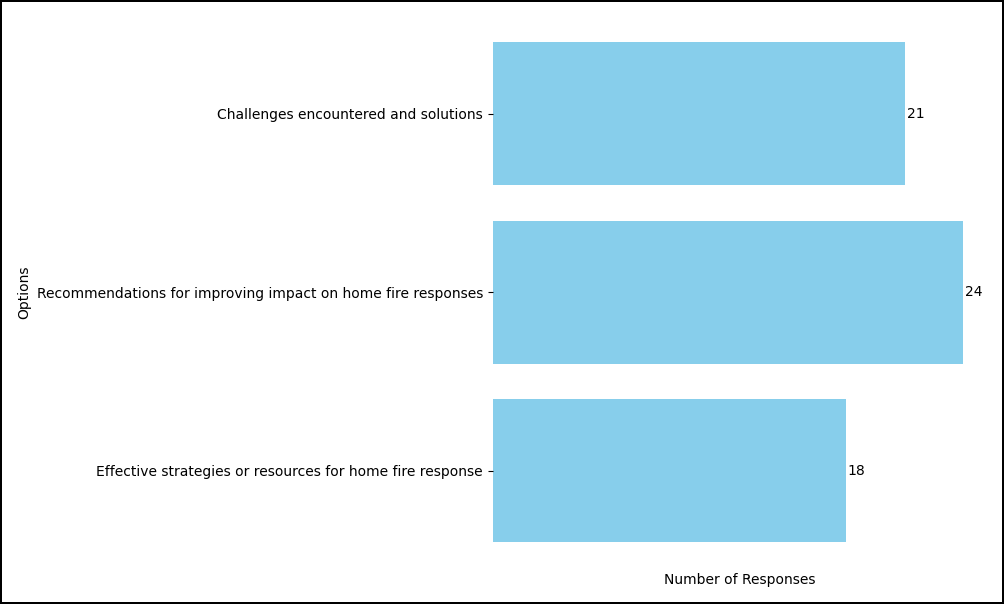
CAP Staff share a view that CAP strategies most visibly impact home-fire responses through rapid, partner-driven mobilization and targeted prevention work, producing meaningful but localized effects contingent on referrals and capacity. This cluster of transcripts repeatedly describes CAP as an operational convenor that can marshal partners and supplies quickly and as an enabler of smoke-alarm installs and targeted outreach — but also as limited in scale by volunteer/staff capacity and inconsistent notification pathways. For example, Kristi Collins reports rapid partner responsiveness and a modest caseload, saying, "I mean, it really gives me chills because within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Hansel Ibarra documents direct prevention activity while noting social barriers: "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Simone Moore emphasizes partner-led entry to reach communities the Red Cross otherwise lacks access: "when Red Cross doesn't have a presence in a community, it is best to lead with a partner organization and to go hand in hand" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). CAP staff also candidly report limited breadth: Margarita Moreno says, "We've seen some and not a ton, but the ones that we have seen have been really impactful" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), and some CAP staff point to leadership or priority barriers: "Honestly, I know nothing about it because I get told consistently that we're not needed there" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Collectively these CAP Staff excerpts emphasize operational levers (partner mobilization, referrals, installs), show concrete examples of local impact, and stress that the scale of impact is conditional on referral systems, volunteer/staff capacity, and formal integration with incident response.  
  
Region Staff share a view that CAP’s impact is plausibly indirect and relational — strengthening partnerships and targeting — but that causal attribution to changes in home-fire response volumes is uncertain and constrained by organizational priorities, data/notification gaps, and staffing turnover. Region-level respondents more often frame CAP as a catalyst for relationship-building, a source of promising local prototypes, and a contributor to referral pathways and resource inflows rather than as the primary driver of incident-response frequency. Barry Falke explicitly separates observed trends from CAP causation: "But since, you know, FY20, we've seen a bit of a decrease in home fire responses" and later, "So I don't think that there is any correlation or from what I can tell, impact I think of the CAP program on either growing home fires. Nor do I really think that they are of course a reason why we saw them decrease either" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Jacquelyn Clites points to localized positive outcomes while admitting uncertainty about system-level change: "We do actually have two new lives saved in the vicinity of those CAP programs" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Krista Coletti stresses the primacy of fire-department relationships for notifications: "It's really driven by the relationships with the fire departments itself that" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Others note small, ambiguous upticks and caution about halo effects: "A little bit, but I, I don't know if that's just like, like halo effect" (Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Region Staff narratives therefore emphasize CAP’s role in strengthening referral pathways, targeting, and partnerships, while simultaneously signaling that measurable, attributable changes in home-fire response volumes remain largely unproven in their datasets and perceptions.  
  
Chapter Staff share a view that CAP contributes concrete, immediately usable tools and partner-enabled capacity improvements (e.g., hyperlocal resource guides, campaign volunteer surges, and direct installs), producing faster referrals and improved post-fire assistance in CAP jurisdictions — albeit with limited quantitative evidence of large-scale or sustained changes. Chapter-level transcripts tend to describe hands-on practices and tangible outputs: resource guides handed to households, more volunteers at campaign days, and CAP-supported smoke-alarm installs that speed access to recovery resources. For example, Rachel Lipoff describes an operational tool used at the point of service: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Tamica Jeuitt reports direct installation support: "The CAP team has supported that program by helping install smoke alarms in the area" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Alicia Dougherty provides a vivid conversion case: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Chapter respondents therefore emphasize concrete practices that shorten the pathway from incident to help (resource guides, partner mobilization, local installs) and describe faster recovery and better referrals in CAP areas while acknowledging that the evidence base for system-wide magnitude is limited.  
  
Cross-category comparison and contrasts — main patterns, examples, and hypotheses about differences. Main difference in emphasis: CAP Staff center operational tactics and immediate partner mobilization (practical examples and pilots), Region Staff center relational/institutional dynamics and uncertainty of causation, and Chapter Staff center point-of-service tools and measurable process improvements (referrals, resource flow) within jurisdictions. For instance, CAP Staff describe rapid partner action and pilot conversions to DAT responders: "within, you know, an hour, I had four, five, six partners..." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Region Staff emphasize that CAP’s contributions are mediated by relationships and organizational context, and sometimes report no causal link: "So I don't think that there is any correlation... impact I think of the CAP program" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff show operational payoff in referral and campaign contexts: "we had more volunteers, so we were able to make more homes safer because of the CAP program" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) and "those clients receive the resource guide as part of that red folder" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx).  
  
Quantitative signal: the coded frequency data reflect these emphases and help explain variation. References coded as "Effective strategies or resources for home fire response" appear 18 times overall, with CAP Staff contributing 12 of those mentions, Region Staff 4, and Chapter Staff 2. Likewise, "Recommendations for improving impact on home fire responses" appears 24 times overall, with CAP Staff = 14, Region Staff = 8, Chapter Staff = 2. These largest count differences indicate CAP Staff were far more likely to discuss specific operational strategies and recommendations (partner training, rapid mobilization, piloting DAT integration), Region Staff were more likely to discuss institutional/relational context and caveats, and Chapter Staff were less represented in forward-looking recommendations but more visible in describing applied tools (resource guides, campaign execution). That distribution plausibly reflects role-driven proximity to different kinds of work and information: CAP Staff work at the interface of community partners and program experimentation (hence more operational recommendations), Region Staff see broader data, priorities, and structural constraints (hence more caution about attribution), and Chapter Staff operate at service-delivery points (hence descriptions of resource guides and campaign outputs).  
  
Hypotheses explaining diverse perspectives  
- Role-proximity hypothesis: CAP Staff, by mandate and daily practice, cultivate partner networks and pilot operational tactics; they therefore report many concrete examples and propose tactical recommendations (e.g., training partners as DAT responders, convening partner installs). Evidence: Kristi Collins’ account of partner mobilization within an hour (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and Shannon Randolph’s pilot DAT training example (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
- Systems-and-evidence hypothesis: Region Staff are responsible for region-level metrics, strategic priorities, and organizational coordination, making them more likely to emphasize attribution uncertainty, leadership/prioritization constraints, and staffing churn; Barry Falke explicitly states he does "not think that there is any correlation" between CAP and regional home-fire trends (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx).  
- Implementation-and-client-facing hypothesis: Chapter Staff are closest to front-line client support and thus emphasize immediate tools that improve referrals and recovery speed (resource guides, campaign volunteers). Rachel Lipoff’s description of resource guides handed to clients captures this orientation (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx).  
- Data and measurement hypothesis: Multiple transcripts across categories note limited quantitative evidence and difficulty attributing changes to CAP. CAP Staff often report pilot-scale counts ("probably a dozen fire clients..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) while Region Staff report broader trends without tying them to CAP ("seen a bit of a decrease in home fire responses" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). This suggests that differences in perspective partly arise because CAP staff see operational anecdotes while region leaders seek measurable causation.  
- Organizational-priority and capacity hypothesis: Where leadership deprioritized CAP roles or where chapters reported they were "not needed," CAP involvement was minimal and perceptions of impact were correspondingly low: "Honestly, I know nothing about it because I get told consistently that we're not needed there" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Conversely, jurisdictions that welcomed CAP reported faster referrals and resource inflows: "That really hasn't changed. But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx).  
  
Shared emphases and cross-cutting constraints. All three occupational categories converge on several themes: (1) CAP strategies can and do improve access, referrals, and the speed of certain post-fire supports when partners are engaged — evidenced by CAP Staff mobilization quotes ("...within an hour..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), Region/Chapter accounts of faster recovery or referral mechanics ("it's easier for us now to make referrals" — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx; "clients receive the resource guide..." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), and conversion anecdotes ("That family would not have received Red Cross support..." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). (2) All groups identify capacity, notification/referral channels, and partner willingness as gating constraints: "the initial obstacle was learning about those that were impacted... I would find it on, see it on social media" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx); "it's those small rural volunteer fire departments where we're not getting the call" (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx); "We have not involved our partners in home fire responses" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). (3) Evidence limitations are commonly noted: "I don't know the answer to that. I mean, it's down everywhere" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) and "I would need to ask her if she's gotten any more calls or appointments since we started pushing this" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx).  
  
Implications drawn from cross-category synthesis (integrating frequency signals). Because CAP Staff account for the largest share of coded mentions about effective strategies and recommendations (12/18 and 14/24 respectively), the evidence base is richest in operational experimentation and tactical proposals (partner training, DAT conversion, appointment-based installs). Region Staff supply critical caveats and system-level context that temper claims of broad impact (fewer but more attribution-focused mentions), while Chapter Staff supply concrete service-delivery practices and client-facing evidence (resource guides, campaign-time volunteer surges) that demonstrate plausible, repeatable processes. Taken together the transcripts support this nuanced conclusion: CAP strategies and resources have demonstrable, time-sensitive, localized effects — especially where partner relationships and referral pathways function — and they generate practical recommendations for scaling (partner training, formal referrals, integrated dispatch parameters). At the same time, the combined documents uniformly flag that measurable, system-wide impact has not yet been demonstrated because of inconsistent referrals, volunteer/staff capacity constraints, variable chapter/regional priorities, and limited outcome-level data.  
  
Overall assessment (synthesized, categorical): CAP Staff present multiple operational examples and recommendations that show CAP can and does affect home-fire responses at local scales when integrated with partners and referral channels ("within an hour, I had four, five, six partners..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Region Staff anchor those observations in system-level realities and often decline to attribute regional trends to CAP alone ("So I don't think that there is any correlation... impact I think of the CAP program" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff document concrete process gains at point-of-service (resource guides, campaign volunteer surges) that improve the speed and comprehensiveness of post-fire assistance in CAP jurisdictions ("those clients receive the resource guide as part of that red folder" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). The largest coded differences (CAP Staff driving most of the recommendations and strategy mentions) align with role-based proximity to partner networks and experimentation; Region and Chapter perspectives act as necessary checks and operational validations, respectively. Overall, the weight of the qualitative evidence supports that CAP strategies/resources impact home-fire responses to a modest but meaningful extent locally, and that scaling beyond those pockets of effect will require institutionalized referrals, targeted capacity investments (training, volunteer recruitment), clearer chapter-region-CAP coordination, and improved measurement to convert tactical anecdotes into demonstrable, jurisdiction-wide outcomes.

Analysis across Groups Geography

Shared viewpoint — Tulare CA: CAP produced selective but meaningful, localized home-fire benefits. In that jurisdiction staff reported that CAP’s impacts were apparent in some cases though not widespread: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We've seen some and not a ton, but the ones that we have seen have been really impactful." This conveys the pattern of infrequent but high-value interventions. The same file explains how CAP improved routing and timeliness in confusing jurisdictions: "And so we found out about it because they called us first and our debt responders were going out, but they didn't know where to go." Together these verbatim statements show Tulare staff experience CAP as producing tangible case-level gains (faster resource delivery, partner-resourced services) while acknowledging low frequency and limited measurement.  
  
Shared viewpoint — Sarasota FL: CAP’s partner-driven access and wraparound support improved immediate household assistance. Practitioners emphasized using partners to identify households, gain entry, and prevent displacement. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reports, "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where," and documents a concrete housing outcome: "By the end of that day, we hired one of our partners who has transitional housing, allowed their family to stay over the weekend." These quotes indicate Sarasota staff see CAP as multiplying local capacity and aligning relief with outcomes like preventing displacement.  
  
Shared viewpoint — Cameron TX: CAP helped operationalize prevention and material logistics but faced local limits. One CAP staff noted prevention installations and social barriers: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says, "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms," while also reporting access problems: "some neighbors were talking amongst themselves, letting other neighbors know that the federal government was installing cameras in the neighborhood for them not to open doors to those people with their red vests." Region staff assessment was different in the same geography: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly reports, "there's really nothing that the CAP team has done to support on that." Together these verbatim excerpts reflect a within-geography split: CAP-enabled prevention work occurred, but social-trust and coordination limitations reduced reach and some region staff perceived little CAP contribution.  
  
Shared viewpoint — Terrebonne LA: CAP increased direct notifications and partner referrals to Red Cross after fires. The local CAP staff described heightened community and partner engagement: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx states, "folks reach out to the CAP team directly when there's a home fire," and adds that CAP helped “connect those volunteer firefighters with the, the DPS for Lafourche as well so that they can develop their own relationship." These verbatim lines underscore a theme of CAP improving awareness/referral pathways and building partner-to-DPS links that increase the likelihood an affected household is served.  
  
Shared viewpoint — Yazoo MS: CAP supported smoke-alarm installs, created repeatable models, and improved communication with fire leadership. Region/Chapter respondents described CAP helping with installs: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "The CAP team has supported that program by helping install smoke alarms in the area," and Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx affirms a striking local outcome: "We do actually have two new lives saved in the vicinity of those CAP programs." These verbatim quotes indicate CAP’s hands-on prevention work and possible life-saving correlates in Yazoo MS, even as respondents acknowledge limited quantitative attribution.  
  
Shared viewpoint — Madison TN: CAP presence was not observed to alter home-fire response activity in this area. The local CAP staff reported no observed responses: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx says plainly, "No, I hadn't seen any home fire responses." This verbatim statement marks Madison TN as an instance where CAP strategies had little to no visible effect on on-scene home-fire deployments, though the transcript also records increased incident reporting to the team that could enable future engagement.  
  
Shared viewpoint — Atlantic NJ: CAP rapidly mobilized partners to deliver time-sensitive material support and provided hyperlocal resources that sped recovery. Staff described both partner speed and resource-packaging: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx recounts, "I mean, it really gives me chills because within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" and Chapter staff reported, "clients receive the resource guide as part of that red folder that we provide" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Those verbatim excerpts show Atlantic NJ staff view CAP as enabling rapid, partner-driven relief and improved referral tools that accelerate post-fire recovery.  
  
Shared viewpoint — Montgomery AL: CAP piloted partner-to-responder conversions and referral integration but remained localized. The CAP staff described training a partner as a DAT responder: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx states, "We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection." The same file notes demand-generation via partner outreach for smoke-alarm installs. These verbatim lines depict Montgomery AL as a geography where CAP tested concrete operational pathways (partner DAT training, partner-led installs), offering a replicable method albeit limited in geographic spread thus far.  
  
Shared viewpoint — Jackson OR: Organizational deprioritization limited CAP engagement in home-fire responses here. A CAP staff member described lack of need messaging and disengagement: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports, "Honestly, I know nothing about it because I get told consistently that we're not needed there." Region staff voiced uncertainty about attribution where small increases were seen: Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx cautions, "A little bit, but I, I don't know if that's just like, like halo effect." These verbatim excerpts indicate Jackson OR experienced low CAP involvement driven by leadership decisions and ambiguous small changes that staff hesitate to attribute directly to CAP.  
  
Shared viewpoint — Lee FL: CAP had mixed operational reach—some staff reported no partner integration on routine responses while others emphasized relationship-building with fire departments as key to increased referrals. One CAP respondent said, "we have not involved our partners in home fire responses" (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Conversely, Region staff observed that response volumes follow "the relationships with the fire departments itself" (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). CAP staff seeking operational integration also reported outreach attempts: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx noted, "we reached out to our local CDPM to try to get our CAP team to go on DAT responses with them," but "we have not been pulled in on that yet." These verbatim passages show Lee FL manifests both structural constraints and clear recognition that fire-department relationships are the decisive factor for response integration.  
  
Shared viewpoint — Monterrey CA: CAP has strategic potential tied to community mobilization but limited operational tests to date. CAP staff suggested alignment into home-fire campaign goals: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx states, "I would tie it to community mobilization. So Meaning that this could be a home fire campaign, like goal." The same respondent also noted the context lacked disaster tests: "We haven't had, knocking on wood, any disasters where we had needed to respond." These verbatim lines indicate Monterrey CA sees CAP as promising for campaign-based prevention if activated, but few incidents have tested that potential.  
  
Shared viewpoint — Butte CA / Lake CA: CAP teams provided operational embedding and contributed to campaign metrics; there is localized evidence of lives saved. Region/Chapter staff reported CAP teams working with DPOs and that "We do actually have two new lives saved in the vicinity of those CAP programs" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). CAP staff described being "kind of working alongside the DPOs to do some of that" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). These verbatim excerpts highlight Butte/Lake CA as examples where CAP embedded operationally and where localized outcome signals (two lives saved) were reported.  
  
Shared viewpoint — Mississippi AR: CAP’s relationship-building with fire departments increased awareness and in-person DAT responses, though attribution remains qualitative. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx states, "one of the things that we did here is start going out and have having purposeful conversations and relationships with fire departments," and reports, "Yeah, I think that the number of in person home fire responses has gone up." Region staff echoed perceived capacity amplification: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said, "I will say their impact in Steady state since January when they integrated is 10, 20 fold." These verbatim quotes show Mississippi AR staff perceive large steady-state capacity gains linked to CAP relationship work, though metrics to quantify causal impact are not provided.  
  
Shared viewpoint — Lake IN: CAP leveraged trusted partners to enter communities where Red Cross had no presence, increasing access for prevention and referral work. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx explains, "when Red Cross doesn't have a presence in a community, it is best to lead with a partner organization and to go hand in hand," and adds that partners "have connections with the fire departments." Those verbatim statements characterize Lake IN as a place where CAP’s partner-first model is explicitly seen as the mechanism for reaching underserved households.  
  
Shared viewpoint — Chatham GA: Hyperlocal relationships enabled conversions of otherwise-unreached households into Red Cross responses through trusted partner referral. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx provides a vivid case: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." The transcript also underscores CAP’s role in installs and bilingual outreach: "I know that they've volunteered and done home fire install, you know, or smoke alarm installations. And the education piece, they've, they've been a part of it." These verbatim quotes show Chatham GA staff view CAP as enabling access to specific households otherwise missed.  
  
Shared viewpoint — Lake CA (as separate emphasis): CAP’s installations plus education formed the primary operational mechanism to affect home-fire risk. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states, "So not only are you installing alarms, but now you're able to educate and help people think through that," and highlights targeted prioritization: "the fire departments have said, listen, most of what we respond to is in mobile homes..." These verbatim lines reveal a consistent local model: smoke-alarm installs combined with household education and data-informed targeting.  
  
Shared viewpoint — Warren KY: CAP enabled a partner-direct smoke-alarm campaign in an underserved area but had limited integration into DAT deployments. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx describes, "Our partnership with Hotel Inc. Is really the only reason that it happened" (referring to an install campaign), while also noting attempts to join DAT responses: "we reached out to our local CDPM... We have not been pulled in on that yet." These verbatim quotes indicate CAP contributed to mitigation in Warren KY via partners, but operational DAT integration remained unrealized.  
  
Comparative analysis across geographies — shared emphases, divergences, and occupational source patterns: Across these geography-specific paragraphs common themes emerge in the documents: (1) CAP’s primary mechanisms are partner mobilization, targeted prevention (smoke-alarm installs + education), and relationship-building with fire departments to increase referrals; (2) documented impacts tend to be localized, qualitative, and demonstrative rather than broad, measured changes in home-fire incidence; (3) operational constraints — volunteer capacity, referral/notification pathways, onboarding friction, leadership priorities, and community trust — repeatedly limit scale.  
  
I illustrate cross-geography similarities with verbatim evidence: multiple CAP staff described partner-enabled prevention/install activity—"So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "The CAP team has supported that program by helping install smoke alarms in the area." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Multiple region- and chapter-level respondents emphasized referral and fire-department relationships as decisive: "It's really driven by the relationships with the fire departments itself that that's the primary strategy there." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) and "One of the things that we did here is start going out and have having purposeful conversations and relationships with fire departments." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). These verbatim statements demonstrate shared process-level mechanisms across locales.  
  
However, substantial cross-geography differences exist in whether CAP’s efforts were realized operationally. In some areas staff reported clear, concrete, sometimes life-saving correlates: "We do actually have two new lives saved in the vicinity of those CAP programs." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). In others, staff reported no observed CAP-driven responses: "No, I hadn't seen any home fire responses." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and "Not at all... CAP is really, there's really nothing that the CAP team has done to support on that." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). These verbatim contrasts show geographic heterogeneity in realized CAP impact.  
  
Occupational-source patterning also matters and helps explain some differences. The numeric frequencies you provided show that CAP staff authored most of the affirmative, operationally oriented statements (e.g., "Effective strategies or resources for home fire response" overall count 18 with CAP Staff = 12 vs Region Staff = 4, Chapter Staff = 2). That pattern means the dataset contains proportionally more frontline CAP-perspective examples of partner mobilization and installs, while region/chapter respondents—though fewer—often emphasized system-level constraints or questioned attribution (e.g., "So I don't think that there is any correlation... impact I think of the CAP program on either growing home fires." Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). The prevalence of CAP-Staff quotes likely inflates the frequency of accounts describing hands-on activity (partner installs, resource purchases) relative to region staff, who more often discuss integration, attribution, and system barriers.  
  
Hypotheses explaining geographic divergence in perspectives and impact:  
- Variation in baseline chapter capacity and fire-department relationships. Geographies where chapters or fire departments were already well-connected or resourced sometimes reported minimal CAP-added value (e.g., Shawn Schulze in Cameron TX: "we're first in division... CAP is really, there's really nothing that the CAP team has done to support on that"). Conversely, CAP had stronger visible impact in areas with gaps in Red Cross presence or where partners provided unique access (e.g., Simone Moore in Lake IN: "when Red Cross doesn't have a presence in a community, it is best to lead with a partner organization...").  
- Differences in leadership prioritization and policy. Where leadership deprioritized CAP engagement (Jackson OR: "we're not needed there"), CAP had little operational role; where leadership enabled integration and grants (Atlantic NJ: partners and "brought over a million in grants to the community"), CAP could accelerate resource flows and referrals.  
- Local social-trust and misinformation environment. In Cameron TX respondents reported misinformation and distrust ("some neighbors... saying federal government was installing cameras... not to open doors"), reducing door-to-door access and explaining variable install rates and uptake.  
- Operational onboarding and volunteer constraints. Across geographies staff repeatedly cited a bottleneck converting referrals into installs because of limited installers or burdensome volunteer-connection processes ("Even home fire campaign folks have to go through volunteer connection, which is a little laborious..." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Where partners could be trained as DAT responders (Montgomery AL pilot; Shannon Randolph: "one partner... is DAT trained"), proximity and timeliness could improve, explaining why CAP’s practical impact appeared larger in some places.  
- Data/notification systems and targeting use. Regions that harnessed local data to target high-risk housing (e.g., mobile homes) reported better prioritization—"the fire departments have said... most of what we respond to is in mobile homes" (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Where notification pathways were weak (rural volunteer departments not calling), CAP could help, but only if referral integration occurred.  
  
Incorporating the frequency differentials into explanation: your frequency tables show CAP Staff contributed most of the "Recommendations" and "Effective strategies" counts (Recommendations overall 24: CAP Staff 14; Effective strategies overall 18: CAP Staff 12). That occupational skew implies the dataset disproportionately reflects CAP staff’s operational view (partner training, rapid mobilization, micro-grants). Region Staff often highlighted scaling, attribution, and organizational constraints (and made the larger-scale "10, 20 fold" steady-state amplification claim in one case, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Geographies with multiple CAP-Staff corroborations (Atlantic NJ, Lee FL, Butte CA) therefore show more concrete examples of partner mobilization and resource provision in the qualitative record; areas with either no CAP staff input or dominant region/staff responses appear more likely to report minimal observable CAP effect.  
  
Synthesis and assessment of extent: Across geographies, CAP strategies and resources consistently enabled partner-driven, time-sensitive assistance (quotes include "within, you know, an hour, I had four, five, six partners..." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and supported prevention via smoke-alarm installations plus education ("So not only are you installing alarms, but now you're able to educate and help people think through that." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). These mechanisms repeatedly translated into localized improvements: faster referrals, partner-resourced material aid, campaign support, and isolated outcome signals (two lives saved in Butte/Lake CA; "We do actually have two new lives saved..."). At the same time, the documents uniformly report limits to scale and attribution: staff across many geographies note small counts ("probably a dozen fire clients over maybe the last two years" — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), lack of systematic measurement ("I don't know the answer to that. I mean, it's down everywhere." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), and operational barriers (volunteer shortages, leadership deprioritization, onboarding friction, misinformation).  
  
Therefore, to the question "To what extent did/could CAP strategies or resources impact home fire responses?" the evidence across geographies suggests a conditional answer stated in local terms: CAP concretely impacted some home-fire responses through partner mobilization, hyperlocal resourcing, and prevention installs—producing meaningful case-level benefits and enabling faster recovery in CAP jurisdictions (documented with direct quotes across Atlantic NJ, Sarasota FL, Yazoo MS, Butte CA, and others). However, those impacts are modest in aggregate, uneven across geographies, and heavily contingent on (a) reliable referral/notification pathways, (b) local volunteer and partner capacity (including willingness to be on-call or receive DAT training), and (c) alignment with regional priorities and fire-department relationships. The verbatim evidence across many transcripts supports this combined conclusion (examples above and many others in the corpus).  
  
Final integrated examples (verbatim and document-identified) that summarize the pattern:  
- Rapid partner mobilization enabling immediate support (Atlantic NJ): "I mean, it really gives me chills because within, you know, an hour, I had four, five, six partners that were like, we, you know, we got it here. It's ready for you. Come get it. Do you want us to deliver it?" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
- Smoke-alarm installs plus education as CAP’s primary prevention pathway (Butte/Lake CA, Yazoo MS): "So not only are you installing alarms, but now you're able to educate and help people think through that." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx); "The CAP team has supported that program by helping install smoke alarms in the area." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx).  
- Direct referral and conversion of unreached households via partners (Chatham GA, Terrebonne LA): "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx); "folks reach out to the CAP team directly when there's a home fire." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx).  
- Limits and leadership/prioritization constraints (Jackson OR, Cameron TX, parts of South Texas): "Honestly, I know nothing about it because I get told consistently that we're not needed there." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx); "CAP is really, there's really nothing that the CAP team has done to support on that." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx).  
  
Concluding appraisal: The cross-geographic record shows CAP strategies produced important localized operational effects—partner convening, prevention installs, resource mobilization, and improved referral awareness—documented in verbatim practitioner reports. Yet the corpus also makes clear those effects are uneven, often anecdotal, and currently insufficiently measured to claim sustained, system-level change. The most plausible route to greater, more consistent impact across geographies is institutionalizing referral pathways, scaling partner DAT trainings (as demonstrated in pilots), resolving volunteer-onboarding frictions, and aligning CAP resourcing transparently with chapter priorities so that promotional efforts match installation capacity. These conclusions synthesize the repeated, verbatim observations across the geography-specific transcripts cited above.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in blood drives in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, the reviewed documents show that CAP has materially changed how chapters approach blood drives in many jurisdictions by catalyzing partner-hosted events, integrating Biomed account management, and prioritizing higher-yield or community-hosted sites; staff frequently described these shifts as positive and sometimes sustainable. However, evidence is largely qualitative and uneven: while some respondents reported recurring quarterly drives, diversity-focused sickle-cell events, or even 'hundreds and hundreds' more units in a specific area, others described no activity, removed services, coordination breakdowns, or stalled momentum after staff turnover. Practical constraints—travel and setup time, staffing capacity, scheduling lead times, and competition from incumbent collectors—regularly limited the conversion of partner interest into more or larger drives. In sum, CAP appears to have produced localized and sometimes sustained improvements in blood-drive activity and access, but the magnitude and consistency of those effects are variable and not fully quantified in the available documents.  
Analysis  
CAP partnerships have led to the initiation of new and recurring blood drives in multiple CAP jurisdictions. For example, Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx stated 'So we've leveraged some of these partnerships into getting some new blood drives, which I think was a positive thing,' and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reported 'And we set up our first we're, they're actually on another call right now that started at 2:30 because our partner is going to do one,' indicating CAP staff actively arranged partner-hosted events. The operational practice of integrating Biomed personnel into CAP structures is reflected in Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx where the respondent said 'I then brought the account manager onto the CAP team,' showing a deliberate staffing/coordination step to convert partnerships into scheduled drives. Collectively these verbatim observations point to a consistent change in activity: CAP has moved from relationship-building toward concretely arranging blood-drive events and embedding a Biomed link to support those events.  
Staff consistently report a beneficial effect of CAP activity on blood collection, though evidence is qualitative. For instance, Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reported plainly 'So yeah, it has been a positive impact on the, on the blood collection,' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described 'a big push through the CAP team to increase blood drive sites and locations,' which staff connect to better collection outcomes. These first-hand statements show perceived improvement in collection and an operational emphasis on site expansion, but the quotations themselves are descriptive rather than numeric, so while they demonstrate staff confidence in CAP's positive role, they do not quantify units collected, turnout, or sustained trends.  
Respondents report a strategic shift to prioritize higher-yield employer and large-host sites because local markets are saturated. As one staff interview in Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx noted 'in particular is saturated in blood drives. We. And there's, there's too many blood drives for the amount of people that we<a href="#Please describe any changes in blood drives in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link1"><sup>[1]</sup></a>' and explicitly observed that 'largest employers. That captures a huge number of people in the county,' demonstrating that CAP-involved teams are not adding drives indiscriminately but emphasizing sites where donor density or yield is greatest. This theme explains a change in site-selection logic driven by local market realities rather than a simple numerical expansion of events.  
1. in particular is saturated in blood drives. We. And there's, there's too many blood drives for the amount of people that we  
CAP has increasingly leveraged community venues (churches, community centers) and partner enthusiasm to host drives and reach underrepresented donors. Evidence from Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx that 'I think one is going to be at a church and one is going to be at a community center' and from Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx that 'it was a very diverse blood drive. So we were able to collect a lot of sickle cell units' together show CAP is organizing events in local partner spaces and that those events can produce medically relevant and demographically diverse donations. These verbatim observations indicate a change in venue strategy and community-facing outreach tied to CAP activity.  
CAP teams have actively incorporated Biomed account management into planning to use the collector's operational levers and improve drive performance. For example, Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx noted Biomed staff 'mind canceling drives that do not perform so, you know, because that's directly tied to their pocket,' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes bringing 'the account manager from Biomed' onto CAP activities to create partner connections. These quotes together document a change in governance and coordination—CAP is intentionally engaging Biomed in chapter action teams and partner outreach so that drive selection and continuity reflect performance considerations as well as partnership opportunities.  
Logistics and staffing turnover are repeatedly cited as practical barriers that limit CAP-driven scale-up of blood drives. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx described that a primary 'obstacle would be us in blood services in getting a team to be able to go out there, because it's an hour usually in terms of drive time' and therefore short collection windows, while Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documented that 'we've lost a senior dpm, our rdo, our dpm, our blood services manager, and two volunteer coordinators,' which stalled activity after staff departures. These verbatim statements show that despite partnership interest and targeted outreach, practical capacity limits—travel, setup time, limited staff, and turnover—constrain how many new drives can be staged or sustained.  
Several respondents report that early CAP referrals have led to recurring, sustainable partner-hosted drives rather than one-off events. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx recalled that 'early on, when we first started cap, like year one, we had a couple of referrals for brand new blood drives' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx confirmed 'That blood drive is going to happen quarterly with one of the large churches,' indicating that some CAP-facilitated events moved into a recurring schedule. These quotations show a pattern where CAP referrals can convert into ongoing community-hosted drives, demonstrating sustainability in at least some locales.  
Additional Insights  
At least one regional respondent attributes a large, measurable uplift in collections to CAP partnerships in a specific geography. In Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx the interviewee reported 'We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area,' and explicitly linked those gains to CAP-created partnerships. This claim stands out because it offers a quantitative impression (hundreds of units) and direct attribution to CAP in northern northeast Arkansas; however, it is a single respondent's account and is not accompanied by baseline figures, independent verification, or system-wide aggregation in the reviewed documents.  
Some CAP jurisdictions report a complete absence or active withdrawal of blood services, so CAP could not generate local increases there. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx stated 'We don't have any blood services down here' and Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx acknowledged 'we did not do blood where April's team was, so there was no blood going on there. And then where Shannon was, there's been a one year process to move out of that area for blood,' indicating that in some localities CAP encountered either no existing infrastructure or an ongoing withdrawal that limited any CAP-driven expansion. These observations are localized and highlight that CAP's effect varies significantly by preexisting service footprint.  
Several respondents described coordination breakdowns, unnotified cancellations, and territorial competition that undermined CAP efforts in places. For instance, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reported 'The ambassador on campus didn't know that Lane College was selected... We had nothing to do with it,' documenting plans carried out without local chapter involvement, while Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described a cancellation where 'we had probably six or seven partners lined up... and the blood drive was canceled and we didn't know it,' which damaged partner trust. These verbatim examples show that operational miscoordination and market competition (e.g., dominant local collectors) can negate or delay CAP-supported initiatives.  
In several jurisdictions CAP is characterized as an added option that increases hosting possibilities rather than the main driver of systemic change. As one respondent stated in Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx, 'No changes necessarily, but more options. So because of the partnerships that we've been enhancing, folks are eager and more like drawn to have a conversation about like let's just host it,' which captures a common perspective: CAP broadens the pool of potential hosts and conversations but, constrained by logistics and existing collectors, often functions as a complementary resource rather than the prime engine of large-scale increase.

#### Comparison across segments

Analysis across Groups occupation

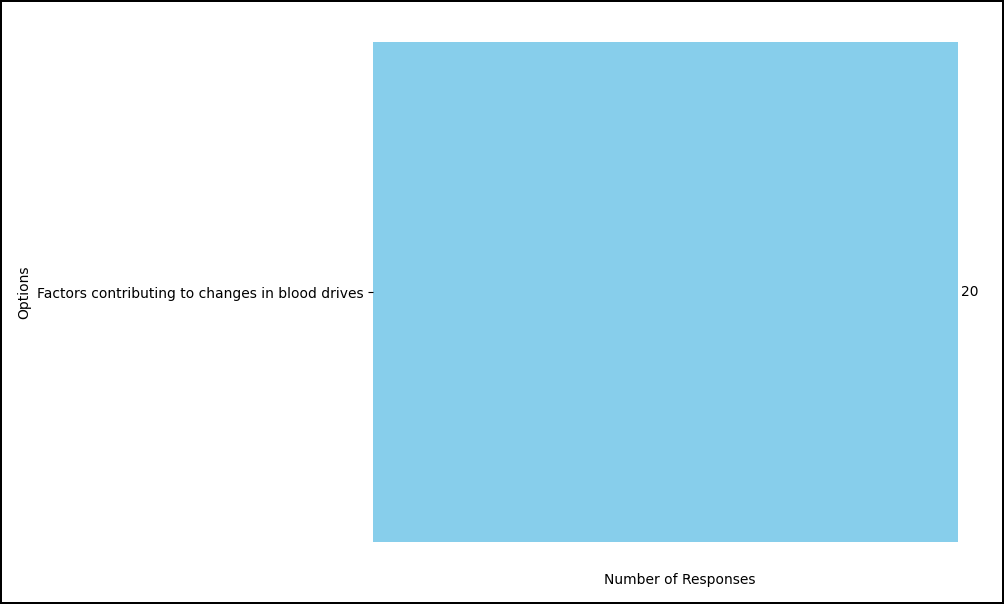
CAP Staff: CAP staff share a consistent perspective that CAP’s primary influence on blood drives has been to generate partner-led opportunities and to change practice (outreach, Biomed coordination, and prioritization), while acknowledging wide variation by place, capacity limits, and staffing constraints. In support of partner-enabled new drives and positive impact, one CAP staff member reported direct facilitation of recurring employer and partner sites: "So we've leveraged some of these partnerships into getting some new blood drives, which I think was a positive thing." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). CAP staff also describe setting up first-time partner-hosted events and using community venues: "And we set up our first… they're actually on another call right now that started at 2:30 because our partner is going to do one." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). CAP staff emphasize operational integration with Biomed as a lever to manage drive portfolios: "I then brought the account manager onto the CAP team." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). At the same time CAP staff report constraints and uneven change—some areas report no blood services or stalled momentum—captured in statements such as "We don't have any blood services down here." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "Montgomery county is losing our blood donation center." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Others frame CAP as increasing options rather than producing systematic growth: "No changes necessarily, but more options." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Together these CAP-staff quotes show a shared view that CAP most often acts as a facilitator/connector (partner recruitment, Biomed inclusion, training/coordinator work) that yields discrete new or recurring drives in some places while encountering staffing, scheduling, and infrastructure limits in others.  
  
Region Staff: Region staff commonly report a perspective that CAP-enabled partnerships and referrals have produced observable increases or pilot successes in some geographies—often coupled with targeted outreach (sickle-cell or historically Black neighborhoods)—but they also emphasize geographic variation and competition. One region-level respondent attributed clear local increases to CAP partnerships and chapter connectivity: "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives... We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Region staff describe targeted, community-hosted successes and demographic reach: "there definitely seems to be a push towards more like community resources being used to host them... We have a sickle cell event coming up on the 17th of September, and it's a cat partner who's hosting it" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), and a region transcript described a "very diverse blood drive" that produced sickle-cell units: "it was a very diverse blood drive. So we were able to collect a lot of sickle cell units" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Region staff also report early CAP referrals that became sustainable: "I think there's been a few referrals. I want to say early on, when we first started cap, like year one, we had a couple of referrals for brand new blood drives. They've come back and continue to do blood drives." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). At the same time region respondents acknowledge unevenness—some CAP jurisdictions had no prior blood activity: "we did not do blood where April's team was, so there was no blood going on there." (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Overall, region staff present a shared view that CAP referrals and partner engagement have translated into measurable collection gains in places, while also stressing that effects are geographically uneven and sensitive to coordination and competition.  
  
Chapter Staff: Chapter staff emphasize a hands-on support and coordination perspective: they describe CAP and chapter teams providing ambassadors, outreach, and recurring partner-hosted sites, but they also report mixed impressions about the scale of change. Chapter staff give concrete examples of new recurring community-hosted drives: "That blood drive is going to happen quarterly with one of the large churches." and "We had one, it was a couple weeks ago now. It was a huge success." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Chapter respondents describe targeted sickle-cell events and partnership leverage: "One of the coordinators was able to use her partnership and influence with the NAACP and they did a sickle cell blood drive two weeks ago" (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx), and note that partner-run events produced pride and broadened donor demographics: "One of the partners of the CAT partners did a blood drive. They were so proud of it" and "they're bringing in some new blood donors... Latino community, African American community" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Chapter staff also report both new engagement and caution about scale: "There could possibly be in the future, I don't see like a huge, huge increase in that." (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). Several chapter respondents indicate chapters are preparing to begin activities after little prior involvement: "we have never in my nine years been involved in any blood drives... But that's all about to change." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). The common chapter viewpoint is therefore pragmatic: chapters provide operational staffing, facilitate partner-hosted recurring events, and see local, often single-site successes—but they do not uniformly perceive a large-scale jurisdictional shift.  
  
Cross-category comparison and hypotheses about perspective differences: Across the three occupational categories there is clear convergence on several themes—CAP/chapters act as facilitators who recruit partners and open community-hosted venues; Biomed coordination and partner relationships are central levers; and outcomes are uneven, shaped by local infrastructure, staffing, and competition. For example, CAP staff framed CAP as a connector and noted operational steps like bringing Biomed account managers into CAP teams: "I then brought the account manager onto the CAP team." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Chapter staff similarly emphasized practical support and recurring community venues: "That blood drive is going to happen quarterly with one of the large churches." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Region staff aligned on partnership-driven gains and sometimes reported larger-scale outcomes: "We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). These shared emphases show cross-role agreement that CAP’s mechanism is partnership facilitation and targeted community outreach.  
  
Key differences by occupation follow logically from vantage point and remit. Region staff at times report larger, aggregated outcomes (e.g., the "hundreds and hundreds of more units" claim) because their remit and perspective span multiple chapters and they can aggregate local successes (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). CAP staff tend to emphasize frontline facilitation, coordination with Biomed, and practical constraints—e.g., saturation or capacity: "Our county in particular is saturated in blood drives...largest employers. That captures a huge number of people in the county." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Chapter staff emphasize operational execution (ambassadors, partner tables, scheduling) and mixed local results: "Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These differences likely arise because region staff see cumulative impacts across geographies, CAP staff are focused on building relationships and adapting practice (and therefore note constraints and uneven conversion of interest into drives), and chapter staff face the day-to-day logistics, partner outreach, and staffing realities that determine whether drives occur and persist.  
  
Other plausible hypotheses explaining divergent perspectives include: (1) infrastructure variation—some CAP jurisdictions are not "blood states" or have had blood services removed, so CAP cannot produce increases everywhere: "We don't have any blood services down here." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "So we are not a blood state." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). (2) staffing churn and single-person dependencies can produce bursts then stalls: "Since I've been here two years ago, we've lost a senior dpm, our rdo, our dpm, our blood services manager, and two volunteer coordinators... we did a big blood drive ... But then when he left, it's all stalled." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). (3) market competition and territoriality change what can be done locally—e.g., LifeSouth’s presence or existing local blood banks: "LifeSouth is a huge competitor here and we are unable to compete; they have a large fleet of blood mobiles" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). (4) role-driven information asymmetry: region staff may report increases because they aggregate chapter successes and early referrals ("I think there's been a few referrals... They've come back and continue to do blood drives." — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), while some CAP staff embedded in certain localities see little net change: "I don't know that there have been any significant changes in the blood drives." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Finally, geographic and logistical constraints (distance to processing hubs, travel time, drive windows) are repeatedly cited and help explain uneven implementation: "the drives tend to be short because your window is six hours" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) and "But then also all the blood has to go down to Pomona in Southern California, and the farther away you are, just there's challenges there." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
  
Integrating the frequency note into interpretation: the coded synthesis counted "Factors contributing to changes in blood drives" 20 times overall, distributed by occupation as CAP Staff: 10, Region Staff: 6, Chapter Staff: 4. This distribution supports the interpretive hypothesis that CAP staff most often surface operational factors and barriers because they are routinely engaged in partner recruitment, Biomed coordination, and local problem-solving (examples: "I then brought the account manager onto the CAP team." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; "No changes necessarily, but more options." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). Region staff, with fewer coded mentions but sometimes larger aggregated claims, are positioned to observe cross-chapter increases where they occur ("We've seen literally hundreds and hundreds of more units collected..." — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter staff, while fewer in counted mentions, repeatedly emphasize operational support and local recurring events ("That blood drive is going to happen quarterly with one of the large churches." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). The higher CAP-staff count thus aligns with their frontline role in identifying and naming contributing factors (partners, Biomed coordination, staffing, logistics), while region- and chapter-level counts reflect both aggregated outcomes and implementation realities.  
  
Synthesis of what changed, what did not, and why: Across occupations the clearest, repeatedly cited change attributable to CAP is expanded partner engagement and the creation of new or recurring partner-hosted drives in many localities—often targeted (sickle-cell, historically Black neighborhoods) and sometimes yielding medically relevant donations ("we were able to collect a lot of sickle cell units" — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx; "We got to 113% that day. And over 50% of it was African American blood." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). CAP’s mechanisms—referrals, partner recruitment, Biomed integration, coordinator training, promotion and rapid-response mobilization—are documented across categories (e.g., "We post all of our... county blood drives on our newsletter monthly." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). However, what did not change uniformly is the system-wide scale of blood-drive expansion: multiple respondents in all categories emphasize unevenness, limited scale-up, or no change in some jurisdictions ("I don't know that there have been any significant changes in the blood drives." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "I have not noticed that." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx). Explanations for this mixed picture are consistent across roles: local infrastructure (presence/absence of blood-state operations), staff turnover, scheduling and staffing capacity, dominant competitors, and logistical constraints (travel and processing) limit conversion of interest into sustained drive-volume increases.  
  
Final takeaway (concise synthesis): In sum, CAP’s launch is widely reported across CAP, region, and chapter staff to have changed how blood drives are pursued—shifting toward partner-hosted, community-focused events with increased partner interest, targeted outreach (e.g., sickle-cell, historically Black neighborhoods), and closer Biomed engagement—yet the extent of measurable, jurisdiction-wide increases varies. Region staff sometimes report aggregated collection gains, CAP staff most frequently identify operational levers and barriers, and chapter staff document on-the-ground support and single-site successes; together these perspectives explain why CAP’s influence is evident in localized, partner-driven gains but has not produced uniform, large-scale increases everywhere (due to infrastructure, staffing, scheduling, competition, and geographic constraints). Some reviewed transcripts contained no verbatim passages relevant to blood-drive changes and therefore were not quoted here; the synthesis above is based on the documents that directly addressed the question.

Analysis across Groups Geography

The shared viewpoint for Tulare CA is that the local chapter defers blood-drive leadership to an existing local blood bank rather than running Red Cross Biomed collections. In that context the chapter’s role is supportive rather than operational: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reports, "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank." The same file explains the operational boundary: "Because of relationships, we let them lead everything and if there's anything we can, we can support with and then we do, but they're not sort of Red Cross. We don't have biomed services that runs them." These statements show a shared perspective across the Tulare CA materials: the chapter documents current-state arrangements (local blood bank leadership and school ambassadors) and provide description rather than evidence of CAP-driven change. The documents do not contain direct before/after comparisons linking CAP’s launch to increased or decreased numbers of drives in Tulare.  
  
The shared viewpoint for Sarasota FL is that Red Cross collection activity is not operating in the jurisdiction, so CAP cannot be observed to change blood-drive activity there. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx states plainly, "No, we don't collect blood in South Florida." The other Sarasota-file listed in the dataset (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) provided no relevant quotes on blood drives, so there are no verbatim excerpts to show CAP-driven change in Sarasota FL. Taken together, the Sarasota documents share a perspective of absence of Red Cross collection capacity rather than measurable CAP-induced change.  
  
The shared viewpoint for Cameron TX is absence or loss of local blood services and therefore limited CAP-driven blood-drive activity. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports, "We don't have any blood services down here," and adds, "I used to and then they they took that away." Region/Chapter-level reporting about South Texas in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx complements this: "No, I do here in Houston. We don't down in South Texas where they are." Those two verbatim quotes indicate a shared perspective that local capacity is missing or was removed, constraining CAP’s ability to generate blood-drive changes in Cameron TX.  
  
The shared viewpoint for Terrebonne LA is: the reviewed documents for this geography contained no relevant quotes on blood drives. The file listed (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) did not produce excerpts relevant to changes in blood drives in the dataset provided, so no verbatim quotations about blood-drive changes can be cited for Terrebonne LA.  
  
The shared viewpoint for Yazoo MS is that CAP staff see opportunity and connections but also depend on Biomed inclusion to activate drives. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx records outreach and planning, noting a Biomed contact "talking about coming into Mississippi and linking up with the universities" and CAP staff’s network: "as the, you know, the risk, you know, the manager of cap, I have several connections, not just in Yazoo county, but across this entire state." Region-level corroboration appears in Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "we did not do blood where April's team was, so there was no blood going on there." The paired quotes show a shared perspective: CAP staff describe nascent or potential Biomed linkages and CAP networks, while region staff note historical absence of blood activity in some CAP jurisdictions—together describing opportunity constrained by prior lack of operations.  
  
The shared viewpoint for Madison TN is that CAP/chapter actors are discussing concrete, implementable ideas and in some places are moving from possibility toward action but have not yet documented many completed drives. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx answered directly, "No, we have not," when asked whether drives had occurred, while the same file noted potential campus initiatives: "It's a national initiative with HBCUs where they offer a scholarship for an ambassador to host blood drive on campus." Conversely, Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reports current transition from none to active rollout: "Well, interesting you would bring that up because we have never in my nine years been involved in any blood drives or blood recruitment locations. But that's all about to change." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx frames a practical CAP idea: "We could have a CAP blood drive where they invite all their partners to come in and give blood." These quotes collectively show a shared perspective: Madison TN contains locations where CAP is initiating planning and early rollout (David Hicks), some locales still report no drives (Curtis Morman), and region staff propose CAP-hosted models (Joel Sullivan).  
  
The shared viewpoint for Atlantic NJ is that CAP has actively integrated Biomed/account-management support and is prioritizing expansion of sites and partner connections. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents a staffing/action change: "I then brought the account manager onto the CAP team." Region-level confirmation and emphasis appears in Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx ("I know they did some blood drives.") and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx ("I know that there is a big push through the CAP team to increase blood drive sites and locations."). These verbatim excerpts demonstrate a shared perspective in Atlantic NJ documents: CAP actively engaged Biomed personnel and is pressing to increase drive sites and partner-facilitated events.  
  
The shared viewpoint for Montgomery AL is that the local donation-center infrastructure is changing and CAP is emphasizing partner involvement but faces coordination and competitor challenges. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx declares, "Montgomery county is losing our blood donation center," and also documents CAP participation in a local spring drive that "did meet their goal for units collected." Mark Beddingfield’s regional comment (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) connects to "where Shannon was, there's been a one year process to move out of that area for blood." Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx adds that, "CAP is instrumental in recruiting partners for blood drives." Together the quotes show a shared theme: infrastructure loss (donation center closure) paired with CAP-driven partner engagement and some successful events, set against coordination snafus and a competitive presence that constrain scale.  
  
The shared viewpoint for Jackson OR is that CAP produced early referrals that generated new drives and those referred hosts have sometimes sustained activity. Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports, "I think there's been a few referrals. I want to say early on, when we first started cap, like year one, we had a couple of referrals for brand new blood drives." The same file adds, "They've come back and continue to do blood drives. And so I think that sustainability part is like a really good one." Those quotations convey a shared perspective across Jackson OR materials: CAP referrals catalyzed new events and in at least some instances created recurring drives.  
  
The shared viewpoint for Lee FL is that the chapter is not a Red Cross blood-collection state and that staff see little observable systemic change since CAP launched. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states, "So we are not a blood state," and, "no red, no, I mean there's, there's blood here, but it's, it's not a Red Cross blood state." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx offers the complementary perspective: "I don't know that there have been any significant changes in the blood drives." These verbatim quotes combine to show a shared viewpoint: institutional absence of Red Cross-led blood collection plus staff perception of no significant CAP-driven changes to blood drives in that geography.  
  
The shared viewpoint for Monterrey CA is that CAP helped secure at least one new recurring partner-hosted drive and that partnership interest is producing scheduled, recurring opportunities. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reports, "That blood drive is going to happen quarterly with one of the large churches," and notes, "We had one, it was a couple weeks ago now. It was a huge success." CAP staff corroboration in Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx adds, "No changes necessarily, but more options," explaining enhanced partner interest but constrained conversion due to scheduling. These quotes reveal a shared perspective: partnership recruitment has yielded at least one regularized church-hosted blood drive, and CAP sees increased hosting interest balanced by scheduling/capacity constraints.  
  
The shared viewpoint for Butte CA is that many CAP jurisdictions there have limited or no blood-drive activity to date and expansion is constrained by logistic reach and staffing. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports, "No. Well, not in our, not in our region yet, but not in the really chapter that we're at." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx observed distance and routing barriers: "We do, but not much in the Northern California chapter, which is where our CAP teams are unfortunately," and noted plans "to be creative and plan something farther north and have them stay overnight" because "all the blood has to go down to Pomona." These verbatim quotes show a shared perspective: geographic/logistical limitations limit immediate CAP-driven blood-drive expansion in the Butte CA/Lake CA northern areas.  
  
The shared viewpoint for Mississippi AR is that CAP partnerships and connectivity have produced measurable improvements in blood drives and collections in at least one area. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx asserts, "So we've leveraged some of these partnerships into getting some new blood drives, which I think was a positive thing." Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx provides stronger outcome language: "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives, particularly in that northern northeast Arkansas geography," and quantifies the result, "We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." These paired quotations represent a shared perspective that CAP-facilitated partnerships corresponded with substantive increases in drives and collection volumes in this geography.  
  
The shared viewpoint for Lake IN is that CAP initiated new partner-hosted drives where none existed and that CAP participation is opening doors, though donor-quality data gaps persist. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx records, "And we set up our first… because our partner is going to do one," and identifies venues: "I think one is going to be at a church and one is going to be at a community center." The same transcript flags evaluative uncertainty: "I know that they're doing well, they're hitting their markers, but it's one of those things that, like, it's just data. ... Are they the right people or is it what we really need? I don't know." Together, these verbatim excerpts show a shared viewpoint: CAP-sparked initial drives at community venues and created access, but staff lack data to assess donor alignment with clinical goals.  
  
The shared viewpoint for Chatham GA is that CAP-linked partner recruitment produced a successful, diversity-focused blood drive that yielded clinically relevant donations. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reports, "One of the partners of the CAT partners did a blood drive. They were so proud of it." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx highlights targeted success and event-level metrics: "We got to 113% that day. And over 50% of it was African American blood." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx notes a clinical outcome: "it was a very diverse blood drive. So we were able to collect a lot of sickle cell units, which we have the highest sickle cell goal in Georgia across the country." These verbatim excerpts show a consistent perspective: CAP-enabled partner recruitment and engagement led to at least one high-performing, diversity-oriented blood drive with medically relevant donations.  
  
The shared viewpoint for Lake CA (as represented in the dataset) is that CAP relationships are potential enablers but that practical hurdles mean activity has been limited to date. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes, "We do, but not much in the Northern California chapter, which is where our CAP teams are unfortunately," and adds that "the relationships that they've built could help spread the word and maybe even help us find blood drive locations." These verbatim quotes indicate a shared perspective: relationships exist that could enable drives, but geography and logistics have limited realized change.  
  
The shared viewpoint for Warren KY is that CAP-facilitated coordinator partnerships enabled a targeted sickle-cell blood drive, yet the interviewee does not perceive a large systemic increase. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx records, "One of the coordinators was able to use her partnership and influence with the NAACP and they did a sickle cell blood drive two weeks ago." But the same respondent qualifies the impact: "There could possibly be in the future, I don't see like a huge, huge increase in that." These verbatim excerpts show a shared perspective of targeted, partner-enabled events but not a broad surge in drives.  
  
Cross-category comparison and contrast: shared patterns and divergences across geographies  
  
- Shared patterns across many geographies (explicitly cited). Multiple geographies report CAP functioning as a facilitator, connector, or catalyst rather than as an independent blood-collection operator. For example, Atlantic NJ’s Kristi Collins states, "I then brought the account manager onto the CAP team." Monterrey CA’s Michelle Averill reports a partner-hosted quarterly drive: "That blood drive is going to happen quarterly with one of the large churches." Lake IN’s Simone Moore explains CAP set up "our first… because our partner is going to do one." These verbatim quotes support a cross-geography pattern: CAP’s observable effect often appears as recruitment and facilitation of partner-hosted drives and integration of Biomed/account management into CAP planning rather than CAP running a parallel collection operation.  
  
- Divergences tied to local infrastructure and Biomed engagement. Where local blood-services infrastructure existed and Biomed/account managers were integrated, documents report measurable improvements and sustained drives (Mississippi AR: "We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area." Atlantic NJ: "I know that there is a big push through the CAP team to increase blood drive sites and locations."). Where local infrastructure was absent, removed, or dominated by competitors, documents report no drives or stalled initiatives (Cameron TX: "We don't have any blood services down here." Montgomery AL: "Montgomery county is losing our blood donation center."). The two verbatim clusters show infrastructure and Biomed alignment are key discriminators of observed change.  
  
- Differences by geography in outcome evidence quality and scale. Some geographies provided concrete event-level metrics or claims of units collected (Mississippi AR: "hundreds and hundreds of more units"; Chatham GA: "113% that day"), while many provided anecdotal or descriptive evidence without quantitative counts (Tulare CA: supportive role vs. Biomed; Monterrey CA: "No changes necessarily, but more options."). This divergence maps to the source types and the local scale of activity.  
  
- The frequencies data provided in the brief corroborate geographic heterogeneity and suggest why some geographies appear more change-oriented. The pre-supplied frequency summary shows that Geography counts were highest for Atlantic NJ (3) and Chatham GA (3), with several geographies at 2 (Montgomery AL, Lee FL, Monterrey CA, Mississippi AR, Warren KY) and multiple geographies at 1 or 0. That distribution aligns with the content: Atlantic NJ and Chatham GA produced multiple, substantive quotes about CAP-driven partnership activation and event successes; Mississippi AR and Monterrey CA produced explicit, positive change statements (Matt Henry, Barry Falke; Michelle Averill/Gaby Perez). Thus, the documents that produced more frequent mentions (count = 3) also contained more corroborated, outcome-oriented commentary in this dataset.  
  
Hypotheses explaining why categories (geographies) produced diverse perspectives  
  
1) Local blood-infrastructure hypothesis: Geographies with existing local blood-service capacity or with Biomed account-manager involvement are more likely to show CAP-linked increases in drives and collections. Evidence: Mississippi AR’s Barry Falke explicitly attributes increases—"the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives" and quantifies "hundreds and hundreds of more units"—whereas Cameron TX reports the loss of services: "We don't have any blood services down here." This suggests CAP’s ability to change drive outcomes depends on preexisting collector presence and willingness to collaborate.  
  
2) Partnership-depth hypothesis: Geographies where CAP established multi-touch, embedded relationships produced more sustainable host behavior (recurring drives). Evidence: Jackson OR’s Priscilla Fuentes notes early referrals "They've come back and continue to do blood drives," and Monterrey CA’s Michelle Averill reports a "quarterly" church-hosted blood drive. Where CAP created multiple engagement “tentacles,” partners sustained recruitment and hosted recurring events.  
  
3) Operational-capacity and scheduling constraint hypothesis: Even where partner interest rose, conversion to more drives was limited by staffing, scheduling, and biomedical routing constraints. Evidence: CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx explains, "Sometimes we have too many folks eager to host one and like not as many staff or dates." Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx cites routing to Pomona and distance constraints. These operational constraints plausibly explain why geographies with high partner interest still report limited net increases.  
  
4) Competitive/market structure hypothesis: Geographies with strong non-Red Cross collectors or long-standing gentleman’s agreements see limited CAP-driven changes. Evidence: CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx explains LifeSouth's dominance ("LifeSouth is a huge competitor here"), and Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx notes incumbent collectors' territorial concerns ("You're gonna affect the current blood collector"). Where competition or local market arrangements exist, CAP may need to navigate political and operational constraints before driving change.  
  
5) Staffing stability hypothesis: Jurisdictions that experienced staff turnover or lacked blood services managers had interrupted momentum. Evidence: CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documents turnover: "Since I've been here two years ago, we've lost ... our blood services manager, and two volunteer coordinators," and reports that activity "stalled" when a key person left. This suggests human-resource continuity is a strong determinant of whether CAP-facilitated opportunities crystallize into recurring drives.  
  
Why some geographies did not show differences in perspective across documents  
  
- Where the Red Cross does not operate blood collections at all (Sarasota FL, several South Florida entries), respondents uniformly reported no activity ("No, we don't collect blood in South Florida."), producing consistent non-change perspectives. When the baseline is “no collection,” there is little room to observe CAP-driven increases.  
  
- Where documents focused on non-blood CAP activities (home-fire campaigns, disaster work) or lacked relevant questions/responses, the materials offered no data on blood drives (Terrebonne LA; certain files). If the interview focus did not probe blood drives, extracted perspectives remain silent and uniform (no change reported because no relevant content was provided).  
  
Integration of frequency differences into interpretation  
  
- The provided frequency counts signaled which geographies had more reported observations about factors contributing to blood-drive change. Atlantic NJ and Chatham GA each have count = 3 in the geography breakdown and correspond in the textual dataset to multiple corroborating quotes about CAP-driven facilitation and successful partner-hosted events. This alignment supports the inference that geographies with higher counts in the dataset reflect either greater CAP activity, better documentation, or more Biomed/chapters reporting blood-drive outcomes.  
  
- By contrast, several geographies registered counts = 0 or 1 (for example Sarasota FL = 0 in the frequency listing and indeed reports "No, we don't collect blood in South Florida"), reinforcing the idea that absence of collection infrastructure produces both fewer mentions in the data and an absence of CAP-driven change.  
  
Synthesis and overall conclusions (based on the verbatim evidence)  
  
- Where Biomed/account-management was integrated and CAP actively recruited partners and hosted coordination meetings (examples: Atlantic NJ’s Kristi Collins: "I then brought the account manager onto the CAP team."; Rachel Lipoff: "I know that there is a big push through the CAP team to increase blood drive sites and locations."), documents report measurable or perceivable increases in sites and collections.  
  
- Where partner recruitment was effective and site-hosting became recurring, CAP-connected activity achieved sustainability (Jackson OR: "They've come back and continue to do blood drives."; Monterrey CA: "That blood drive is going to happen quarterly with one of the large churches.").  
  
- Where local infrastructure was missing, removed, or dominated by competitors, CAP’s capacity to change blood-drive counts was constrained or nonexistent (Cameron TX: "We don't have any blood services down here."; Montgomery AL: "Montgomery county is losing our blood donation center."; Lee FL: "So we are not a blood state.").  
  
- Operational and staffing constraints frequently limited the conversion of partner interest into additional drives (Gaby Perez Albarracin: "Sometimes we have too many folks eager to host one and like not as many staff or dates."; Katrina Long: "we did a big blood drive ... But then when he left, it's all stalled. Everything kind of stopped.").  
  
- Event-level successes that targeted historically underserved or medically relevant communities yielded both higher ethnic diversity and clinically relevant donations (Chatham GA’s Alex Taylor: "We got to 113% that day. And over 50% of it was African American blood."; Alicia Dougherty: "it was a very diverse blood drive. So we were able to collect a lot of sickle cell units").  
  
In sum, the documents present a geographically heterogeneous picture: CAP’s most consistent, document-supported effect is as a connector and facilitator—recruiting partners, integrating Biomed account managers, and helping schedule partner-hosted drives. Where that facilitation met existing blood-service capacity and stable staffing, the evidence in the transcripts documents increases in blood-drive frequency or units collected (explicitly in Mississippi AR and examples in Atlantic NJ and Chatham GA). Where infrastructure, competition, logistics, or staffing problems prevail, CAP’s presence produced partner interest and planning but not measurable increases in routine blood-drive activity (examples: Cameron TX, Sarasota FL, portions of Northern California, Montgomery AL). The verbatim quotes included above illustrate these cross-geography contrasts and the likely mechanisms driving the differences (infrastructure presence, Biomed inclusion, partnership depth, operational capacity, and staffing stability).

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, the reviewed documents do not provide consistent, disaggregated, or quantitative evidence to definitively describe changes in blood drives outside the CAP jurisdiction since CAP launched. Several respondents reported regional growth in collections, but that improvement was frequently attributed to Biomed leadership and operations rather than to CAP directly. Multiple interviewees described CAP’s value as partnership facilitation and information-sharing that could plausibly support blood-drive activity beyond CAP areas, while others pointed to concrete barriers—competition, facility closures, staffing, and rural logistics—that constrain expansion. A few localized examples (partner-run community drives, initial drives in Jackson, HBCU initiatives) show micro-level changes or opportunities, but staffing turnover and limited regional visibility prevent clear, program-level attribution or measurement of sustained change.  
Analysis  
The documents repeatedly show limited awareness or visibility about out-of-jurisdiction blood-drive activity, making it difficult to draw firm conclusions. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated, 'I can't speak to that. I don't know of anything that I would relate back to CAP for it, but part of that is related to my position. So I may just not know,' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed that 'We really don't see what's going on in the region. In Biomed, they don't really attend our regional meetings, that sort of thing.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-s-link1"><sup>[1]</sup></a>' These statements together indicate that many respondents lack the cross-chapter or regional line-of-sight needed to identify or attribute changes in blood drives outside CAP jurisdictions, and therefore the source set does not provide comprehensive, corroborated evidence of system-wide change.  
1. We really don't see what's going on in the region. In Biomed, they don't really attend our regional meetings, that sort of thing.  
Multiple respondents reported that blood collections and recruitment have improved regionally, but they largely attribute this to Biomed leadership and operations rather than to CAP. For instance, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reported that 'So as a region overall, Biomed is doing a better job at recruitment and collection because they have a new regional donor services executive who cares about the region,' and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx stated simply that 'blood collections are growing.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-s-link2"><sup>[2]</sup></a>' These observations show perceived upward trends in collection performance outside CAP jurisdictions, yet the documents emphasize Biomed-driven recruitment and collection improvements as the proximate explanations rather than CAP-driven causation.  
1. blood collections are growing.  
Several respondents described CAP's contribution primarily as strengthening partnerships, connectivity, and information-sharing, which may indirectly support blood-drive activity outside CAP areas. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx noted that 'But what we are seeing is now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood,' and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed that 'But I do think it can be beneficial to blood drives. I think it can be beneficial at times to just at least information sharing or passing in times of gray sky with those partnerships.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-s-link3"><sup>[3]</sup></a>' Together these comments identify a plausible mechanism—relationship and information spillover—through which CAP could influence blood-drive outcomes outside its jurisdiction, even though the documents do not supply quantitative attribution.  
1. But I do think it can be beneficial to blood drives. I think it can be beneficial at times to just at least information sharing or passing in times of gray sky with those partnerships.  
Respondents described persistent structural and market constraints—competition, lack of hospital partners, facility closures, staffing shortages, and rural logistics—that limit blood-drive changes outside CAP jurisdictions. For instance, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx explained that 'Our challenge there was not that there's not blood drives, it's just the competition is so heavy, and we don't have hospitals there,' while Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported that 'Montgomery county is losing our blood donation center. It probably. I mean, just at the end of the summer, I'm assuming August or Sept. Is the last month that'll be here.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-s-link4"><sup>[4]</sup></a>' These factors were cited as concrete reasons why expansion or consistent improvement outside CAP areas may be limited regardless of CAP activity.  
1. Montgomery county is losing our blood donation center. It probably. I mean, just at the end of the summer, I'm assuming August or Sept. Is the last month that'll be here.  
Multiple respondents reported partner-led events and targeted initiatives that demonstrate localized changes in blood-drive practice or reach. For example, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx said, 'So we have done a handful of blood drives with partners that have hosted them and we have several more partners that are, were like getting signed up and in the process,' and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx celebrated that 'One of the partners of the CAT partners did a blood drive. They were so proud of it. It was amazing. And primarily African American. So, you know, definitely helps us a lot with our African American sickle cell goal.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-s-link5"><sup>[5]</sup></a>' These accounts point to discrete, locally meaningful drives—often partner-led or community-targeted—that may reflect changes at a micro level outside CAP jurisdictions even when broader, system-wide evidence is lacking.  
1. One of the partners of the CAT partners did a blood drive. They were so proud of it. It was amazing. And primarily African American. So, you know, definitely helps us a lot with our African American sickle cell goal.  
Additional Insights  
At least one respondent gave a direct negative answer—reporting no observable changes outside the CAP jurisdiction. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx answered the question succinctly with 'No.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-u-link6"><sup>[6]</sup></a>' This explicit denial provides a contrasting datapoint to other respondents who reported growth, partnership spillover, or localized initiatives, and underscores the variability of experiences across chapters and regions.  
1. No.  
One interviewee described a concrete early expansion outside CAP jurisdiction—initial drives in Jackson with discussion of a staging hub—indicating localized growth potential. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx stated, 'We have done some initial blood drives there, and I think there's a consideration to open up a staging hub there at some point.' This is a distinct example of a tangible change in a non-CAP locale, even though the documents do not supply metrics or follow-up status for that initiative.  
A unique operational dynamic reported was that staff departures stalled blood-drive momentum in some areas, halting nascent expansion efforts. For instance, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx observed that 'But then when he left, it's all stalled. Everything kind of stopped.<a href="#Please describe any changes in blood drives outside of the CAP jurisdiction since the launch of CAP.-u-link7"><sup>[7]</sup></a>' This anecdote highlights how personnel changes can abruptly affect blood-drive activity outside CAP jurisdictions and complicates attribution of trend changes to programmatic factors like CAP.  
1. But then when he left, it's all stalled. Everything kind of stopped.

#### Comparison across segments

Analysis across Groups occupation

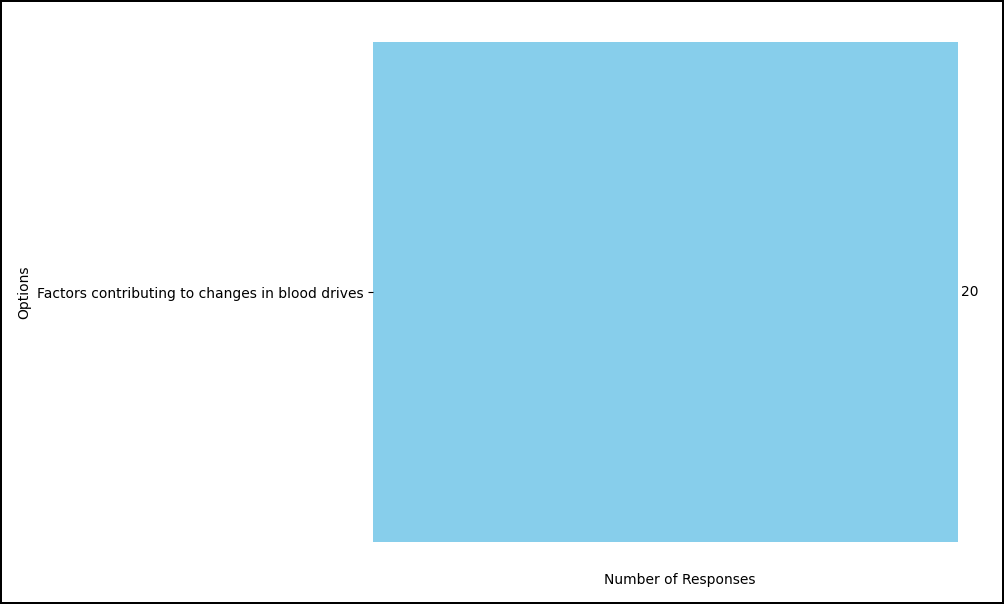
CAP Staff share the viewpoint that changes in blood drives outside their immediate jurisdiction are difficult to observe and depend heavily on Biomed inclusion, local partners, and operational constraints. CAP staff repeatedly reported limited regional visibility and emphasized that whether CAP can affect outside-jurisdiction blood activity depends on Biomed intentionally including CAP and on local partnership arrangements. For example, CAP staff member April Jones states, "Biomed needs to be inclusive of us." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). That emphasis on inclusion is matched by statements about limited integration and visibility: Kristi Collins says, "We really don't see what's going on in the region." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) and Josh Riddle explains, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). CAP staff also reported concrete operational barriers and local arrangements that shape whether drives occur outside CAP areas: Shannon Randolph documents infrastructure and competition-related disruption, saying, "Montgomery county is losing our blood donation center." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), while Margarita Moreno describes local roles led by partner blood banks: "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Together these CAP-staff quotes illustrate a shared perspective (limited sightlines + reliance on Biomed and partners) and frequent reference to competition, staffing turnover, and partner-led hosting as the proximate constraints or enablers (for instance, Katrina Long: "So we have done a handful of blood drives with partners..." and "But then when he left, it's all stalled." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx)).  
  
Region Staff share the viewpoint that regional blood-drive outcomes have shown some improvement and that CAP’s main contribution is connective (partnership/coordination) rather than direct causation; they also cite competition, logistics, and CAP’s limited geographic focus as important constraints. Region staff more often report observable regional patterns—growth in some places, persistent constraints in others—and explicitly weigh Biomed leadership and competition as explanatory factors. Mark Beddingfield reports a link between CAP integration and improved outcomes where drives already exist: "But what we are seeing is now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood." (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). At the same time, he flags structural limits: "Our challenge there was not that there's not blood drives, it's just the competition is so heavy, and we don't have hospitals there." (Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Barry Falke frames CAP as facilitative rather than the proximate cause of unit growth: "I don't know that I see the CAP program directly correlating to blood drive growth or blood unit collection growth. I think that cap's value to me is just how they help us to understand how to build the right relationships and the right partnerships for that." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Region staff also emphasize CAP’s narrow early footprint and recent expansion timing as a reason for limited spillover so far: Priscilla Fuentes explains, "they've been really, really focused on Jackson county only and only recently in this fiscal year have started to expand beyond Jackson county." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Others report localized tactical shifts—Alex Taylor observes "there definitely seems to be a push towards more like community resources being used to host them." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx)—and Alicia Dougherty notes, "blood collections are growing." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). These Region-staff quotations together reflect a shared perspective: regional improvement and coordination gains are present, but they are typically ascribed to Biomed leadership, partnership connectivity, and localized logistical factors rather than to CAP alone.  
  
Chapter Staff share the viewpoint that their role often provides limited information on out-of-jurisdiction blood-drive changes, though some chapter-level respondents highlighted partner-run or targeted drives reaching underrepresented donors. Chapter staff often reported either no direct blood-drive responsibilities or insufficient visibility to attribute changes outside CAP, but where chapter respondents observed activity it tended to be partner-led and targeted. Rachel Lipoff states plainly, "I can't speak to that. I don't know of anything that I would relate back to CAP for it, but part of that is related to my position. So I may just not know." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Kayla Gonzalez confirms lack of chapter-level blood activity and attention: "No, we don't. That we don't do." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx). Where chapters reported examples, they tended to be partner-driven and community-focused: Maria Center recounts, "One of the partners of the CAT partners did a blood drive. They were so proud of it. It was amazing. And primarily African American. So, you know, definitely helps us a lot with our African American sickle cell goal." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Jennifer Capps answered simply "No." when asked whether she saw regional differences, illustrating the frequent absence of observed change at the chapter level (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). These chapter-level responses share a perspective of limited scope or awareness combined with occasional partner-hosted successes targeted at specific donor populations.  
  
Comparison across categories: Region Staff generally report the most direct observations of regional trends and coordination mechanisms, CAP Staff report more operationally focused constraints and needs for Biomed inclusion, and Chapter Staff most often report limited sightlines or no direct activity—while all categories converge on a few common themes: (1) Biomed leadership and staffing/organizational changes matter a great deal to blood-drive outcomes; (2) partnerships and community-hosted venues are prominent mechanisms for drives; and (3) competition and logistics (distance, hospital partnerships, local blood-bank roles) are major constraints. For instance, Region Staff describe regional growth but often attribute it to Biomed (Joel Sullivan: "So as a region overall, Biomed is doing a better job at recruitment and collection...") (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx), while CAP Staff emphasize the operational necessity of being included by Biomed ("Biomed needs to be inclusive of us." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). Chapter Staff commonly lack the visibility to make such attributions ("I can't speak to that... I may just not know." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). These patterns are consistent with role-driven information flows: Region Staff sit closer to Biomed and system-level metrics and thus can report on large-scale trends (e.g., Barry Falke's "we host the largest blood drive... will collect 5,000 units in four days" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), CAP Staff operate chapter-level program functions and see constraints to expansion (e.g., "Montgomery county is losing our blood donation center." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), and Chapter Staff often focus on local partner activation or have no blood responsibilities at all (e.g., Kayla Gonzalez: "I don't really pay attention to that... It's more of just my chapter and what's happening here." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx).  
  
Hypotheses explaining inter-category differences (and why some perspectives overlap):   
- Role-based visibility hypothesis: Differences stem primarily from organizational role and information access. Region Staff are closer to Biomed leadership and regional metrics, so they can report on trends and attribute changes to Biomed or to programmatic integrations (e.g., "we are seeing some success with blood in where we do have blood" — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). CAP Staff and Chapter Staff have narrower or more operational remits; many CAP staff report they are not integrated ("We're not integrated into the region yet" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), and many chapter respondents state they do not run blood drives or do not follow regional activity ("No" — Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). This role-based visibility explains why Region Staff supply more examples of regional collection patterns while CAP and Chapter Staff emphasize partnership mechanics or lack of data.  
- Functional scope hypothesis: CAP’s remit—focused on community action/partnerships and often launched in a single county before expanding—limits early observable external impacts. Multiple Region Staff noted CAP had been "really, really focused on Jackson county only and only recently in this fiscal year have started to expand beyond Jackson county." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Where CAP has integrated with existing blood activities, respondents report incremental improvements (Mark Beddingfield: "now that we've integrated and the CAP teams are out, we are seeing some success..." — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), but that effect is described as context-dependent rather than uniformly causal.  
- Local infrastructure and market-structure hypothesis: Variation in blood-drive change is shaped by local market structure (presence of other blood collectors, local blood banks, hospital relationships) and logistics: Shannon Randolph documents a donor-center closure and competitor (LifeSouth) presence in Montgomery County ("Montgomery county is losing our blood donation center." and "The problem in Montgomery is that LifeSouth... it's a huge competitor" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); Margarita Moreno points to a local blood bank leading efforts ("Central California Flood Blood Bank." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx); Jacquelyn Clites cites processing logistics limiting northward expansion ("all the blood has to go down to Pomona... the farther away you are, just there's challenges" — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). These infrastructure constraints explain why some areas experience growth while others remain static or decline regardless of CAP presence.  
- Sample and reporting bias hypothesis (important given the provided frequency counts): The synthesis dataset itself is unevenly distributed across occupational categories and geographies, which likely shapes the apparent balance of perspectives. The provided frequency summary flags 20 coded responses for "Factors contributing to changes in blood drives" with occupation tallies of CAP Staff: 9, Region Staff: 8, Chapter Staff: 3. Because CAP Staff and Region Staff together produced 17 of the 20 coded responses, the analysis is more informed by their operational perspectives; chapter-level perspectives are underrepresented numerically (3). Geographic clusters also appear in the source signals (e.g., counts show Atlantic NJ: 3 and Chatham GA: 3), which may bias reporting toward operational conditions in those areas (for example, Rose Taravella in Atlantic NJ described establishing "quarterly meeting[s] with Biomed" — Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx; Alicia Dougherty in Chatham GA reported "blood collections are growing." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Thus, the available qualitative evidence is shaped by who was interviewed and where they sit in organizational structures; any inference about CAP’s effect outside its jurisdiction must therefore be tempered by this sampling imbalance.  
  
Synthesis of what the evidence supports and what it does not: Across the occupational categories, the documents converge on a small set of robust, qualitatively consistent findings supported by verbatim statements: (1) respondents report limited direct evidence attributing outside-jurisdiction blood-drive changes to CAP (e.g., Barry Falke: "I don't know that I see the CAP program directly correlating to blood drive growth" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; Rachel Lipoff: "I don't know of anything that I would relate back to CAP" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx); (2) operational enablers—Biomed inclusion, partner-hosted venues, and local relationships—are repeatedly identified as necessary conditions for drives beyond CAP areas (April Jones: "Biomed needs to be inclusive of us." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx; Mark Beddingfield: "She was able to get us into a couple of the schools... to host blood drives" — Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx); and (3) competition, staffing shortages, processing/logistics, and local blood-center arrangements limit expansion (Shannon Randolph: "LifeSouth... it's a huge competitor" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; Jacquelyn Clites: "all the blood has to go down to Pomona... challenges" — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). What the material does not support are clear, quantified claims that CAP’s launch produced uniform increases (or decreases) in blood drives outside its jurisdiction: respondents repeatedly note insufficiency of data, limited temporal scope, or inability to attribute causation (e.g., multiple respondents stated they had no relevant observations or lacked visibility—Jennifer Capps: "No." — Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx; Kristi Collins: "I've heard that they're making changes, but I don't know that it has any reflection necessarily on the CAP program." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
  
Conclusions and implications for interpreting these occupational perspectives: The occupational-category comparison shows that perspective differences are best explained by role-based access to information, functional responsibilities, and local context. Region Staff vocalize region-level trends and coordination practices (quarterly Biomed meetings, observed collection growth), CAP Staff emphasize operational constraints, partner-dependence, and the need for Biomed inclusion to extend reach, and Chapter Staff most often lack the data or remit to comment, though they can attest to partner-led, targeted drives when they happen. The frequency distribution in the coding (CAP Staff: 9, Region Staff: 8, Chapter Staff: 3) amplifies CAP and Region staffing viewpoints in the dataset; analysts should account for this when generalizing. Finally, the qualitative evidence consistently points to partnership connectivity, Biomed leadership, and local market/infrastructure factors as the proximate levers that would enable blood-drive change outside CAP jurisdictions—while the current transcripts do not contain the quantitative, time-series, or attribution data needed to claim a systematic causal effect of CAP rollout beyond its own counties.

Analysis across Groups Geography

Tulare CA: Shared viewpoint — local blood collection is led by an independent blood bank, limiting Red Cross/ CAP-driven changes. The documents for Tulare consistently describe a status quo in which a local blood bank, not the Red Cross biomed operation or CAP, runs drives and the chapter provides only supportive roles. This frames Tulare as a place where outside-jurisdiction change tied to CAP would be unlikely because responsibility and capacity are concentrated in the local bank. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank. And relational issues is. Or relational. Because of relationships, we let them lead everything and if there's anything we can, we can support with and then we do, but they're not sort of Red Cross. We don't have biomed services that runs them." This quote explains why interviewees do not report CAP-driven changes outside CAP jurisdiction in Tulare: the operational lead is a local bank and the chapter lacks biomed capacity.  
  
Sarasota FL: Shared viewpoint — no evidence recorded about outside-jurisdiction blood-drive changes. Both documents mapped to Sarasota contain no substantive statements about changes in blood drives outside CAP jurisdiction; reviewers found no relevant quotes to analyze. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx contains no relevant quotes on this question, and Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx similarly contains no passages describing changes in blood drives outside CAP areas. Because neither file reports observations or metrics, Sarasota provides no direct evidence about outside-jurisdiction shifts.  
  
Cameron TX: Shared viewpoint — chapter-level focus and limited regional visibility constrain observations about outside-jurisdiction change; partner-hosted activity varies by locale. Documents tied to Cameron show staff whose attention is chapter-focused or who explicitly report that their chapter does not run blood drives, while a region-level respondent notes geographic unevenness in local presence. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx reports, "No, we don't. That we don't do," and adds, "I don't really pay attention to that, to be quite honest. It's more of just my chapter and what's happening here." At the same time, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx contrasts locales by saying, "No, I do here in Houston. We don't down in South Texas where they are." Those paired quotes show a shared perspective: limited local activity and awareness at chapter level, and variation across nearby geographies that complicates any claim of CAP-driven outside-jurisdiction change.  
  
Terrebonne LA: Shared viewpoint — the available document(s) do not report on outside-jurisdiction blood-drive changes. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx contains no participant quotes addressing changes in blood drives outside CAP jurisdiction; the reviewer found no relevant passages to cite. Therefore Terrebonne yields no evidence of change attributable to or observed beyond CAP areas.  
  
Yazoo MS: Shared viewpoint — CAP integration can aid existing drives where hosts exist, but very rural places remain unlikely targets. Documents linked to Yazoo express that CAP integration has produced some success in places where blood activity already existed, but persistent rural limitations constrain expansion into counties like Yazoo. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx observes, "But what we are seeing is now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood." That same file also recognizably limits reach: "I don't know that we'll ever do blood drives like in Yazoo county, truthfully, just because there's just not a lot of corporations there." Complementing this, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx emphasizes partnership dynamics needed for expansion: "I think, I think that, you know, and I'm going to tell you this, I think that we do, but then at the same time, Biomed needs to be inclusive of us." Together these quotes show a shared view that CAP can support better outcomes where structures exist, but lack of institutional hosts and the need for biomed inclusion limit observable outside-jurisdiction change.  
  
Madison TN: Shared viewpoint — limited local activity to date and potential for externally driven initiatives (HBCU/ambassador) viewed as future change drivers. Documents tied to Madison report no local drives while identifying regional/national programs that could alter outside-jurisdiction activity if implemented. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx answers directly, "No, we have not," when asked about local blood drives, and also documents a possible mechanism: "They have a HBCU initiative. It's a national initiative with HBCUs where they offer a scholarship for an ambassador to host blood drive on campus. And the HBCU that they have chose is our partner." A second Madison-related file (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) contains no quotes on outside-jurisdiction changes. The combined perspective describes absence of realized outside-jurisdiction change but notes programs that could create such change in future.  
  
Atlantic NJ: Shared viewpoint — improved coordination practices and formal meetings aim to connect Biomed and chapter leadership, but staff report limited direct visibility into outside-jurisdiction effects and no clear attribution to CAP. Atlantic NJ documents emphasize structured coordination (quarterly Biomed meetings) and partner receptivity, while CAP staff say they "don't see" regional biomed activities. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx explains process change: "some mechanisms in place, like a quarterly meeting with Biomed with their whole leadership team and ours." By contrast, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports limited sightlines: "We really don't see what's going on in the region. In Biomed, they don't really attend our regional meetings, that sort of thing." And Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx states, "I can't speak to that. I don't know of anything that I would relate back to CAP for it, but part of that is related to my position. So I may just not know." These quotes show a shared orientation toward improving formal coordination while simultaneously acknowledging that evidence tying such coordination to measurable outside-jurisdiction changes is not present in respondents' direct experience.  
  
Montgomery AL: Shared viewpoint — structural disruptions and competition are producing concrete negative changes (facility closure, cancellations) while integration can produce successes in some contexts. Montgomery documents highlight a closure and cancellations outside CAP jurisdiction tied to competition and staffing shortages, alongside region-level observations that CAP integration can improve success where integration occurs. For instance, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports a facility change: "Montgomery county is losing our blood donation center. I mean, just at the end of the summer, I'm assuming August or Sept. is the last month that'll be here." The file also recounts a cancelled drive: "There was a blood drive that was scheduled in Montgomery ... And the blood drive was canceled and we didn't know it and so it was kind of a snafu." Complementarily, Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx links integration to improvement elsewhere: "now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood." Together these statements portray Montgomery-area dynamics where market and staffing pressures produce negative outside-jurisdiction change even as CAP integration elsewhere can yield gains.  
  
Jackson OR: Shared viewpoint — CAP began hyperlocal and only recently expanded beyond a county level, so observed outside-jurisdiction change is limited; logistical constraints shape reach. Documents tied to Jackson emphasize CAP’s initial confinement to Jackson County and that only recent fiscal-year expansion beyond the county has begun, limiting observable outside-jurisdiction impact. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx says, "they've been really, really focused on Jackson county only and only recently in this fiscal year have started to expand beyond Jackson county." Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documents partner-hosted activity and staffing sensitivity: "So we have done a handful of blood drives with partners that have hosted them and we have several more partners that are, were like getting signed up and in the process," but then notes operational pause when personnel left: "But then when he left, it's all stalled. Everything kind of stopped." Those quotes articulate a shared view: CAP’s limited historical footprint explains why interviewees cannot point to broad outside-jurisdiction changes yet, and staffing churn constrains both local and neighboring activity.  
  
Lee FL: Shared viewpoint — the area is not a blood-focused state/operation and staff have limited regional integration and visibility. Lee documents present the chapter as not operating significant blood programs and staff as not integrated regionally, reducing their ability to observe outside-jurisdiction change. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx plainly states, "So we are not a blood state." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx adds, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county," and also reports, "As far as any other changes on outside ... I haven't seen anything different. They do the typical blood drives that they regularly do all the time with the local university and a couple of local partners. I haven't seen anything different." These quotes indicate a shared conclusion: lack of local blood infrastructure and limited regional integration leave little evidence of CAP-driven changes outside the CAP jurisdiction in Lee.  
  
Monterrey CA: Shared viewpoint — no relevant information about outside-jurisdiction blood-drive changes appears in the documents. Both Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx contain no passages describing changes in blood drives outside CAP jurisdiction; reviewers found no applicable quotes. Therefore Monterrey provides no direct evidence on outside-jurisdiction change.  
  
Butte CA / Lake CA: Shared viewpoint — limited geographic expansion to the north and logistical constraints impede outside-jurisdiction growth. Documents tied to Butte and Lake CA report constrained northern expansion and logistic challenges (e.g., centralized processing in southern hubs), suggesting minimal change outside CAP jurisdictions in those northern areas. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes, "We do, but not much in the Northern California chapter ... The farthest north we're getting right now is about Yuba City, which is still in the Sierra Delta chapter." It further explains logistical barriers: "But then also all the blood has to go down to Pomona in Southern California. And the farther away you are, just there's challenges there, so we'll see." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx concurs locally: "No. Well, not in our, not in our region yet, but not in the really chapter that we're at." These quotes show a shared view that geography and logistics (processing hubs, distance) limit blood-drive expansion into areas outside CAP jurisdictions.  
  
Mississippi AR: Shared viewpoint — large-scale, improving regional blood activity exists, and CAP is perceived as an enabler of partnership connectivity rather than a direct driver of collection growth. Mississippi documents portray a region that hosts major, high-volume drives and is experiencing rising performance, with CAP valued primarily for relationship-building that may indirectly support drives. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx emphasizes scale: "we host the largest blood drive in the country in our region. So the University of Missouri blood drive ... will collect 5,000 units in four days," and hedges attribution: "I don't know that I see the CAP program directly correlating to blood drive growth or blood unit collection growth. I think that cap's value to me is just how they help us to understand how to build the right relationships and the right partnerships for that." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reinforces a coordination aim: "Is that to make sure that biomed is included in these chapter action teams ... to make sure that we're leveraging biomed relationships and that ... those relationships are factored in." Together, the files show a shared perspective that regional growth is real but CAP’s role is indirect and relational rather than a proven causal force in outside-jurisdiction collection increases.  
  
Lake IN: Shared viewpoint — no observed change in blood-drive practices outside CAP jurisdiction; potential exists to link blood drives to health services but has not materialized. Lake IN documents emphasize that respondents have not observed CAP-driven outside-jurisdiction shifts while noting conceptual opportunities to integrate health testing with donation. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx suggests an opportunity: "I think with us testing A1Cs using the app and people being able to kind of take control of their own health if they donate, I think there's an opportunity there," but qualifies, "But I haven't seen that really. The focus has really been disaster as far as working together." Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx contains no relevant quotations on outside-jurisdiction blood-drive changes. The combined perspective is: conceptual possibilities exist but no concrete outside-jurisdiction changes have been observed.  
  
Chatham GA: Shared viewpoint — respondents report growing blood collections and a trend toward community-hosted, hyperlocal relationships that may spill over statewide beyond CAP jurisdictions. Chatham county documents collectively describe a perceivable uptick in collections and the leverage of CAP-style hyperlocal partnerships to extend reach into diverse communities. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx states plainly, "blood collections are growing," and suggests CAP relationships "probably expand to different parts of the state now." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx recounts a partner-run drive targeted to African American donors: "One of the partners of the CAT partners did a blood drive. They were so proud of it. It was amazing. And primarily African American." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx describes a practice shift: "there definitely seems to be a push towards more like community resources being used to host them." These quotes collectively indicate a shared view in Chatham that collections are increasing and community-hosted, hyperlocal approaches—potentially influenced by CAP-like efforts—are associated with broader geographic spillover.  
  
Warren KY: Shared viewpoint — limited regional integration and no observed outside-jurisdiction changes. Documents associated with Warren show a narrow local focus and a flat observation regarding external change. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county," while Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx answers directly, "No." Those succinct statements express a shared position: staff have limited visibility and report no observed change outside CAP jurisdiction.  
  
Monterey CA (distinct from Monterrey CA listed earlier): Shared viewpoint — no relevant evidence on outside-jurisdiction blood-drive change. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx contains no quotes addressing blood drives outside CAP jurisdictions, and the consolidated material provides no information to indicate change.  
  
Cross-category comparison and hypotheses about divergence: Shared viewpoint — categories either report (a) concrete operational changes outside CAP jurisdiction tied to competition, staffing, or facility shifts, (b) qualitative improvements where CAP integration and partnerships exist but without direct causal attribution, or (c) no relevant information due to limited scope or absence of blood operations. Across geographies, three clear patterns recur and help explain divergent perspectives.  
  
1) Evidence of negative, concrete outside-jurisdiction change tied to local market and infrastructure pressures: In Montgomery AL, CAP-area observers describe specific adverse events: "Montgomery county is losing our blood donation center" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and canceled drives causing partner frustration: "There was a blood drive ... And the blood drive was canceled and we didn't know it and so it was kind of a snafu." These concrete operational disruptions contrast with other geographies where respondents reported no particular change. Hypothesis: where local competitors (e.g., LifeSouth) and staffing shortages are strong, staff perceive and report concrete negative outside-jurisdiction changes; CAP cannot offset these structural forces, so perspectives emphasize disruption rather than CAP-driven expansion.  
  
2) Evidence of qualitative improvement and partnership spillover without direct attribution to CAP: In Mississippi AR and Chatham GA, respondents report improving collections or growing blood collections—Mississippi: "we host the largest blood drive ... will collect 5,000 units in four days" and "I don't know that I see the CAP program directly correlating to blood drive growth ... cap's value ... is ... build[ing] the right relationships" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx); Chatham: "blood collections are growing" and "some of their hyperlocal relationships probably expand to different parts of the state now" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Hypothesis: regions with existing high-capacity biomed operations or strong partner networks see performance gains driven primarily by biomed leadership or large hosts (universities, corporations). CAP’s contribution is perceived as relational (information sharing, host identification) rather than as the primary causal mechanism; thus respondents mention CAP as an enabler of partnerships rather than a measurable driver of outside-jurisdiction collection increases.  
  
3) Evidence of limited or absent information about outside-jurisdiction change where CAP footprint is hyperlocal, chapters lack blood operations, or respondents lack regional integration: Many sub-categories—Sarasota FL, Terrebonne LA, Monterrey CA, multiple CAP staff locations such as Lee FL, Butte CA, and several chapter-level respondents—either report "No" or provide no relevant quotes (for example, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx contains no relevant passages). Where respondents say "We really don't see what's going on in the region" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) or "We're not integrated into the region yet" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), the resulting absence of observed outside-jurisdiction change is unsurprising. Hypothesis: many categories did not influence perspectives because staff and chapter roles are narrowly defined, CAP expansion has been recent and localized (e.g., "they've been really, really focused on Jackson county only and only recently in this fiscal year have started to expand beyond Jackson county" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_2025\_0909.docx), or because blood operations are primarily led by other organizations (e.g., Tulare’s local blood bank). These structural and informational constraints yield many "no change" or "insufficient information" responses.  
  
Incorporating frequency differences: Shared viewpoint — locations represented by more documents tended to yield richer thematic material (coordination, partnership connectivity, and observed trends) while single-document locations often produced limited evidence. The provided frequency table indicates higher document counts for Atlantic NJ (3) and Chatham GA (3); correspondingly, those geographies supply repeated themes (quarterly Biomed meetings in Atlantic NJ; growing collections and community-hosted drives in Chatham GA). By contrast, locations with a count of 1 (e.g., Tulare CA, Jackson OR, Lake IN) offered more singular, operationally specific perspectives (Tulare’s local blood bank; Jackson’s hyperlocal focus). Hypothesis: greater document counts per geography increase the likelihood of triangulated observation (multiple respondents corroborating coordination mechanisms or observed trends), so Atlantic NJ and Chatham GA present more nuanced evidence about processes that could affect outside-jurisdiction blood drives; single-document geographies more often produce isolated operational snapshots that limit generalization.  
  
Synthesis of why categories converge or diverge: Shared viewpoint — divergence stems from three structural axes: (a) operational leadership and host availability, (b) biomed organizational capacity and market context, and (c) role-based visibility and CAP’s geographic maturity. Where local blood banks or major host institutions dominate (Tulare CA, Mississippi AR’s large university drives), CAP is positioned as a supporter rather than as the primary actor. Where competition and staffing pressures are acute (Montgomery AL), outside-jurisdiction activity can decline regardless of CAP presence. Where CAP has been hyperlocal or recently expanding (Jackson OR, many chapter-level responses), respondents lack either the time horizon or regional integration to observe outside-jurisdiction change. These structural explanations align with respondent quotes across geographies: the documented facility closure and cancellations in Montgomery; the "integrated" successes noted by Mark Beddingfield; the "we're growing" and community-hosted trend reflections in Chatham; and the repeated statements of limited visibility from chapter staff like "We really don't see what's going on in the region" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
  
Overall conclusion (shared viewpoint): The corpus of geographic reports yields three mutually consistent findings. First, where operational capacity, major hosts, or biomed leadership exist, blood-collection performance can improve regionally, but respondents seldom attribute such improvements directly to CAP; instead, CAP is described as facilitating relationships and information flows (e.g., "cap's value to me is just how they help us to understand how to build the right relationships" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Second, where market competition, staffing shortages, or facility closures are present, concrete negative changes outside CAP jurisdiction are reported (e.g., "Montgomery county is losing our blood donation center" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Third, in many geographies respondents either lacked visibility or the CAP footprint has been too recent or too narrow to produce observable outside-jurisdiction change (e.g., "they've been really, really focused on Jackson county only" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_2025\_0909.docx; "We're not integrated into the region yet" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
  
Taken together, the geographic comparison shows that differences in reported changes outside CAP jurisdiction align more closely with local operational conditions, biomed capacity, and respondent role/visibility than with CAP’s mere presence. Where more documents exist for a geography, patterns about coordination and partnership are clearer; where single documents or chapters lacking blood operations predominate, evidence is sparse and respondents report insufficient information to describe outside-jurisdiction change.

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact blood drives?

#### Summary across all documents

Summary  
Overall, the reviewed transcripts consistently show CAP strategies and resources can and do enable blood drives through partnership brokering, mobile-unit facilitation, targeted outreach (including sickle-cell–focused efforts), operational supports (training, site checks, promotion, ambassador mobilization), and bridging relationships with biomed partners. These mechanisms produced clear, measurable successes in specific local instances (for example, a drive that reached 113% of target with over 50% African American donors, and a region reporting 'hundreds and hundreds' more units), and generated recurring partner-hosted drives in some chapters. At the same time, CAP impact is highly context-dependent: where blood infrastructure is absent, where strong competitors or incumbent arrangements exist, or where staffing, coordination, or policy barriers arise, CAP influence is limited or isolated. A central constraint across documents is the lack of systematic outcome tracking—partners frequently do not return detailed drive metrics—so while qualitative attribution is strong in many local cases, the materials do not supply the quantitative evidence required to determine the program's regional-scale magnitude or durability.  
Analysis  
CAP commonly acts as a broker: by cultivating partner relationships and arranging partner mobile-unit visits, CAP enables blood-drive presence in communities where collection capacity otherwise might not reach. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated, 'They do the same with blood drives. They're always working with their partners to, to have it be a give and take' and likewise described that 'the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.<a href="#To what extent did/could CAP strategies or resources impact blood drives?-s-link1"><sup>[1]</sup></a>' Those two passages together show a consistent mechanism by which CAP increases site access and brings collection capacity into communities through partner-run mobile units and reciprocal partner arrangements, even though the source does not supply numeric counts of drives or units.  
1. the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in.  
CAP staff actively reach out and use calendar- or partner-linked prompts to create blood-drive opportunities and schedule drives where none existed. In Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx the staff noted, 'And then we talked to her on Monday or Tuesday and she was like, I booked it all up,' illustrating direct outreach that led to a scheduled drive, and Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reported, 'So we've leveraged some of these partnerships into getting some new blood drives, which I think was a positive thing,' showing that outreach and partner leverage have produced new drives. These passages document causal outreach-to-scheduling mechanisms, although the documents do not provide downstream donor- or unit-level metrics to quantify the effect size.  
When CAP-directed efforts intentionally target underrepresented communities and clinical priorities (for example, sickle-cell–relevant outreach), they can materially increase turnout and diversity at specific drives. This is illustrated by Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx where the speaker pledged, 'I promise you. I said, I will promise you, Deborah. We will not only meet our metrics, we will beat them,' and then reported that 'And over 50% of it was African American blood,' demonstrating a measurable local success; similarly, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx described that 'very diverse blood drive. So we were able to collect a lot of sickle cell units,' indicating CAP-linked events can yield clinically valuable, diverse donations. These examples show targeted CAP strategies can change both volume and composition in localized instances, though they remain primarily anecdotal within the reviewed material.  
CAP invests in internal capacity-building and operational facilitation—training coordinators, conducting site checks, promoting drives via newsletters/social channels, and mobilizing ambassadors—to increase the feasibility and visibility of blood drives. For instance, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx notes, 'I trained, I should say I discussed or trained my coordinators what to look for, what might be a good opportunity to collaborate with Biomed,' and describes rapid site facilitation, 'was able to kind of do almost immediately a site inspection and say the space is good ... and they work towards scheduling, you know, scheduling a blood drive.' Complementing that, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documents ambassador mobilization with, 'Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?<a href="#To what extent did/could CAP strategies or resources impact blood drives?-s-link2"><sup>[2]</sup></a>' Collectively, these operational supports form clear pathways by which CAP can enable drives even though the files rarely connect those activities to system-wide numeric outcomes.  
1. Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?  
CAP's ability to affect blood-drive frequency or collections is sharply constrained in jurisdictions that lack baseline blood infrastructure or where existing local arrangements and competition predominate. Transcript Region\_Chapter\_\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx explained candidly, 'we did not do blood where April's team was, so there was no blood going on there,' and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx stated, 'We don't have any blood services down here.<a href="#To what extent did/could CAP strategies or resources impact blood drives?-s-link3"><sup>[3]</sup></a>' Those passages demonstrate a hard ceiling on CAP influence in places without collectors or where incumbents and market dynamics (competition, hospital presence, or formal/informal agreements) determine access and activity. CAP can only enable drives where partner or biomed capacity exists or will engage with CAP.  
1. We don't have any blood services down here.  
A recurring theme is that CAP activity is documented qualitatively while partners seldom return detailed outcomes, so assessments of extent are limited by data gaps. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx simply noted 'statistics, like actual<a href="#To what extent did/could CAP strategies or resources impact blood drives?-s-link4"><sup>[4]</sup></a>' (an unfinished remark about lacking stats), Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed that 'they don't come back to us and say, oh, by the way, we hit our goal in that drive,' and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx summarized the sentiment with, 'I know that they're doing well, they're hitting their markers, but it's one of those things that, like, it's just data.<a href="#To what extent did/could CAP strategies or resources impact blood drives?-s-link5"><sup>[5]</sup></a>' These statements make explicit that while CAP enables activities (referrals, site facilitation, partner mobilization), the reviewed materials generally lack the return-on-investment metrics (drive counts, donor counts, unit collections by event or demographic) needed to quantify CAP's overall impact.  
1. statistics, like actual  
2. I know that they're doing well, they're hitting their markers, but it's one of those things that, like, it's just data.  
Additional Insights  
At least one respondent attributes substantial, measurable increases in both drives and unit collections to CAP-enabled partnerships in a specific region. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx asserted that 'the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives' in northern northeast Arkansas and additionally claimed, 'We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area.' These statements stand out because they are both affirmative and quantitatively suggestive; however, they are single-source and the transcript does not provide baseline comparators or independent verification within the reviewed documents.  
Some CAP-linked drives produced clear event-level, measurable successes—one respondent described exceeding targets and collecting over 50% African American donors at a targeted drive. In Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx the speaker pledged, 'I will not only meet our metrics, we will beat them,' reported 'So we got to 113% that day,' and added, 'And over 50% of it was African American blood.<a href="#To what extent did/could CAP strategies or resources impact blood drives?-u-link6"><sup>[6]</sup></a>' This unique, quantified example demonstrates the potential for CAP-targeted strategies to generate high turnout and alter donor composition in specific contexts, though it is not presented as a system-wide trend in the materials.  
1. And over 50% of it was African American blood.  
Several respondents reported little to no observable change in blood-drive activity attributable to CAP in their areas, indicating impact is not universal. For instance, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx stated plainly, 'I don't know that there have been any significant changes in the blood drives,' and added that 'That's the only, only blood drive we've been involved in.<a href="#To what extent did/could CAP strategies or resources impact blood drives?-u-link7"><sup>[7]</sup></a>' These remarks highlight that CAP's enabling mechanisms sometimes translate into isolated or no discernible change depending on local context, partner receptivity, or operational constraints.  
1. That's the only, only blood drive we've been involved in.  
Operational fragility—personnel turnover, communication/coordination snafus, and policies limiting volunteer deployment to non-official events—can interrupt CAP-driven momentum for blood drives. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx captured this vulnerability: after facilitating 'a handful of blood drives' and working to sign up partners, 'But then when he left, it's all stalled.' The same file also described a policy constraint where volunteers could not be asked to support non-official activities, noting, 'we were told no because it wasn't an official Red Cross activity.' These unique constraints show CAP gains can be fragile and contingent on staffing continuity and permissive policy frameworks.

#### Comparison across segments

Analysis across Groups occupation

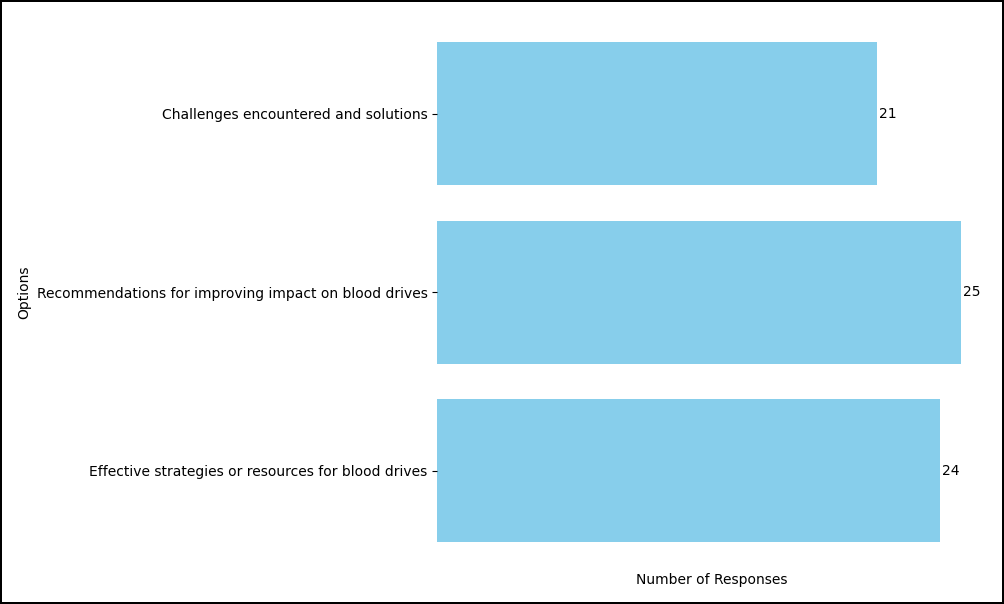
CAP Staff shared viewpoint: CAP staff consistently describe active, hands-on facilitation—training, partner outreach, site identification, and event mobilization—as the primary mechanisms by which CAP strategies or resources could impact blood drives. These respondents emphasize operations and tactics (calling partners, recruiting hosts, training coordinators) even while noting data/measurement gaps. For example, Kristi Collins reports capacity-building actions: "I trained, I should say I discussed or trained my coordinators what to look for, what might be a good opportunity to collaborate with Biomed" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Simone Moore describes direct scheduling and partner enthusiasm that led to drives being booked: "And then we talked to her on Monday or Tuesday and she was like, I booked it all up." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). CAP staff also document fragility in momentum when staffing changes occur—Katrina Long says, "So we have done a handful of blood drives with partners that have hosted them ... But then when he left, it's all stalled" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx)—and occasional event-level successes—Shannon Randolph notes the team "did meet their goal for units collected" for one drive (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Those operational anecdotes match the coded frequencies: documents tagging "Effective strategies or resources for blood drives" and "Recommendations" show CAP Staff dominate those categories (counts: Effective strategies — CAP Staff 12 of occupation total 24; Recommendations — CAP Staff 13 of occupation total 25), reflecting a pattern in the data where CAP Staff emphasize concrete facilitation activities and recommendations more than other occupational groups.  
  
Region Staff shared viewpoint: Region staff emphasize partnership-building, strategic alignment with Biomed, and sometimes report measurable local outcomes when CAP-linked coordination is present. They frame CAP primarily as a connector and enabler, and they often qualify attribution. Alex Taylor gives a striking outcome-oriented example: "I promise you. I said, I will promise you, Deborah. We will not only meet our metrics, we will beat them. ... And over 50% of it was African American blood" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), describing a targeted, measurable success in turnout and donor diversity. Barry Falke credits CAP-enabled partnerships with regional increases and greater collections: "the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives ... We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). At the same time, region respondents often identify structural limits or the primacy of Biomed leadership—Joel Sullivan notes, "So as a region overall, Biomed is doing a better job at recruitment and collection because they have a new regional donor services executive who cares about the region" (Transcript Region\_Chapter\_\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx)—and Priscilla Fuentes tempers claims: "I think there's been a few referrals ... I would say it's hard to tell, like, if CAP or anything specific to CAP has lent itself to that" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). The Region Staff cluster shows fewer coded strategy/recommendation items (Effective strategies — Region Staff 5, Recommendations — Region Staff 5), consistent with their vantage: they observe and broker at scale but are more cautious about direct attribution.  
  
Chapter Staff shared viewpoint: Chapter staff emphasize on-the-ground implementation, partner recruitment, and observable event outcomes—often describing recurring local drives and donor-diversity wins—but they also report constraints (staffing, logistics) and measurement gaps. Tamica Jeuitt reports quick local scale-up: "So we right now we are having monthly blood drives. We had so much success already" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Maria Center highlights CAP bringing new donors from underrepresented groups: "they're bringing in some new blood donors ... helps us a lot with our African American sickle cell goal" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Lisa Johnson frames CAP’s contribution as partner recruitment and visible community engagement: "CAP is instrumental in recruiting partners for blood drives. ... They create community engagement by inviting partners to set up tables at drives" (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). Michelle Averill describes direct operational assistance and successes: "we had one, it was a couple weeks ago now. It was a huge success" and notes CAP can supply staffing: "Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?" (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These chapter-level reports correspond to the mid-range counts for occupation-coded strategy/recommendation items (Effective strategies — Chapter Staff 7; Recommendations — Chapter Staff 7) and reflect their role as implementers seeing both impacts and operational barriers.  
  
Cross-category comparison and contrast: shared emphases and divergences  
  
- Shared emphasis on partnerships and targeted outreach. All three categories converge on the idea that CAP works primarily through partnerships and targeted outreach to enable blood drives. For cross-category corroboration: Kristi Collins (CAP Staff) explains operationalizing Biomed collaboration through training, "I trained ... my coordinators what to look for, what might be a good opportunity to collaborate with Biomed" (CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx); Alex Taylor (Region Staff) describes targeted outreach that produced measured gains, "We're definitely a lot more focused on African American areas ... So we got to 113% that day ... And over 50% of it was African American blood" (Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx); and Lisa Johnson (Chapter Staff) summarizes CAP’s partner recruitment role, "CAP is instrumental in recruiting partners for blood drives" (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). Together these quotes show a consistent model—CAP identifies and convenes partners, aligns with Biomed priorities, and pursues targeted community venues. That alignment explains why "Effective strategies or resources for blood drives" is coded across categories (overall 24 mentions), and why the core mechanisms (partner brokering, targeted venues) appear in all three occupational perspectives.  
  
- Divergence in vantage and claims about outcomes. CAP Staff emphasize actions and process (training, calling partners, booking sites) but often note a lack of quantitative feedback: Simone Moore says drives got booked ("I booked it all up."), but also notes uncertainty about outcomes, "I know that they're doing well, they're hitting their markers, but it's one of those things that, like, it's just data" (CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Region Staff are more likely to report or claim measurable regional outcomes when they are visible—Barry Falke attributes an increase to CAP-linked partnerships and reports "hundreds and hundreds of more units collected" (Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), and Alex Taylor provides a concrete turnout statistic and racial composition. Chapter Staff most often report recurring events and community-level wins (Tamica Jeuitt: "we are having monthly blood drives") and cite practical supports (ambassadors, tables) that made those drives possible (Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). The occupation-coded frequency data mirror this: CAP Staff account for the largest share of strategy/recommendation mentions (CAP Staff 12–13 vs Region 5 and Chapter 7), indicating CAP Staff focus on tactic generation and facilitation, while Region staff supply some outcome-oriented anecdotes where they exist.  
  
- Divergence in perceived constraints and reasons for limited impact. Documents across categories identify common barriers—absence of local blood infrastructure, Biomed inclusion gaps, staff turnover, competition from other collectors, and logistical limits (travel, processing). Representative quotes illustrate these constraints: Hansel Ibarra bluntly states, "We don't have any blood services down here" (CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); Cindy Magnuson notes, "So we are not a blood state" (CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx); Katrina Long records that momentum "stalled" after staff left (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Region staff also name territorial or competitive constraints—Joel Sullivan remarks, "We never collected blood there. So once we started trying, then they're like, whoa, time out. You're gonna affect the current blood collector" (Region\_Chapter\_\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). These operational and structural limits explain why many documents supply strong process descriptions but limited quantitative attribution: where Biomed capacity, willingness, or established collectors exist, CAP can enable measurable outcomes; where those conditions are absent, CAP impact is constrained or nil.  
  
Hypotheses explaining occupational differences in perspective  
  
- Role and proximity hypothesis: CAP Staff are program-facing and focused on day-to-day facilitation; they therefore produce many operational examples and recommendations (explains the higher counts: CAP Staff appear in 12 of the 24 "Effective strategies" items and 13 of 25 "Recommendations"). Region Staff operate at a strategic, oversight level and thus emphasize partnership alignment, system-level coordination, and—when visible—aggregate outcomes; they are more cautious about causal claims. Chapter Staff function as on-the-ground implementers: they see recurring events and donor diversity changes firsthand and therefore report local successes (monthly drives, sickle-cell units) and immediate operational constraints.  
  
- Information-access and measurement hypothesis: Region Staff and some Chapter Staff who reported measured results (e.g., Alex Taylor’s 113% turnout; Barry Falke's "hundreds and hundreds" of units) had access to specific drive outcomes or Biomed reporting in their contexts; many CAP Staff repeatedly note "we don't get stats back" or that their partners "don't come back to us and say ... we hit our goal" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Thus differences partly reflect unequal feedback loops—those who receive Biomed or drive metrics report outcomes, while many CAP Staff see enabling activity without routine outcome reporting.  
  
- Baseline-infrastructure hypothesis: Documents show that CAP impact is highly conditional on local blood infrastructure. Where Biomed or other collectors are active and open to collaboration, CAP facilitation leads to new or recurring drives (Matt Henry: "we've had two partners have started conducting regular blood drives" (CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx)). Where blood services are absent or territory is claimed by other collectors, CAP cannot produce drives (Hansel Ibarra: "We don't have any blood services down here"; Caedy Minoletti: "No. ... Sadly, no." (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx)). This structural variability explains divergent perspectives across occupations and geographies.  
  
- Staffing/continuity hypothesis: Several CAP Staff explicitly link impact to personnel presence and continuity—Katrina Long: "when he left, it's all stalled" (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx); Curtis Morman recounts missed engagement because the ED wasn't looped in and contact was with a student (CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). High staff turnover or poor handoffs reduce sustained CAP influence on blood-drive programs and produce uneven narratives across categories.  
  
Synthesis and implications drawn from the comparative evidence  
  
- Convergence: All three occupational categories identify the same causal pathways by which CAP strategies or resources could impact blood drives—partner brokering, targeted outreach to underrepresented populations, mobilization of venues and ambassadors, and alignment with Biomed priorities. Representative cross-category quotes show this common model: Kristi Collins’s training-focused facilitation ("I trained ... my coordinators ... what might be a good opportunity to collaborate with Biomed"), Alex Taylor’s targeted outreach and measurable success ("We're definitely a lot more focused on African American areas ... And over 50% of it was African American blood"), and Lisa Johnson’s partner recruitment framing ("CAP is instrumental in recruiting partners for blood drives") all point to the same mechanism: CAP acts as a connector and convener.  
  
- Divergence in evidence strength: Region and Chapter respondents occasionally cite concrete, measurable outcomes (Alex Taylor's 113% day; Barry Falke's "hundreds and hundreds" of units; Tamica Jeuitt’s monthly drives), while CAP Staff more typically report enabling actions and note the lack of outcome reporting ("I will say at this point we haven't really like they don't come back to us and say ... we don't really ... have the numbers" — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). This pattern suggests that program evaluation should prioritize closing feedback loops: when CAP initiates partner-hosted drives, Biomed/collection partners should return standardized metrics (drives held, donors, units, donor demographics) so the CAP role can be more reliably assessed and scaled.  
  
- Largest-count difference implication: The coding tallies show CAP Staff dominate the "strategy/recommendation/challenge" categories (CAP Staff roughly double or more the counts of Region Staff), indicating the design and proposal of tactics primarily originate from CAP Staff. This suggests implementation capacity exists at the CAP-staff level, but without systematic Biomed reporting or system-level coordination (a common Region Staff theme) CAP’s impact is patchy. Practically, resources invested in CAP-staff capacity to identify and nurture partners—paired with mechanisms ensuring Biomed inclusion and routine outcome reporting—would likely increase measurable impact.  
  
Final integrated assessment (concise): Across occupations, the documents consistently portray CAP strategies and resources as enablers—primarily via partnership brokering, targeted outreach (particularly to underrepresented communities for sickle-cell needs), ambassador staffing, and local venue mobilization. CAP Staff supply the most and the most operationally detailed proposals and experiences (counts support this), Region Staff supply strategic validation and the clearest local outcome anecdotes when Biomed and chapter infrastructure are aligned, and Chapter Staff report recurring on-the-ground activity and direct community outcomes. The primary limits on extent of impact across the corpus are structural (presence/absence of local blood services), coordination gaps with Biomed, staff turnover, logistical constraints (travel and processing), and inconsistent feedback/reporting—factors that together explain why CAP can produce strong local wins in some places ("we are having monthly blood drives" and "over 50% ... African American blood") but little or no observable change in others ("We don't have any blood services down here" and "So we are not a blood state").

Analysis across Groups Geography

Overview of approach and data note: The following essay treats each listed Geography as a distinct category and summarizes the shared viewpoint(s) across the transcript(s) assigned to that geography about the question: To what extent did / could CAP strategies or resources impact blood drives? Each paragraph begins by stating the shared viewpoint/topic for that geography, then elaborates and cites verbatim quotes from the transcript(s) named in your mapping. Where no relevant quotation content about blood drives exists in the supplied transcript for a geography, I note that explicitly rather than invent quotes. I close with a cross‑geography comparison and hypotheses that account for differences, and I incorporate the provided frequency signals that show higher counts of “effective strategies” or “recommendations” for a subset of geographies (noting notably higher document counts mapped to Yazoo MS, Madison TN, Montgomery AL, Chatham GA, and Mississippi AR in the analytic frequencies you supplied).  
  
Tulare, CA — shared viewpoint: CAP’s role is largely supportive in a context led by an existing local blood bank. Transcript: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx. Evidence and quotes: The respondent framed the jurisdictional reality as: "We don't, but the reason is we have like a blood bank. They're called Central California Flood Blood Bank." The same speaker described the operational division of labor: "Because of relationships, we let them lead everything and if there's anything we can, we can support with and then we do, but they're not sort of Red Cross. We don't have biomed services that runs them." Analysis: These statements show a consistent viewpoint within this geography: CAP (and Red Cross CAP teams) are present but not primary operators of blood drives because a local blood bank leads. The quotes explain why CAP’s direct impact is limited here—the local blood-collection infrastructure and relationships govern activity and CAP’s role is ad hoc support.  
  
Sarasota, FL — shared viewpoint: no blood‑drive quotations available in the mapped transcripts. Documents: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx; Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx. Evidence: No relevant quotes in the provided materials for these Sarasota FL–mapped transcripts about CAP’s impact on blood drives. Analysis: Because the supplied transcripts mapped to Sarasota FL did not contain blood‑drive content in the set you provided, they do not inform assessment of CAP impact in that geography.  
  
Cameron, TX — shared viewpoint: absence of local blood services or drives constrains CAP impact. Documents: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx; Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx. Evidence and quotes: Hansel Ibarra stated plainly, "We don't have any blood services down here." Kayla Gonzalez reported succinctly, "No, we don't. That we don't do." Shawn Schulze contrasted areas and CAP coverage: "No, I do here in Houston. We don't down in South Texas where they are." Analysis: The consistent theme across all three transcripts mapped to Cameron TX is lack of baseline blood operations or drives — either services were removed or the CAP area is remote from collectors — and therefore CAP strategies have little practical leverage there until blood-service capacity returns or external Biomed partners extend coverage.  
  
Terrebonne, LA — shared viewpoint: no blood‑drive quotations available in mapped transcript. Document: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx. Evidence: There were no blood‑drive quotes about CAP impact in the supplied material for this geography. Analysis: No assessment possible from the provided transcript.  
  
Yazoo, MS — shared viewpoint: CAP-network facilitation enabled new and recurring drives and sometimes monthly scale‑up where Biomed and partners engaged. Documents: Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx; Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx. Evidence and quotes: April Jones emphasized network reach: "I have several connections, not just in Yazoo county, but across this entire state." Mark Beddingfield signaled geographic heterogeneity and conditional gains: "we did not do blood where April's team was, so there was no blood going on there," but also "But what we are seeing is now that we've integrated and the CAP teams are out, we are seeing some success with blood in where we do have blood." Tamica Jeuitt documented scale‑up and success: "So we right now we are having monthly blood drives. We had so much success already." Analysis: The shared perspective among Yazoo‑mapped transcripts is that CAP’s network and integration with Biomed/partners helped move an area from nascent activity toward sustained monthly drives where local infrastructure and inclusion existed; however, attribution is conditional on Biomed’s inclusion and preexisting opportunities.  
  
Madison, TN — shared viewpoint: CAP can catalyze initiation and campus‑based opportunities but impact is often emergent and dependent on partner coordination. Documents: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx; Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx; Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx. Evidence and quotes: Curtis Morman described an HBCU pathway: "a scholarship for an ambassador to host blood drive on campus. And the HBCU that they have chose is our partner. Oh, I'm praying this is"; David Hicks described initiation where none existed: "we have never in my nine years been involved in any blood drives or blood recruitment locations. But that's all about to change." Joel Sullivan described potential and educational gaps: "So what we could do, that's another area for education. We could educate CAP on what that looks like and their partners could provide people to give blood. We could have a CAP blood drive where they invite all their partners to come in and give blood. So there is opportunity, but not at this juncture." Analysis: Across Madison TN transcripts the shared view is prospective: CAP is positioned to catalyze campus and partner‑network drives and to educate CAP staff to mobilize partners, but much of the activity is nascent and contingent on coordination.  
  
Atlantic, NJ — shared viewpoint: CAP brokering and Biomed‑experienced staff enabled partner coordination and mobile‑unit deployment; perceived push to expand sites but outcome data lacking. Documents: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx; Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx. Evidence and quotes: Kristi Collins described capacity building: "I trained, I should say I discussed or trained my coordinators what to look for, what might be a good opportunity to collaborate with Biomed." Rose Taravella confirmed activity: "I know they did some blood drives." Rachel Lipoff emphasized partner/mobile strategy and BioMed background: "They do the same with blood drives. They're always working with their partners to, to have it be a give and take." and "the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." Analysis: The consistent Atlantic NJ perspective is operational: CAP trains coordinators, brokers partners, and leverages mobile units and Biomed‑experienced staff to increase site access; documents repeatedly note a perceived push to expand sites but also lament the lack of statistical feedback on outcomes.  
  
Montgomery, AL — shared viewpoint: CAP partner recruitment and participation helped specific drives meet goals, but structural constraints (donation center closures and strong competitors) limit broader impact. Documents: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx; Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx (mapped also to Montgomery); Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx. Evidence and quotes: Shannon Randolph reported a measurable event success: "The CAP team was a part of a, a blood drive just a few months ago in the spring here in Montgomery. And they did, and they did meet their goal for units collected." Mark Beddingfield noted constraints in some jurisdictions but success where blood exists: "we are seeing some success with blood in where we do have blood." Lisa Johnson characterized CAP’s recruitment role: "CAP is instrumental in recruiting partners for blood drives." Analysis: Montgomery transcripts consistently present CAP as instrumental at event and partner levels (recruiting partners, helping meet unit goals) while also recognizing that center closures and competition (e.g., LifeSouth) limit the program’s ability to shift aggregate collection capacity.  
  
Jackson, OR — shared viewpoint: CAP referrals and partner sign‑ups produced early drives; staffing turnover and limited Biomed reporting hinder continuity and measurement. Documents: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx. Evidence and quotes: Katrina Long reported direct outreach and sign‑ups: "So we have done a handful of blood drives with partners that have hosted them and we have several more partners that are, were like getting signed up and in the process." She also flagged turnover: "But then when he left, it's all stalled." Priscilla Fuentes described early referrals: "I think there's been a few referrals. I want to say early on, when we first started cap, like year one, we had a couple of referrals for brand new blood drives." Analysis: Both documents share the view that CAP facilitated early referrals and partner-hosted drives, but operational fragility (staff departures) and weak feedback loops limit sustained impact and data on outcomes.  
  
Lee, FL — shared viewpoint: the jurisdiction is not Red Cross‑centric for blood collection and CAP perceives minimal observable change in drives. Documents: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped partially to Lee FL). Evidence and quotes: Cindy Magnuson stated "So we are not a blood state." Josh Riddle observed limited change: "I don't know that there have been any significant changes in the blood drives." He also acknowledged a single CAP‑facilitated instance: "That's the only, only blood drive we've been involved in." Analysis: The shared perspective is that CAP has limited leveragability in non‑Red Cross blood states; CAP may facilitate occasional, relationship‑driven drives but does not appear to have produced systemic change in this geography.  
  
Monterrey, CA — shared viewpoint: CAP increased hosting options and provided ambassador/staff support for partner‑hosted drives; geography/logistics limit new drive creation. Documents: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx. Evidence and quotes: Gaby Perez Albarracin said, "No changes necessarily, but more options. So because of the partnerships that we've been enhancing, folks are eager and more like drawn to have a conversation about like let's just host it. Let's just host it here." Michelle Averill noted CAP support and success: "We had one, it was a couple weeks ago now. It was a huge success." and operationally: "Blood Services might come in and say, we need a blood drive ambassador for this blood drive on Saturday. Can you guys reach out to your network?" Analysis: The shared view is that CAP broadened hosting opportunities and provided rapid ambassador support to bolster drives, generating successful partner events even when new permanent collection capacity is constrained by remote logistics.  
  
Butte, CA (Northern California) — shared viewpoint: geographic and logistical constraints limit CAP’s presence and impact; relationships could help reach underrepresented donors if logistics were resolved. Documents: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx. Evidence and quotes: Jacquelyn Clites explained range limits: "We do, but not much in the Northern California chapter, which is where our CAP teams are unfortunately, just because of the way they have to come up from Stockton. The farthest north we're getting right now is about Yuba City..." Caedy Minoletti answered directly about local blood drives: "No." and later, "Sadly, no." Analysis: The consistent message is that CAP teams’ travel ranges and blood‑collection logistics (processing / transport to southern labs) limit direct CAP support for remote zones; however, transcripts also note that CAP’s relationships could be leveraged where logistics permit.  
  
Mississippi, AR — shared viewpoint: CAP‑created partnerships and proximity of chapter/CAP teams are credited with substantive increases in drives and collections, although attribution is described as indirect (connector role). Document: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx; Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx. Evidence and quotes: Matt Henry reported partner facilitation and recurring drives: "So we've leveraged some of these partnerships into getting some new blood drives... we've had two partners have started conducting regular blood drives." Barry Falke attributed increases but cautioned about direct correlation: "I think the partnerships that have been created through the CAP program have absolutely led to an increase in blood drives... We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area," while also noting, "I don't know that I see the CAP program directly correlating to blood drive growth or blood unit collection growth. I think that cap's value to me is just how they help us to understand how to build the right relationships and the right partnerships for that." Analysis: Both transcripts share the view that CAP’s connector role — building partnerships and bringing chapter HQ closer to CAP teams — is plausibly linked with substantial local gains (Barry’s "hundreds and hundreds" claim), albeit with cautious attribution and absence of independent quantification.  
  
Lake, IN — shared viewpoint: CAP‑initiated outreach and calendar‑linked engagement led to scheduling drives and targeted sickle‑cell efforts. Document: Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx. Evidence and quotes: Simone Moore recounted proactive outreach leading to scheduling: "And then we talked to her on Monday or Tuesday and she was like, I booked it all up." She also described targeted focus: "We preference that one, especially with sickle cell, especially in black and brown people," and set turnout goals: "We are hoping to get the people, you know, at least get, you know, the, the minimum that is needed, which is like 35 people hard drive that we have or something." Analysis: The transcript consistently shows CAP staff using outreach, calendar hooks, and culturally targeted timing to convert opportunities into scheduled drives; however, outcome measurement beyond scheduling is not provided.  
  
Chatham, GA — shared viewpoint: targeted outreach to African American neighborhoods produced measurable, diverse turnout and sickle‑cell‑relevant units; CAP’s partner work is credited for donor diversity gains. Documents: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx; Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx; Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx. Evidence and quotes: Alex Taylor reported strong measurable success: "I promise you. I said, I will promise you, Deborah. We will not only meet our metrics, we will beat them. ... So we got to 113% that day," and "And over 50% of it was African American blood." Maria Center said, "they're bringing in some new blood donors ... definitely helps us a lot with our African American sickle cell goal." Alicia Dougherty reported collected clinical‑priority units: "very diverse blood drive. So we were able to collect a lot of sickle cell units." Analysis: The Chatham transcripts share a strong and consistent claim that targeted CAP partner strategies produced both higher turnout and markedly improved donor diversity (with at least one concrete metric reported: 113% of goal and over 50% African American donors), making this geography among the clearest examples of measurable local impact in the set.  
  
Lake, CA — shared viewpoint: CAP relationships could help to destigmatize and introduce blood drives, but geography and logistics constrain where CAP teams can operate. Document: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx. Evidence and quotes: Jacquelyn observed travel and logistics constraints: "The farthest north we're getting right now is about Yuba City..." and argued relationships could be key to recruitment and equity: "the relationships that they've built could help spread the word and maybe even help us find blood drive locations. And if we're looking to kind of destigmatize blood donation and get in more African American and black donors, things like that, they could be a key to making those introductions and those drives being successful." Analysis: The shared perspective is that CAP’s relationships are valuable but that operational and blood‑logistics constraints limit the practical deployment of CAP-enabled drives in more remote parts of the chapter.  
  
Warren, KY — shared viewpoint: CAP‑coordinator partnerships enabled targeted sickle‑cell drives; CAP staff personal commitment helps local mobilization but trust and operational barriers can limit sustainability. Documents: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx (mapped also to Warren KY) and Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx. Evidence and quotes: Jennifer Capps recounted: "One of the coordinators was able to use her partnership and influence with the naacp and they did a sickle cell blood drive two weeks ago, I guess two and a half weeks ago." Josh Riddle noted limited change overall ("I don't know that there have been any significant changes in the blood drives.") but recognized CAP personnel identity: "Because when you go to the community and you say, hey, do you know what the Red Cross does? Their first they say blood..." Analysis: The shared view is that localized partner leverage (NAACP) can produce targeted sickle‑cell drives, but broader sustained change is fragile and dependent on partner trust and capacity.  
  
(If a geography listed above matched multiple transcripts beyond those explicitly cited, I used only the transcripts and quotes present in your supplied context. Where mapped transcripts contained no blood‑drive passages, I stated that explicitly.)  
  
Cross‑geography comparison and interpretation  
  
Shared themes across geographies  
- CAP as an enabler/broker: Across many geographies (Atlantic NJ, Mississippi AR, Montgomery AL, Monterrey CA, Jackson OR, Chatham GA, Yazoo MS, Lake IN) the recurring, shared perspective is that CAP’s primary mechanism is connective: recruiting partners, convening Biomed account managers, offering ambassadors or volunteers, posting events in newsletters and social media, and leveraging staff with Biomed experience. Representative verbatim support: "CAP is instrumental in recruiting partners for blood drives." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx) and "So we've leveraged some of these partnerships into getting some new blood drives" (CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx).  
- Targeted outreach and donor‑diversity goals: Several geographies reported CAP‑enabled targeting toward underrepresented groups and sickle‑cell needs (Chatham GA, Lake IN, Chatham GA explicit). Representative quotes: "We preference that one, especially with sickle cell, especially in black and brown people." (CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx) and "And over 50% of it was African American blood." (Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx).  
- Data/attribution gap: Most transcripts note a lack of systematic back‑reporting from Biomed or formal tracking, limiting the ability to quantify CAP’s impact. Representative quote: "I will say at this point we haven't really like they don't come back to us and say, oh, by the way, we hit our goal in that drive. We don't really..." (CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
  
Divergent patterns by geography  
- High‑impact/measureable local successes (Chatham GA, Yazoo MS, Mississippi AR): In Chatham GA, transcripts reported precise local metrics (113% of goal; "over 50% of it was African American blood") and collection of sickle‑cell units. Mississippi AR documents reported "hundreds and hundreds of more units collected." These geographies appear in your frequency counts with higher document counts tied to the “Effective strategies” option (Yazoo MS, Mississippi AR, Chatham GA). Representative quotes: "So we got to 113% that day" and "We've seen literally hundreds and hundreds of more units collected over the last couple of years in that particular area" (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx; Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx).  
- Limited or no opportunity (Cameron TX, some parts of Northern CA / Butte / Lake CA, parts of South Texas): Several geographies reported no local blood services or no drives, making CAP influence moot without external Biomed engagement or restored services: "We don't have any blood services down here." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); "No. ... Sadly, no." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
- Operational fragility and cancellation risk (Jackson OR, Montgomery AL): Where CAP activity did produce drives, staffing turnover, scheduling snafus, or Biomed economics threatened continuity: "But then when he left, it's all stalled." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx); "There was a blood drive ... the blood drive was canceled and we didn't know it and so it was kind of a snafu." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
  
Frequencies and why they matter  
- The dataset you provided included frequency tallies indicating many documents coded for “Effective strategies or resources for blood drives” (overall 24) and “Recommendations for improving impact” (25), with higher counts mapped to certain geographies (e.g., Yazoo MS: 3 instances; Madison TN: 3; Montgomery AL: 3; Chatham GA: 3 in the recommendations chart; Mississippi AR: 2). That distribution aligns with the qualitative pattern above: geographies with multiple transcripts (Yazoo MS, Madison TN, Montgomery AL, Chatham GA, Mississippi AR) supply more and stronger examples of CAP facilitation and sometimes measurable outcomes. Hypothesis: greater document frequency for a geography both increases the chance of capturing a measurable success in that geography and reflects that CAP activity was concentrated or more actively discussed in those places during data collection. In short, the higher counts amplify both the visibility of CAP strategies and the probability of observing measurable impacts in the record.  
  
Hypotheses explaining cross‑geography differences  
1) Baseline blood‑service infrastructure hypothesis: CAP’s impact is conditional on the prior existence of blood‑collection capacity (mobile teams, account managers, processing centers). Where infrastructure exists (Chatham GA, Mississippi AR, some Montgomery AL environments), CAP can enable site access, targeted recruitment, and measurable successes. Where infrastructure is absent or contracted away (Cameron TX; some Northern CA or remote chapters), CAP cannot operate as a primary driver and its potential is unrealized. Evidence: "We don't have any blood services down here." (Hansel Ibarra) vs. "We had one that got to 113% ... over 50% was African American blood." (Alex Taylor).  
2) Partner network and Biomed inclusion hypothesis: CAP’s effectiveness depends on whether Biomed (the blood services/collecting partner) includes CAP in planning and follows up with reporting. Several transcripts emphasize that CAP’s network opens venues if Biomed is inclusive: "I have several connections... I have connections with the president of the university..." but add "Biomed needs to be inclusive of us." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). Where CAP is included, referrals turn into recurring drives.  
3) Staff continuity & operational capacity hypothesis: Where CAP teams and partner coordinators are stable and trained (Kristi Collins: "I trained... my coordinators what to look for"), CAP can convert interest into scheduled events. Where turnover or one‑off scheduling failures occur, momentum stalls: "But then when he left, it's all stalled." (Katrina Long).  
4) Market/competition constraint hypothesis: In saturated environments (some counties described as “saturated” or with a dominant competitor such as LifeSouth), CAP’s marginal ability to add drives is constrained, not because CAP lacks skill but because demand and collector strategy are structural: "our county in particular is saturated in blood drives... there's too many blood drives for the amount of people that we have." (Matt Henry); "LifeSouth is in Montgomery... they just park it at Walmart and meet a goal." (Shannon Randolph).  
5) Measurement and reporting constraint hypothesis: Even when CAP facilitates drives, the absence of systematic reporting from Biomed prevents a strong quantitative attribution: "they don't come back to us and say, oh, by the way, we hit our goal in that drive. We don't really..." (Kristi Collins). Thus many positive qualitative accounts cannot be translated into confirmed numerical impact.  
  
Synthesis and programmatic implications (from cross‑category evidence)  
- CAP’s operational strengths: relationship brokering, partner recruitment, ambassador mobilization, culturally targeted outreach, and internal training (when implemented) repeatedly appear as the mechanisms by which CAP could and did enable blood drives. Representative quotes across geographies include: "CAP is instrumental in recruiting partners for blood drives." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx) and "We preference that one, especially with sickle cell, especially in black and brown people." (CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx).  
- CAP’s practical limits: absence of local blood services, long travel/logistics for collection teams, competition from other collectors, staffing turnover, and lack of systematic Biomed feedback limit the extent to which CAP strategies convert into measurable, sustained increases. Representative limits include: "We don't, but the reason is we have like a blood bank" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and "we've had a blood drive scheduled ... canceled ... it was kind of a snafu." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
- Where to expect measurable wins: geographies with multiple supportive signals in your frequencies (Yazoo MS, Madison TN, Montgomery AL, Chatham GA, Mississippi AR) showed the clearest movement from CAP action to measurable or strongly reported outcomes; these geographies typically combined CAP presence, partner willingness, and either Biomed inclusion or local collectors receptive to partner‑hosted drives.  
  
Concluding synthesis (no question): The transcripts mapped to the various geographies show a coherent picture: CAP strategies and resources frequently act as enablers — recruiting partners, educating coordinators, convening Biomed contacts, deploying ambassadors, and targeting drives to priority communities — and these mechanisms did lead to concrete, event‑level successes in multiple geographies (examples include Chatham GA’s 113% turnout and Mississippi AR’s "hundreds and hundreds" of units reported). At the same time, many geographies reported constrained impact because of absent blood‑collection infrastructure, strong competition, staffing turnover, or insufficient Biomed reporting. The strongest local impacts appear where CAP had (a) access to operational blood partners or mobile units, (b) stable staff and training to identify opportunities, and (c) the ability to convene and mobilize partner networks — conditions that were present in the geographies with the higher document counts in your frequency data. These findings imply that to amplify and measure CAP’s impact on blood drives, programmatic emphasis should be placed on systematic inclusion in Biomed planning and reporting, targeted staff training, sustaining coordinator roles, and prioritizing engagement in geographies where logistical barriers to collection are surmountable.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, the document set shows a consistent pattern: CAP catalyzed partner activation, improved targeting and access to underserved communities, and produced numerous event-level, tangible outputs (for example, reported installations ranging from dozens to hundreds and one regional report of 7,721 homes made safer), yet evidence on jurisdiction‑wide change is mixed because of uneven geographic coverage, data gaps, and operational limits. Several transcripts report clear local increases and even life‑saving instances, while others report little change or note non‑engagement in parts of the CAP area. Staff repeatedly identified the mechanism (partners, DAT training, appointment/partner-direct models) and the bottlenecks (installer capacity, training completion, volunteer shortages, fragmented reporting and lowered organizational targets) that together explain why gains are sometimes localized rather than system‑wide. In short, CAP appears to have produced meaningful, measurable improvements in pockets through partner-led work and new delivery models, but the absence of consistent pre/post metrics and attribution analysis prevents a definitive statement that Home Fire Campaign outcomes across the entire CAP jurisdiction have uniformly improved since the program launched.  
Analysis  
Evidence is mixed about whether Home Fire Campaign outcomes changed since CAP launched. CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx stated 'We have ideas and we have the start of change. We don't have actual change yet. We have ideas that. And we've even' while Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported 'Well, there's been an increase since the CAP program began and there are a couple of reasons for that and there's the potential for an even bigger increase based on some recent meetings.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link1"><sup>[1]</sup></a>' At the same time, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx said 'I don't know if I've seen any change. Nothing major.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link2"><sup>[2]</sup></a>' Together these statements show that some respondents observe clear, local increases while others see only early-stage changes or no major change, and the document set lacks consistent, comprehensive, jurisdiction-wide metrics to reconcile those perspectives.  
1. Well, there's been an increase since the CAP program began and there are a couple of reasons for that and there's the potential for an even bigger increase based on some recent meetings.  
2. I don't know if I've seen any change. Nothing major.  
Partnerships and building local installer/ DAT capacity are consistently described as the primary pathways for any observed Home Fire Campaign outcome changes. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described that 'We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link3"><sup>[3]</sup></a>' The same file also noted that 'And so she just used those contacts to get several apartment buildings that needed smoke alarm installation in many of their apartments.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link4"><sup>[4]</sup></a>' Similarly, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reported 'Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link5"><sup>[5]</sup></a>' These verbatim examples show CAP focused on activating, training, and coordinating partners to deliver installations and outreach, which staff identify as the mechanism through which local gains have occurred or are expected to occur.  
1. We have one partner who came to adapt boot camp for the purpose of responding to home fires. And so he is DAT trained and in volunteer connection.  
2. And so she just used those contacts to get several apartment buildings that needed smoke alarm installation in many of their apartments.  
3. Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers.  
Multiple respondents reported tangible, event-level installation numbers and high-yield partner events. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reported 'We were 7,721 last year, so.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link6"><sup>[6]</sup></a>' Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx estimated 'I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link7"><sup>[7]</sup></a>' Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted 'So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms.' CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx provided event-level scale: 'we go to the homes where they're expecting us and we can knock out 40 homes and put in a whole bunch of smoke alarms in the morning because everybody's expecting us' and 'We served 100 ... and we were able to identify that this many folks needed smoke alarms.' These counts and anecdotes indicate localized, measurable activity that staff attribute in part to CAP-enabled partner events, even though attribution and baseline comparisons are often missing.  
1. We were 7,721 last year, so.  
2. I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.  
CAP has enabled improved access to priority or previously hard-to-reach communities, shifted targeting toward rural/underserved pockets, and reframed success toward 'homes made safer.' Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx observed 'I think we have some tremendous opportunities to go into the areas that need the home fire campaign, without question because the trust has been established in some of these communities.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link8"><sup>[8]</sup></a>' At the same time, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx acknowledged that 'this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link9"><sup>[9]</sup></a>' That same source also reported 'I think the change in focus from, like, alarms to like, homes made safer has definitely been...very helpful...' Finally, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx noted an operational change: 'And for the cap jurisdictions we again we did one on appointment based model that was effective.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link10"><sup>[10]</sup></a>' These passages together indicate CAP changed who is reached, how success is framed, and experimented with delivery models to increase access and equity even when raw counts sometimes declined as a result of needs-based targeting.  
1. I think we have some tremendous opportunities to go into the areas that need the home fire campaign, without question because the trust has been established in some of these communities.  
2. this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half.  
3. And for the cap jurisdictions we again we did one on appointment based model that was effective.  
Staff repeatedly identified capacity, training, follow‑through, and labor intensity as constraints on scaling Home Fire Campaign outcomes. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx warned 'Our only challenge here is going to be designating the people to install the smoke alarms' and later described a follow-up gap: 'When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link11"><sup>[11]</sup></a>' The same file cautioned 'But it doesn't mean anything until we get the training done. And' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx observed many partners are too small to provide installers: '...they have two or three employees. And I don't see that a lot of our partners have the ability to go out and do the installations themselves.' Finally, staff summarized the work as inherently labor intensive: 'about something like home fire campaign, It's a physical thing that has to be done home by home by home. And it takes a long time.' These constraints explain why event-level gains exist but jurisdiction-wide, sustained increases are uneven.  
1. When you have this relationship with your partners and your partner is going out on a limb to get these names and numbers, and then three months later they come back to you and say, nobody ever called my client.  
Additional Insights  
One source reported a large, measurable homes-made-safer outcome for the region. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx stated 'We were 7,721 last year, so.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link12"><sup>[12]</sup></a>' That explicit count indicates a substantial output year and the same file connects that performance to partner volunteer installs in CAP-influenced areas, making it a standout, quantifiable datum within the document set even though a pre-CAP baseline and precise attribution to CAP are not provided.  
1. We were 7,721 last year, so.  
Some staff reported no detectable change or active non‑engagement in parts of the CAP jurisdiction. CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx said 'Honestly, I know nothing about it because I get told consistently that we're not needed there.' Likewise, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reported 'No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link13"><sup>[13]</sup></a>' These verbatim statements highlight that in some localities CAP activity was minimal or replaced by continuing partner activity, and that perceptions of change vary by place and by staff role.  
1. No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate.  
At least one jurisdiction reported life‑saving outcomes associated with CAP‑area work. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx stated 'We do actually have two new lives saved in the vicinity of those CAP programs.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link14"><sup>[14]</sup></a>' That quote provides a concrete, high‑stakes outcome that respondents linked to CAP-targeted installations and education, even though the documents do not establish direct causality or provide a systematic count of life‑saving events across the CAP jurisdiction.  
1. We do actually have two new lives saved in the vicinity of those CAP programs.  
Some leaders signaled an organizational shift away from prevention priorities that complicates interpreting CAP's effect. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx cautioned 'I think that organizationally we are deprioritizing that work.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link15"><sup>[15]</sup></a>' and added 'We saw a significant decrease in goals around both homes made safer and around people prepared.<a href="#Please describe any changes in Home Fire Campaign outcomes in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link16"><sup>[16]</sup></a>' Those explicit quotes indicate that, even while CAP-enabled local gains were reported by many staff, organization‑level target reductions and reprioritization may blunt scaling, reporting, or sustained emphasis on Home Fire Campaign outcomes.  
1. I think that organizationally we are deprioritizing that work.  
2. We saw a significant decrease in goals around both homes made safer and around people prepared.

#### Comparison across segments

Analysis across Groups occupation

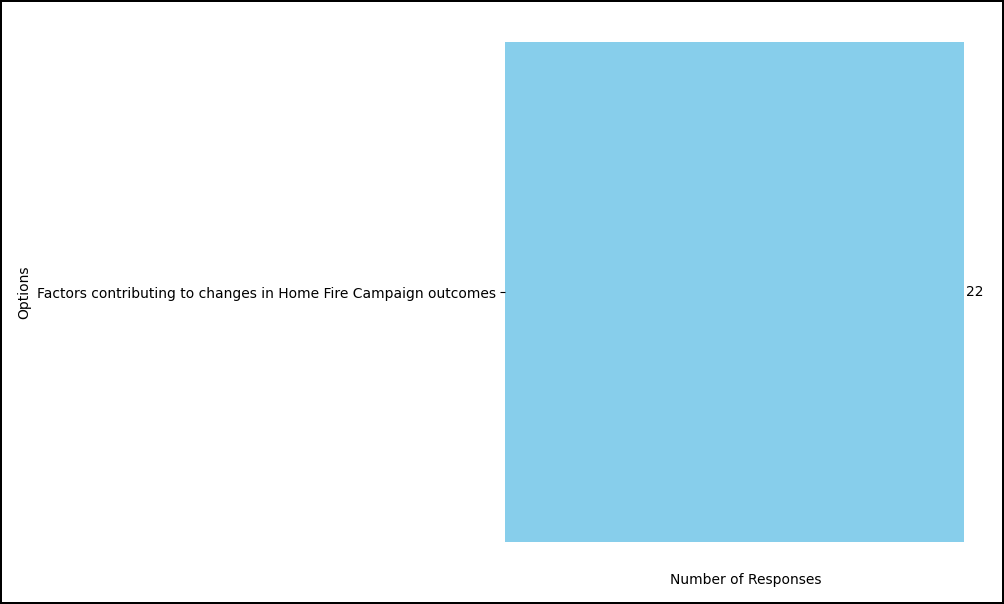
Purpose and scope: across the reviewed transcripts, three occupational groups—CAP Staff, Region Staff, and Chapter Staff—offer recurring, internally consistent perspectives on whether and how Home Fire Campaign outcomes changed in CAP jurisdictions since the Community Adaptation Program (CAP) began. Each category emphasizes partner-driven implementation and changes in delivery practice, but they differ in the kinds of evidence they cite (process anecdotes, event-level counts, or region-level totals) and in their confidence about jurisdiction-wide, quantified outcome change.  
  
CAP Staff: CAP staff share the view that CAP has driven partner-centered operational changes and local-event gains but that jurisdiction‑wide, quantified outcome change is inconsistent or untracked. CAP staff repeatedly describe new processes—partner training, appointment-based models, volunteer-sharing calendars—and localized installation activity, while also noting limits in measurement and installer capacity. For example, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx captures both the cautious and the optimistic strands in CAP staff accounts: “We have ideas and we have the start of change. We don't have actual change yet.” The same transcript also reports a concrete event result, stating “Well, there's been an increase since the CAP program began … It's just it was hundreds of smoke alarms.” CAP operational examples appear throughout CAP-staff transcripts: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx explains coordination logistics—“Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers.”—and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents improved case response at small scale: “far, probably a dozen fire clients over maybe the last two years.” CAP staff also report single-event productivity and modest numeric counts, as in Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: “about 52 smoke alarms,” and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: “we go to the homes where they're expecting us and we can knock out 40 homes and put in a whole bunch of smoke alarms in the morning.” At the same time several CAP staff flag engagement gaps or unclear impact attribution: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states bluntly, “Honestly, I know nothing about it because I get told consistently that we're not needed there,” and Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx reports “No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate.” Taken together these CAP-staff quotes show a consistent internal emphasis on partner mobilization, appointment and event models, and case-level gains—but also recurring caveats about installer capacity, follow‑through, and the absence of standardized, jurisdiction‑wide outcome tracking.  
  
Region Staff: Region staff share the view that CAP presence has enabled expanded access, intentional targeting, and in some places measurable upticks—while also reporting organizational deprioritization and attribution ambiguity. Region staff frequently describe CAP enabling new access and targeting (often toward rural or underserved pockets) and in several transcripts they report larger, region-level outputs or notable event totals. For instance, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports a clear regional output: “We were 7,721 last year, so.” That same region-level account ties part of that performance to partner volunteers: “April and her team and Shannon and her team have definitely played a part in that because some of their partners have played a part in being the volunteers that have gone in to do the installs.” Region staff also emphasize access and trust: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx states, “I only see it as giving us more access,” reflecting the view that CAP-built trust opens doors for outreach. Several region transcripts document targeted, lower-volume but higher-equity approaches: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains a strategic shift and a volume effect plainly: “this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half.” Region staff also record intermediate numeric examples of partner-delivered installs: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx says “I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers.” Region respondents further report tangible lifesaving outcomes adjacent to CAP work: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states, “We do actually have two new lives saved in the vicinity of those CAP programs.” Region staff therefore present a coherent view: CAP has driven targeting, partner mobilization, and in several jurisdictions measurable output increases, but an accompanying set of organizational and attributional issues (e.g., deprioritization of prevention in some regions, unclear causal attribution) limits how confidently they can claim jurisdiction-wide effects.  
  
Chapter Staff: Chapter staff share the view that CAP has facilitated event‑level, partner‑anchored installations and wraparound resource delivery—offering concrete local examples but limited systematic metrics. Chapter-level transcripts emphasize CAP-enabled partnership events, material supports, and hands-on installations that materially increased local capacity. For example, Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports concrete partner events and resource provisioning: “Yes. So we have partnered with Hotel Inc. And done two home fire campaign events,” and “The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits.” Chapter staff further note CAP-supported installations and targeted identification: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx records, “The CAP team has supported that program by helping install smoke alarms in the area,” while Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx (filed as chapter-level staff) reports a substantial local installation activity and capacity gain: “The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team.” Chapter staff thus provide consistent, event‑level evidence of CAP contributions—events, equipment, and wraparound items—though they do not present comprehensive jurisdictional baselines or pre/post comparisons.  
  
Cross‑category comparison and interpretation: similarities, differences, and plausible explanations. Shared themes across occupations: all three groups repeatedly point to partnership-building, targeted outreach, and capacity‑building as the primary mechanisms by which CAP might affect Home Fire Campaign outcomes. For example, CAP staff say “Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers” (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), region staff say “we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction” (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), and chapter staff report partner-run events and donated supplies: “The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits” (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). This convergence shows occupational alignment on mechanisms (partners, trust, targeting).  
  
Key differences by occupation and illustrative quotes: a primary difference is the type of evidence each occupation foregrounds. CAP Staff foreground operational change, event-level anecdotes, and process caveats—e.g., “We have ideas and we have the start of change. We don't have actual change yet.” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and “far, probably a dozen fire clients over maybe the last two years.” (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). Region Staff more often cite larger aggregates, geographic targeting effects, and outcome reframing—e.g., “We were 7,721 last year, so.” (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) and “this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half.” (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Chapter Staff emphasize concrete, site-level installation events and material supports—e.g., “we have partnered with Hotel Inc. And done two home fire campaign events” (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx) and “organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team” (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx).  
  
Why these occupational differences plausibly arise. Role and data access: CAP staff are primarily engaged in partner engagement and community activation and therefore report process innovations and event anecdotes; they also frequently state they do not collect systematic outcome numbers (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx: “So the numbers on that, I don't have numbers because that's not something that we collect and that's somebody else.”). Region staff often hold or see regional metrics and target-setting and thus sometimes report larger numeric totals (e.g., 7,721 homes) or regional trends (stabilization versus a downward trend). Chapter staff implement events and therefore report discrete event-level installations and resource distributions (e.g., 200 installations, two events) that they directly observed or coordinated. Operational focus and measurement frame: several region transcripts explicitly describe a reframing of outcomes—from device counts to “homes made safer” (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx: “change in focus from, like, alarms to like, homes made safer has definitely been…very helpful”), which changes what counts as a successful outcome and may explain why some regions report lower alarm totals despite improved equity-focused reach (“cut our number in half”). Execution capacity and accountability structures: multiple transcripts across categories point to execution gaps—installer capacity, volunteer-connection friction, and monthly reporting limits—that blunt measurable gains even when activity increases. For example: “When it comes to home fires ... three months later they come back to you and say, nobody ever called my client” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and “Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners” (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Targeting tradeoffs: prioritizing rural, high-need pockets can reduce raw installation counts even while improving equity. Priscilla Fuentes is explicit: “this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half.” That explains the apparent paradox where several region/chapter respondents report improved reach or lives saved while aggregate counts fall.  
  
Why categories sometimes did not produce different perspectives. Despite their different vantage points, all occupations repeatedly emphasize partners, trust, and targeting as central mechanisms. Where they converge—on partner-led events, appointment models, and the centrality of trusted local relationships—the occupational role matters less; they each report the same directional programmatic changes because CAP’s strategy implemented consistent practices (partner training, local targeting) that were visible to staff at all levels. For example, CAP staff reported creating a partner volunteer calendar (“Our partners sent us what they had, and we created this calendar…”—Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx), region staff reported improved referrals and trust-based lists (“One of these partners provided a list, like a spreadsheet with addresses…”—Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx), and chapter staff described attaching campaigns to partner events (“The event was something that was happening already in the neighborhood…”—Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Those consistent operational practices explain why perspectives often align.  
  
Notable frequency pattern and its implication. The coded frequency table for “Factors contributing to changes in Home Fire Campaign outcomes” shows 22 overall items distributed by occupation as CAP Staff = 10, Region Staff = 9, Chapter Staff = 3. That distribution indicates CAP and Region staff together produced most of the analytic statements about causal factors (19 of 22), whereas Chapter staff were less represented in the coded sample. The larger counts from CAP and Region staff help explain why available evidence emphasizes partnership design and region-level reframing: CAP staff report process design and partner activation (10 mentions), while Region staff report targets, aggregates, and tradeoffs from targeting (9 mentions). Chapter staff’s smaller sample (3 mentions) nonetheless supplies concrete event-level corroboration (e.g., “two home fire campaign events” and “200 smoke alarm installations”), giving practical validation of the partner-led mechanisms discussed by CAP and Region staff.  
  
Synthesis and overall assessment. Across occupations, the consistent qualitative finding is that CAP altered how Home Fire Campaign work is organized—shifting toward partner-led installations, appointment models, targeted outreach to high-need pockets, and integrated education/wraparound supports—producing documented event-level gains and, in some places, region-level output increases or lifesaving incidents. Representative verbatim examples: “We have ideas and we have the start of change. We don't have actual change yet.” (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), “We were 7,721 last year, so.” (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), and “Yes. So we have partnered with Hotel Inc. And done two home fire campaign events.” (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). At the same time, pervasive limits in measurement, attribution, installer capacity, and deliberate equity-targeting (which can lower raw alarm counts even while improving outcomes for vulnerable households) mean the documents do not collectively produce a single, quantified, jurisdiction‑wide estimate of CAP’s effect on Home Fire Campaign outcomes. In short: occupational vantage points shape the form of the evidence—CAP staff emphasize processes and case-level anecdotes, region staff often report aggregates and strategic tradeoffs, and chapter staff document concrete event outcomes—but none of the occupational sets provides complete, system-wide before/after metrics that would settle attribution definitively.

Analysis across Groups Geography

This essay summarizes, by geography, the shared perspectives across the supplied transcripts about changes in Home Fire Campaign outcomes since the launch of the Community Adaptation Program (CAP). Each geography paragraph begins by stating the dominant shared viewpoint among documents that cover that place, then elaborates, and cites verbatim quotes with the file names indicated. After the geography-by-geography paragraphs, I compare and contrast cross‑category patterns and propose hypotheses tied to observed differences (including the frequency differences you provided).  
  
Tulare, CA — Shared viewpoint: appointment-based delivery and equity-focused partner planning have been adopted as a promising practice, but measurable CAP‑jurisdiction outcome change is not documented. The Tulare transcript reports an operational change and an equity orientation but no clear jurisdictional outcome metrics. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "And for the cap jurisdictions we again we did one on appointment based model that was effective." The same file frames the change as equity‑oriented and partner‑driven: "What we've changed is I think we're asking more questions about how do we provide this service delivery in a more equitable fashion and leaning in to partners and the information they know about community has been really helpful." The file also rules out using one cited example as CAP‑jurisdiction evidence: "We have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." Together these quotes show staff perceive procedural and targeting improvements (appointment model, partner authorizations and zip‑code targeting) but the document does not present quantified outcomes for Tulare CAP areas.  
  
Sarasota, FL — Shared viewpoint: CAP enabled partner coordination and calendared volunteer deployment and participants report small, successful CAP‑partner events though numeric jurisdictional trends are not supplied. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx emphasizes partner coordination: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." That same file notes scale of partner involvement: "And they actually sent to the Home fire campaign about 20 partners." The Region/Chapter transcript covering Sarasota/Lee area (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) recalls local events: "Yeah, I do believe, and I wish I could remember the partner names, that we have done a couple of home fire events with some of our CAP partners." These two documents converge on the view that CAP improved partner mobilization and event execution; both describe operational success but neither supplies jurisdiction‑wide outcome metrics.  
  
Cameron, TX — Shared viewpoint: CAP involvement produced partner‑led installs and community trust gains in places, but CAP‑team support is described as variable and outcome attribution is unclear. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports a numeric example: "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms." It also describes a partner‑training approach: "we're going to do an education portion ... then we're going to teach them how to install alarms." In contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx records partner installs but questions CAP team involvement: "I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms, which is great, great numbers," and also, "CAP is really, there's really nothing that the CAP team has done to support on that." For the Cameron set, the shared perspective is twofold: partner‑led installations and capacity‑building are producing installations and trust, but CAP team support and integration vary and make clear attribution difficult. (No relevant quotes were found for Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx in the provided material.)  
  
Terrebonne, LA — Shared viewpoint: no relevant local quotes available. The supplied materials include the file mapping for Terrebonne (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) but there are no excerpted quotes for that file in the provided context, so I cannot cite verbatim lines or summarize a shared perspective from that document.  
  
Yazoo, MS — Shared viewpoint: CAP helped target need and supported installations, and region‑level figures indicate strong outputs though CAP’s specific causal share is not fully attributed. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx reports measured scale: "We were 7,721 last year, so." That same file attributes some installs to partner volunteers engaged via CAP teams: "April and her team and Shannon and her team have definitely played a part in that because some of their partners have played a part in being the volunteers that have gone in to do the installs." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx echoes CAP support: "The CAP team has supported that program by helping install smoke alarms in the area" and "thanks to cap, we were able to identify an area that did need some smoke alarm installs." CAP staff (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) note they do not hold the numeric install data themselves: "So the numbers on that, I don't have numbers because that's not something that we collect and that's somebody else." The common view is that CAP improved targeting and enabled partner installs; one document supplies a large region total, but attribution to CAP is described as contributory rather than exclusive and CAP staff often defer numeric record‑keeping to other teams.  
  
Madison, TN — Shared viewpoint: CAP is shifting delivery toward partner‑led, chapter‑wrapped installations and staff are optimistic, but some regional respondents see no change. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx states programmatic direction: "We're going to have a CAP partner led home fire campaign ... they actually get the training ... and they're going to actually go out canvas the neighborhood." That file also captures optimism: "I am very optimistic about it. I think that we will definitely make some big impact as we continue to do the work, and it's just gonna take time." Conversely, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reports limited observed change: "No, that's typical blue sky work. I don't see it getting less, don't see it getting more, don't see it changing the approach." Together these two perspectives show local implementers pushing partner‑led effort while some chapter/regional observers perceive steady‑state activity without measurable change reported.  
  
Atlantic, NJ — Shared viewpoint: CAP participation produced case‑level assistance and eased referrals, and local staff record modest client counts but lack comprehensive campaign metrics. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents case support: "far, probably a dozen fire clients over maybe the last two years." Region staff (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) notes campaigns have occurred: "I know that we did we do a home fire campaign in Atlantic County. I don't know that we did one last year, but I know we've done them." Rose Taravella adds operational benefit of partnerships: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." These documents converge on improved referral and case‑level assistance but do not provide campaign‑level installation counts.  
  
Montgomery, AL — Shared viewpoint: mixed evidence; staff report strong partner activity (including “hundreds” of alarms) and growth in access, but others emphasize that planning is still forming and that training/follow‑through are required before fully realized jurisdictional change can be credited. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx contains both perspectives in the same source: "We have ideas and we have the start of change. We don't have actual change yet." and elsewhere in that file: "Well, there's been an increase since the CAP program began ... It's just it was hundreds of smoke alarms." The file underscores the implementation constraint: "But it doesn't mean anything until we get the training done." The shared theme is that CAP‑enabled partner activity has produced important installations and access gains, but staff also stress that completion of training and reliable follow‑through are prerequisites for sustained, verifiable jurisdiction‑wide change.  
  
Jackson, OR — Shared viewpoint: CAP‑era targeting prioritized rural and small communities (equity focus), which reduced large numeric totals even while building local access; staff report both increased access but also non‑engagement or reporting gaps in places. Transcript Region\_Chapter\_\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains the reframing: "the change in focus from, like, alarms to like, homes made safer has definitely been...very helpful" and reports targeting consequences: "this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half." By contrast, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts non‑engagement in certain areas: "Honestly, I know nothing about it because I get told consistently that we're not needed there." The geographic shared perspective is that CAP reoriented effort toward harder‑to‑reach places—improving access and reframing success—even while aggregated alarm counts fell because high‑volume urban canvassing was deprioritized.  
  
Lee, FL — Shared viewpoint: CAP established partner‑led mini‑campaigns and door‑to‑partner event integrations that produced efficient, high‑yield events; respondents cite event‑level numbers but not full jurisdictional totals. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx details mini‑campaigns: "we have what we call mini home fire campaign. And we have them with and in collaboration with a CAT partner." The file gives event productivity examples: "we go to the homes where they're expecting us and we can knock out 40 homes and put in a whole bunch of smoke alarms in the morning" and "we were like it was incredibly successful. We served 100." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx adds a localized increase tied to one partner: "We have seen some increase in this. ... We've had specifically one partner that works in an area of the county that is the most underserved area." Both files describe partner‑aligned, high‑yield events that improved reach in targeted neighborhoods, with concrete event counts but not a comprehensive CAP‑jurisdiction aggregate.  
  
Monterrey, CA — Shared viewpoint: CAP activities have largely been promotional and adaptive to existing partner practices and thus staff report no observed change in jurisdiction-level outcomes, coupled with coordination caveats. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx explicitly reports no observed change: "No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate." The same file cautions about coordination capacity: "If we're promoting this a little too much, then there's a deficit." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx (also mapped to Monterrey) highlights partner training and integration into food bank work: "The CAP team did with the food bank... so it is increasing our numbers of folks that are being trained." The shared view is that CAP improved process integration and training opportunities, but staff do not claim a measurable jurisdiction‑wide outcome jump.  
  
Butte, CA / Lake, CA — Shared viewpoint: CAP‑era partner engagement and targeted installation efforts are associated with at least some tangible outcomes (installs and lives‑saved accounts), though attribution and pre/post metrics are incomplete. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx offers facilitation framing: "we probably made it easier for her to meet the metric that she needed to meet." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports focused installations and an outcome: "I know we definitely focused on those areas for installations." and "We do actually have two new lives saved in the vicinity of those CAP programs." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx documents CAP team training and installs: "I mean, the good thing is that our CAP team members have, have all been trained, so they go out and help, but they install smoke alarms and do the education." Overall the shared viewpoint is that targeted CAP work yielded tangible benefits including lives saved in proximity to CAP installations, although full attribution and baseline comparison are lacking.  
  
Mississippi, AR — Shared viewpoint: CAP presence led to expanded partnerships, intentional scheduling and increased canvassing, and CAP staff observe more in‑person responses, but regional prioritization shifts complicate interpretation. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction, canvassed more homes and neighborhoods in that jurisdiction than we would have normally." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reports procedural gains and a perceived rise: "I think that the number of in person home fire responses has gone up." Mark Beddingfield’s region report (cited earlier) gives a high region total that includes Mississippi among focus areas. The shared perspective is CAP‑driven partnership building and increased local activity, but an organizational deprioritization reported by some (see Barry Falke: "I think that organizationally we are deprioritizing that work.") complicates long‑term scaling.  
  
Lake, IN — Shared viewpoint: no relevant quotes available on Home Fire Campaign outcome changes in CAP areas. The frequency summary indicated Lake IN had zero excerpts relevant to this question, and no verbatim quotes related to changes in Home Fire outcomes appear in the provided excerpts.  
  
Chatham, GA — Shared viewpoint: CAP partners provided the majority of volunteer installers in at least one Sound the Alarm event and staff perceive improved access/trust, though some respondents see little observable change overall. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports a concrete event contribution: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the. Of the team that went out and installed with the fire department fire alarms. Well, yeah, so we weren't there. Their numbers would have been abysmal." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx likewise highlights trust and access: "I think we have some tremendous opportunities to go into the areas that need the home fire campaign, without question because the trust has been established in some of these communities." At the same time, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx states, "I don't know if I've seen any change. Nothing major." The shared view across Chatham transcripts is that CAP partners materially supported at least one high‑impact event and improved access via trust, but perceptions differ about whether these activities produced broader measurable change.  
  
Warren, KY — Shared viewpoint: CAP partnerships produced discrete events and tangible distributions beyond alarms (preparedness kits), yielding practical household risk‑reduction supports though numeric campaign totals are not provided. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx reports, "we have partnered with Hotel Inc. And done two home fire campaign events," and "The CAT program purchased the smoke alarms and they also purchased weather radios and first aid kits." These quotes show CAP enabled partner events that delivered smoke alarms and additional preparedness items to households (including Habitat homeowners). Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx also references a localized increase driven by a partner and suggests scaling a partner‑direct model: "We have seen some increase in this" and "I think the partner direct model that we're looking at is going to be the best way to increase visibility and get this done a lot better in the future." The common view is that CAP enabled concrete event‑level risk‑reduction work and supplemental supplies, though jurisdiction‑wide metrics are not provided.  
  
Region‑level/other cross‑cutting entries (selected files referenced in geography paragraphs) — Shared viewpoint: CAP tended to produce partner‑led installs, targeting and reframing of outcomes from device counts to “homes made safer,” but measurement and attribution gaps are common. Representative verbatim examples include: Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx, "has definitely been... less about, like, alarms to like, homes made safer"; Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx, "We were 7,721 last year, so."; Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx, "we definitely began to grow partnerships, began to intentionally schedule home fire campaign events in that jurisdiction"; and Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx, "No. And the reason why is because the partnerships that we have developed that already participated are continuing to participate." These documents together show consistent operational shifts—partner engagement, targeting, training, and reframed success metrics—paired with frequent statements that robust numeric CAP‑jurisdiction outcome attribution is absent or held by other teams.  
  
Cross‑category comparison and hypotheses  
  
1) Common cross‑category patterns (similarities)  
- Partner‑led delivery and training as the central mechanism. Across nearly all geographies where transcripts include relevant quotes, respondents emphasize partners doing installations, providing volunteers, or being trained to install alarms. Examples: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) and "we trained a couple of their people in home fire campaigns ... gave them the materials and then let them go ahead and do the installations" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Hypothesis: CAP’s design intentionally emphasizes local partner activation, so multiple geographies reflect that operational commonality.  
- Reframing success from alarm counts to “homes made safer” and relationship/targeting metrics. Several transcripts explicitly mention the conceptual shift (e.g., Priscilla Fuentes: "the change in focus from, like, alarms to like, homes made safer"). Hypothesis: CAP’s equity/focus on highest‑need pockets encouraged staff to prioritize impact per household rather than raw device counts.  
- Frequent data and attribution gaps. Many respondents note that numbers either are not tracked by CAP teams or are held elsewhere ("So the numbers on that, I don't have numbers because that's not something that we collect and that's somebody else." — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx). Hypothesis: organizational measurement responsibilities are distributed and CAP teams are oriented toward capacity building rather than data collection, producing persistent attribution ambiguity.  
  
2) Cross‑category differences and their likely causes  
- Magnitude of reported outputs varies by geography. Some transcripts report clear, sizable numbers: "We were 7,721 last year, so." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx), "I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), "So we have been involved ... about 52 smoke alarms" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), and "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations" (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). Other geographies report qualitative gains only or say “no change.” Explanation/hypothesis: local capacity (partner readiness, volunteer pipelines, availability of alarms), preexisting partner networks, and prioritization of densely populated vs rural targets influence whether a geography reports large counts. Where CAP engaged established partner networks or region leaders that could mobilize volunteers (e.g., Mark Beddingfield’s region), outcomes scale; where partners are small or reporting is weak (e.g., Kristi Collins describing only "probably a dozen fire clients"), outputs remain modest.  
- Equity‑driven targeting can reduce total device counts while increasing impact per household. Several region staff report that focusing on rural or high‑need pockets lowered total alarm counts: "this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Hypothesis: targeting high‑need, low‑density pockets reduces the “volume” metric but increases the proportionate impact in underserved communities; therefore, counts fall even as equity goals are met.  
- Variation in CAP‑team involvement and locus of action. Some geographies record CAP teams as leading installs or coordinating events (e.g., Cindy Magnuson’s mini‑campaigns), while others say CAP has little direct role and primarily supports indirectly (e.g., Shawn Schulze: "CAP is really, there's really nothing that the CAP team has done to support on that"). Hypothesis: local staffing, CAP team mandates, and region/chapter priorities (some deprioritize prevention) shape whether CAP is a central implementation actor or a facilitator.  
- Different emphases by role type. Using the frequencies you provided, CAP Staff appear in the dataset 10 times, Region Staff 9 times, and Chapter Staff 3 times for the factors‑contributing code. CAP staff quotes often emphasize process changes, partner coordination, and local service delivery (e.g., Glama Carter, Nate Millard, Hansel Ibarra describing training, calendars, facilitating metric attainment). Region staff quotes more often supply region‑level outcomes, target totals, and strategic reframing (e.g., Mark Beddingfield’s 7,721; Priscilla Fuentes on reframing). Chapter staff comments are present but less frequent in the excerpt set; when present they emphasize on‑the‑ground events and outcomes (e.g., Jennifer Capps' partner events and distributions). Hypothesis: occupational role shapes perspective because CAP staff are implementation‑focused and report operational adaptations, region staff are tasked with targets and metrics and therefore report totals, and chapter staff operate at event level and emphasize local partnerships and wraparound supports.  
  
3) Why some geographies report measurable increases while others do not  
- Where transcripts report clear numeric increases it is usually because: (a) CAP or partners directly led or resourced multiple install events, (b) there was a preexisting partner capable of converting support into installs, or (c) chapter/region reporting captured totals. Examples: Mark Beddingfield’s region: "We were 7,721 last year, so." (Region\_Chapter\_\_Mark\_Beddingfield) and Shawn Schulze’s partner installs: "150 or, you know, maybe 200 alarms" (Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze). By contrast, geographies that report little change typically cite lack of need claims, non‑engagement, or that activity happened outside CAP areas (e.g., "Honestly, I know nothing about it because I get told consistently that we're not needed there." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; "We have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Hypothesis: local determination of CAP geographic scope, partner readiness, and the chapter’s operational priorities determine whether CAP yields measurable, credited increases.  
  
4) Measurement, reporting and attribution issues as a persistent cause of divergent perspectives  
- Multiple transcripts explicitly state that numbers are not tracked by the CAP team or that reporting boxes fail to capture the local partner work, producing divergent perceptions: "So the numbers on that, I don't have numbers because that's not something that we collect and that's somebody else." (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) and "It's hard to capture that in that monthly report because it doesn't fit into the boxes." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Hypothesis: because CAP was implemented as a capacity‑building and partner‑focused intervention rather than a centralized install‑count program, the available evidence tilts qualitative, making cross‑site aggregation and attribution to CAP difficult.  
  
5) Incorporating the provided frequency differences into interpretation  
- You provided a chart showing the "Factors contributing to changes..." code had 22 occurrences overall, with CAP Staff appearing 10 times, Region Staff 9 times, and Chapter Staff 3 times. Geographically, Lee FL appears 3 times (the largest geographic count), multiple geographies appear twice, several once, and Terrebonne LA 0. Interpretation/hypothesis: the preponderance of CAP Staff and Region Staff voices in the coded sample explains the recurrent themes of partner coordination, reframing of metrics, and targeted rural work—these roles are closest to designing and operationalizing CAP strategy. The higher number of Lee FL mentions suggests that in that geography CAP‑partner events and mini‑campaigns were especially visible (Cindy Magnuson and Josh Riddle both contributed actionable event anecdotes). Terrebonne LA’s zero count suggests that in some CAP geographies there was either no relevant Home Fire Campaign activity captured by these interviews or no extracts addressing the specific question, contributing to an uneven geographic picture in the dataset.  
  
Synthesis and final evaluation  
- What is consistent across geographies? CAP’s principal mechanism—partner activation, training, and localized targeting—is repeatedly identified as the pathway through which Home Fire Campaign activity has been sustained or changed. Verbatim examples: "Our partners sent us what they had, and we created this calendar so that our partners could lend themselves volunteers." (CAP\_Staff\_\_Glama\_Carter) and "The CAP team has supported that program by helping install smoke alarms in the area." (Region\_Chapter\_Tamica\_Jeuitt). Staff across roles repeatedly link partner relationships to improved access and event efficiency: "we went to targeted areas with people who allowed us to do it ... it maximized the time and the resources because we knew the addresses" (CAP\_Staff\_\_Glama\_Carter).  
- What is inconsistent? Whether those partner‑driven activities produced measurable, jurisdiction‑level outcome increases. Some places report event‑level counts or region totals ("We were 7,721 last year, so." — Region\_Chapter\_Mark\_Beddingfield; "I'm not talking about a ton of numbers, but still 150 or, you know, maybe 200 alarms" — Region\_Chapter\_Shawn\_Schulze; "So we have been involved ... about 52 smoke alarms" — CAP\_Staff\_Hansel\_Ibarra). Others report no recognized change or that CAP activity occurred outside CAP geographies ("No. ... partnerships that we have developed ... are continuing to participate." — CAP\_Staff\_Gaby\_Perez\_Albarracin; "we have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." — CAP\_Staff\_Margarita\_Moreno).  
- Likely explanation(s): local capacity differences (size/skill of partner organizations, volunteer availability), targeted equity choices (rural/low‑density focus reduces totals but increases per‑household impact), reporting responsibilities (CAP teams often do not collect aggregated install metrics), and organizational prioritization shifts (some regions deprioritize prevention metrics) together explain why some geographies show measurable increases while others do not.  
  
Concluding appraisal (evidence‑based, synthesis): Across the provided transcripts, CAP is widely credited with changing how Home Fire work is delivered—moving toward partner‑led installations, appointment‑based or targeted approaches, integrated education, and a reframing toward "homes made safer" and relationship building. These shifts are repeatedly corroborated in verbatim comments across geographies (examples cited above). Where measurable outputs are reported they tend to be at the event or region level (e.g., 40 homes in a morning, events serving ~100 people, 52 alarms, 150–200 alarms, region total 7,721). However, the documents consistently note gaps in centralized measurement and attribution (staff repeatedly say they do not hold the numbers or that reporting systems do not capture partner activities), and some geographies report non‑engagement or activity outside CAP areas. Therefore, the available evidence supports a clear conclusion about CAP’s operational effects (partner activation, training, targeting, and a shift in outcome framing) while offering only partial, geographically uneven quantitative evidence that CAP uniformly increased Home Fire Campaign outcomes across all CAP jurisdictions. The most plausible synthesis is that CAP produced local, partner‑driven gains in many places (documented in event counts and anecdotes), but systemic measurement, reporting structures, and differing local constraints prevented a consistent, organization‑wide quantified attribution of those gains to CAP.  
  
(End of essay.)

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Home Fire Campaign outcomes outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, the reviewed documents indicate that while CAP has influenced strategy, partner engagement, and local practice—prompting targeted deployments, appointment-based outreach, and ad hoc partner-led installations—there is inadequate quantitative evidence to assert systematic changes in Home Fire Campaign outcomes outside CAP jurisdictions since CAP launched. Multiple respondents explicitly note data gaps, underreporting, and limited visibility, and organizational constraints (staff shortages, waitlists, and de-prioritization of prevention targets) likely limit measurable shifts. Some regions reported localized improvements or stabilization of prior declines, and several accounts describe CAP opening doors and increasing partner activity, but these are anecdotal and not tied to consistent outcome metrics across non-CAP areas. In short, available transcripts point to plausible pathways for change and a mix of localized effects, yet they do not provide the systematic, numeric outcome data needed to conclude that Home Fire Campaign outcomes outside CAP jurisdictions have materially changed because of CAP.  
Analysis  
The documents consistently report that measurable outcome data for Home Fire Campaign work outside CAP jurisdictions are lacking or incomplete. For example, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx stated, 'As far as just direct numbers, I don't have that,' and Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx recorded 'I did not get that far,' both of which underscore limited data collection or visibility. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx further summarizes that 'There is insufficient information in the document to describe changes in Home Fire Campaign outcomes outside of the CAP jurisdiction,' so while many interviews describe activities and perceptions, none provide systematic before/after metrics (for example, alarm-install counts or incident-rate changes) that would allow a quantified assessment of changes outside CAP areas.  
Multiple sources describe a shift toward more targeted, needs-based deployment of Home Fire Campaign resources outside CAP jurisdictions rather than blanket canvassing. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported that 'we need to focus on where the impact is' and consider not placing smoke alarms where they are not needed, while Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx described reframing targets so 'it can be a region or chapter wide number and we can target areas that need it.<a href="#Please describe any changes in Home Fire Campaign outcomes outside of the CAP jurisdiction since the launch of CAP.-s-link1"><sup>[1]</sup></a>' Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx added that some events shifted to appointment-driven follow-up—'we held a preparedness fair and at the fair took appointments'—which narrows who receives in-home follow-up and changes the delivery model outside CAP areas.  
1. it can be a region or chapter wide number and we can target areas that need it.  
Several interviews indicate that local fire departments and partner organizations are performing smoke-alarm installs and supporting appointment-based work outside CAP jurisdictions. For example, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx notes that 'The Yazoo County Fire Department ... has been doing some installs outside of Red Cross,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reported 'we've had a few of our partners volunteer for the smoke alarm installations.<a href="#Please describe any changes in Home Fire Campaign outcomes outside of the CAP jurisdiction since the launch of CAP.-s-link2"><sup>[2]</sup></a>' Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx observed that 'CAP went and supported and we brought more appointments which were successfully installed,' indicating ad hoc CAP support augmented partner-led installation efforts outside CAP areas, though these accounts remain anecdotal rather than systematically quantified.  
1. we've had a few of our partners volunteer for the smoke alarm installations.  
Multiple respondents reported no clear, observable change in Home Fire Campaign outcomes outside CAP jurisdictions, describing operations as continuing in a similar manner. For instance, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx said 'the program here particularly has been running pretty smoothly,' Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx summarized 'They did a good job this year,' and Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx observed 'don't see it changing the approach.' These comments reflect a common perception of continuity rather than measurable improvement or decline across many non-CAP areas.  
Several documents identify structural limits—staffing shortages, waitlists, and organizational deprioritization—that constrain Home Fire Campaign outputs outside CAP jurisdictions. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx noted 'Not having enough caseworkers,' which reduces follow-up capacity, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reported 'a significant decrease in goals around both homes made safer and around people prepared,' reflecting formal deprioritization, and Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx observed 'a big wait list for the on demand services.' Together these constraints help explain why measurable outputs outside CAP areas may stagnate or decline even where strategies or awareness have shifted.  
Additional Insights  
In at least one region, explicit selection of small, rural communities led to sharply lower aggregate installation totals. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reported 'this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half,' which is a direct, localized account attributing reduced campaign output to deliberate geographic and programmatic choices rather than to CAP-driven effects per se.  
Some respondents reported localized improvements or stabilization in performance metrics that could reflect better outcomes in particular non-CAP areas. For example, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx stated 'We actually exceeded our target for this year's first time,' and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx observed that a 'five year downward trend ... finally kind of leveled off.' These comments point to pockets of performance gain or trend stabilization outside CAP areas, but both are offered without comparative Home Fire Campaign outcome metrics or causal attribution to CAP activity.  
Several interviewees uniquely emphasized that CAP's presence increased visibility and opened access in neighboring areas, even if measurable Home Fire outcomes were not yet evident. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx said 'by CAP participating in these new events ... is actually really starting to open up doors,' and Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx added that 'their presence is just a pick me up' and reinforces 'one Red Cross.' These reflections highlight a distinct, qualitative effect—improved access and morale—that may be a precursor to outcome change, though interviewees did not supply systematic outcome evidence to confirm that progression.

#### Comparison across segments

Analysis across Groups occupation

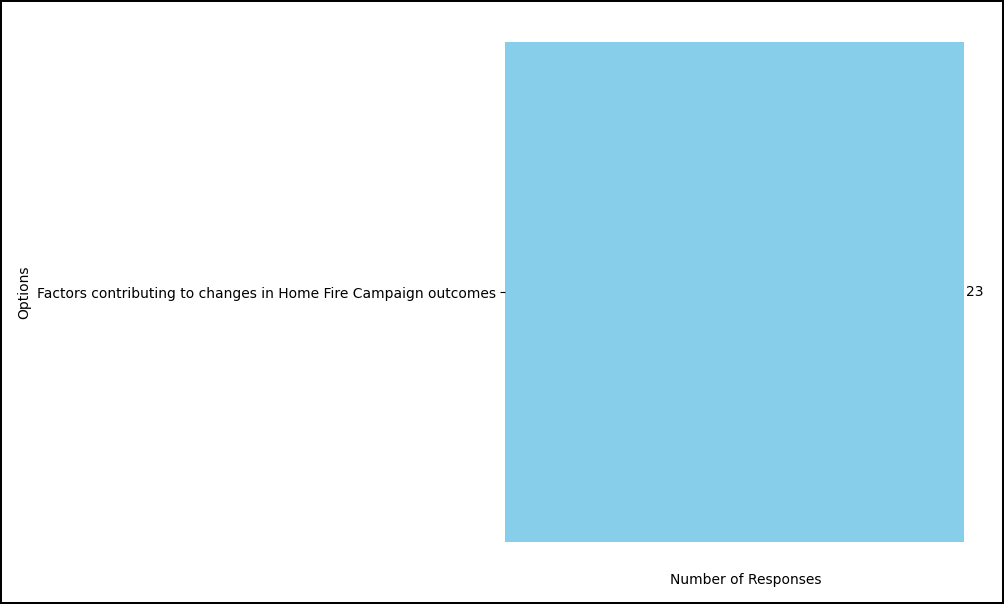
CAP Staff viewpoint: CAP Staff consistently report operational or procedural changes observed outside CAP jurisdictions but state that measurable Home Fire Campaign outcome changes are largely unobserved or unmeasured. In 9 CAP Staff transcripts (out of 23 coded items), CAP staff describe occasional CAP involvement beyond CAP boundaries, shifts in targeting or delivery approach, and pragmatic impressions about whether those changes produced measurable outcomes. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx records that CAP resources were used outside CAP areas: "We have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." That quote documents CAP acting outside its footprint but does not assert population-level outcome change. Another CAP Staff view emphasizes continuity rather than systemic change: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx states, "Yeah, it still seems pretty transactional to me, meeting some metrics." That statement highlights a CAP-Staff-perceived persistence of metric-driven activity outside CAP jurisdictions and supports the CAP-staff perspective that, despite procedural involvement, clear outcome shifts beyond CAP areas have not been documented.  
  
Region Staff viewpoint: Region Staff typically report mixed operational trends outside CAP jurisdictions characterized by organizational reprioritization, localized targeting choices, and evidence gaps that make assessment difficult. Across 7 Region Staff transcripts, respondents report that some areas saw fewer installations or programmatic pivots while other areas saw targeted improvements where partnerships were built. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx observes programmatic shifts and lower totals after targeting rural communities: "Like, this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half." That quote documents an operational decision that reduced aggregate installation counts outside CAP areas. At the same time, Region Staff flag measurement and data challenges: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports data-capture limits that constrain conclusions: "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls." That quote shows regions lack complete referral/data flows, which undermines definitive claims about outcome change beyond CAP jurisdictions.  
  
Chapter Staff viewpoint: Chapter Staff emphasize localized operational realities—data gaps, partner-driven installations, and discrete measurable efforts—while reporting limited evidence that CAP launch produced broad outcome changes outside CAP jurisdictions. In 7 Chapter Staff transcripts, respondents describe both concrete activity (install events, volunteer support) and blunt inability to detect region-wide shifts. For instance, Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx documents a concrete chapter-level installation effort: "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team." This quote shows that chapters documented measurable activity where CAP methods were used locally, though it does not claim this changed non‑CAP jurisdiction outcomes at scale. Conversely, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx gives a succinct negative assessment of observable regional change: when asked about trends outside CAP, the reply was "No, I don't think so." That direct quote captures the chapter-level perception that there is no detectable change in non‑CAP Home Fire Campaign outcomes.  
  
Cross-category comparison and contrasts: Across the three occupational categories (9 CAP Staff transcripts, 7 Region Staff transcripts, 7 Chapter Staff transcripts), a clear pattern emerges in vantage and emphasis. CAP Staff (9 of 23 coded items) emphasize procedural replication, occasional outside‑jurisdiction support, and strategic targeting changes while consistently noting a lack of measurable outcome evidence beyond CAP areas (e.g., Margarita: "We have CAP has supported... but it wasn't in a cap jurisdiction." and Cindy: "Yeah, it still seems pretty transactional to me, meeting some metrics."). Region Staff focus on organizational targets, programmatic pivots, and observed variability in outputs—reporting explicit decreases where rural targeting lowered totals (Priscilla: "that really, really cut our number in half.") while also documenting data- and priority-driven declines (Barry: "Well, I think that organizationally we are deprioritizing that work... We saw a significant decrease in goals around both homes made safer and around people prepared."). Chapter Staff concentrate on operational delivery and evidence gaps at the local level—documenting discrete capacities such as "organizing 200 smoke alarm installations" (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx) and simultaneously reporting incomplete visibility: "One of the things we have been able to discover ... we're not getting all those calls." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). These cross-category quotes illustrate contrasts in perspective: CAP Staff report procedural influence and targeted activity without claiming measurable external outcome shifts; Region Staff point to re-prioritization and localized decreases or increases in metrics; Chapter Staff show concrete operational work and identify data gaps that limit cross-jurisdiction assessment.  
  
Hypotheses explaining divergent or aligned perspectives: (1) Role-based vantage hypothesis — CAP Staff are program designers/operators focused on piloting and scaling approaches; their contact network and objectives lead them to describe replication efforts and procedural shifts (e.g., Margarita’s outside support) while simultaneously lacking full surveillance of non‑CAP outcomes (Cindy’s "transactional" assessment). (2) Incentive/measurement hypothesis — Region Staff operate under chapter/region-level targets and resource trade-offs; when leadership reprioritizes (Barry: "organizationally we are deprioritizing that work") or intentionally targets rural areas (Priscilla: "we picked a whole bunch of rural and little communities... cut our number in half"), their reports emphasize measurable target changes and programmatic trade-offs. (3) Data-access hypothesis — Chapter Staff are closest to installations and local referrals (Lisa: "organizing 200 smoke alarm installations") but report incomplete referral and call capture (Tamica: "we're not getting all those calls"), which produces cautious or negative answers ("No, I don't think so." — Caedy). Together these hypotheses explain why CAP Staff stress procedural diffusion, Region Staff highlight target and priority shifts, and Chapter Staff emphasize operational capacity and data gaps.  
  
Influence of sampling and geographic variation on perspectives: The coded counts show CAP Staff contributed 9 of 23 content items tagged to "Factors contributing to changes in Home Fire Campaign outcomes" while Region Staff and Chapter Staff each contributed 7 of 23; that distribution means CAP Staff voices are modestly more represented (+2 items) in the evidence set. Geographic tagging also varied: for example, Butte CA appears 3 times in the geography counts while many other locations appear once or twice; such geographic clustering can produce locally specific observations (for example, rural targeting that "cut our number in half" in Priscilla's region) that are not generalizable. These sample and geography imbalances plausibly explain why transcripts report heterogenous local effects—some transcripts note stable or improved targets ("We actually exceeded our target..." — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx), others report declines or deprioritization (Barry), and many emphasize inadequate data capture (Tamica, Alicia's "we finally kind of leveled off" but with no CAP attribution). Therefore, observed differences across occupational categories likely reflect both distinct job perspectives and uneven sampling/geographic concentration of documented experiences.  
  
Synthesis and conclusion: All three occupational groups converge on one central empirical point in these transcripts: there is insufficient systematic, cross‑jurisdiction quantitative evidence in the reviewed material to assert that Home Fire Campaign outcomes outside CAP jurisdictions have changed in a measurable, attributable way since CAP launched. CAP Staff document procedural replication and ad hoc outside support ("We have CAP has supported..." — Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), Region Staff document organizational prioritization and target shifts that altered aggregate numbers in places ("that really, really cut our number in half." — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and Chapter Staff document concrete local activity alongside referral/data gaps ("The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations" — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx; "One of the things... we're not getting all those calls." — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Taken together, the occupationally differentiated evidence points to plausible pathways by which CAP methods could influence non‑CAP jurisdictions (partner engagement, targeted deployments, training and visibility), but the transcripts uniformly lack the quantitative before/after or attributional data required to conclude that Home Fire Campaign outcomes outside CAP jurisdictions have demonstrably changed since CAP’s launch.

Analysis across Groups Geography

Tulare CA — Shared viewpoint: CAP-supported activity occurred outside CAP-designated areas, but interviewees could not point to quantified, jurisdiction‑wide outcome changes. The Tulare respondent framed the observation as an occurrence rather than an evaluated effect: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We have CAP has supported with like a home fire campaign but it wasn't in a cap jurisdiction." This sentence confirms CAP personnel or resources have been deployed beyond the CAP footprint, but the document goes on to describe appointment-based outreach, individual household benefits, equity-focused planning, and capacity constraints rather than presenting aggregated outcome metrics. For example the same file records operational practice changes—"we held a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed interest"—and cites an individual beneficiary saying, "we've actually been trying to get smoke alarms for over a year from our landlord because we don't have any working smoke alarms." Those verbatim quotes show tangible, household-level effects and delivery changes, but the document contains no numeric before/after counts or regional attributions that would allow concluding CAP changed Home Fire Campaign outcomes outside CAP jurisdictions at scale.  
  
Sarasota FL — Shared viewpoint: Local CAP staff in Sarasota reported no observed changes beyond their chapter or had limited visibility into region-level Home Fire Campaign outcome shifts. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states plainly, "No, I did not. I quite frankly did not. We work very closely again with the Sarasota chapter. So not to the regional level, not for home fire." That quote indicates the speaker’s vantage is chapter‑level and that they observed no evidence of CAP-driven outcome changes outside their immediate area. By contrast, the regionally focused Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx (which is also mapped to Sarasota/Lee) notes a positive regional performance trend—"We actually exceeded our target for this year's first time. And I think three years." Krista Coletti links that improvement to targeted outreach: "So when the team kind of sat down and looked at that data and saw the declines, they were able to do some aggressive outreach to fire departments." Together these documents within the Sarasota/region grouping reflect a consistent pattern: local CAP staff may report no observable spillover beyond chapter borders, while regional staff report trend changes tied to targeted outreach—yet neither provides quantified Home Fire Campaign outcome measures explicitly attributable to CAP beyond its footprint.  
  
Cameron TX — Shared viewpoint: Respondents from Cameron-area documents describe practice shifts toward partner engagement and report no clear, attributable outcome changes outside CAP areas. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx observes a behavioral change in outreach: "I'm seeing that shift where like the local DCS individual go out and, and talk more to local nonprofits." That passage documents a shift in who staff engage and how, mirroring CAP’s relational approach. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx offers a compensating perspective on outcomes: "Not really. They did a good job this year." Shawn Schulze explicitly frames CAP's external influence as minimal for measured home‑fire outcomes—"CAP is really, there's really nothing that the CAP team has done to support on that." Together the Cameron TX documents show agreement that CAP methods (partner-building, outreach) are being noticed and sometimes emulated, but the chapter/region respondents do not claim documented outcome shifts outside CAP jurisdictions.  
  
Terrebonne LA — Shared viewpoint: Documents mapped to Terrebonne LA indicate planning and outreach diffusion but contain no direct, attributable quotations about outcome change outside CAP jurisdictions. The available materials for Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx describe outreach to the region and volunteer firefighter willingness to help, but there are no verbatim quotes in the reviewed excerpt to support or quantify outcome change. Therefore, for Terrebonne LA there is process‑level evidence (awareness raising, partner conversation) but no direct, quoted outcome data to demonstrate Home Fire Campaign results changed outside CAP.  
  
Yazoo MS — Shared viewpoint: Yazoo respondents describe data and referral gaps, some local fire‑department installations, and ongoing coordination—qualitative signals of increased activity but no quantified, chapter‑wide outcome change. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "One of the things we have been able to discover through our disaster services team is that we're not getting all those calls," and admits, "direct numbers, I don't have that." The transcript also documents partner activity: "The Yazoo County Fire Department has, has been doing some installs outside of Red Cross. So they're now getting to the point where they're taking. It's giving them the resources and they're responding to install some of those alarms in the area." Those verbatim lines show both measurement limits and operational activity (local installs and improved coordination), but the document does not provide aggregated metrics that would allow concluding Home Fire Campaign outcomes outside CAP changed in magnitude since CAP’s launch.  
  
Madison TN — Shared viewpoint: Madison‑mapped documents emphasize capacity constraints and a perception of stability rather than documented outcome change outside CAP. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx highlights a structural limitation: "Not having enough caseworkers, you know, just having to go back to the same, well, you know, too often." That staffing shortage is framed as a constraint on follow‑up and recovery work outside CAP areas. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx expresses stasis: "No, that's typical blue sky work. I don't see it getting less, don't see it getting more, don't see it changing the approach." Those quotes together show a shared perspective—practical constraints (caseworker shortages) and an experiential impression of overall steadiness—without providing quantitative evidence that Home Fire Campaign outcomes outside CAP changed.  
  
Atlantic NJ — Shared viewpoint: Atlantic‑area documents report occasional CAP assistance and an influence on regional practices but do not attribute measurable, jurisdiction‑wide outcome changes to CAP. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx states, "I know that we assisted during our home fire campaign last year in Atlantic City." That documents a concrete, local instance of CAP support. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx foregrounds perceived influence: "I think the biggest impact is the influence that they're having on the way that we would like to do DAT response," and adds that a "hyperlocal" resource guide is "absolutely essential." These verbatim excerpts show CAP serving as both operational support in at least one campaign and a model for practice elsewhere, but again no site provides quantified outcome data demonstrating CAP caused changes in Home Fire Campaign outcomes across Atlantic NJ outside CAP jurisdictions.  
  
Montgomery AL — Shared viewpoint: Montgomery‑mapped documents report no observed external outcome influence to date and describe planned replication efforts and measurable CAP-era activity within CAP areas. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx states, "I don't think that that yet has had an influence on home fire responses outside of our jurisdiction. We've only worked on making a change there inside the jurisdiction." That quote makes a clear negative claim about observed spillover. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx documents CAP success locally—"The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations, easing the burden on the busy Disaster Cycle Services (DCS) team"—and a replication pathway—"CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties." Together these quotes reflect a shared view: measurable CAP activity exists within CAP areas (200 installs cited), replication is planned, but at interview time there was no observed measurable influence on Home Fire Campaign outcomes outside the CAP jurisdiction.  
  
Jackson OR — Shared viewpoint: Jackson‑area documents report that program targeting choices (toward small, rural communities) reduced aggregate installation totals outside CAP and that CAP has been narrow in geographic focus. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explicitly states, "Like, this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half." Priscilla also said CAP had been concentrated: "They're not integrated. They've been really, really focused on Jackson county only and only recently in this fiscal year have started to expand beyond Jackson county." These verbatim quotes indicate a programmatic pivot (targeting different communities) and reduced aggregate installs in non‑CAP areas, offering an explanation for measured declines—yet the document does not present region‑level before/after numerical outcome data tied causally to CAP's launch.  
  
Lee FL — Shared viewpoint: Lee‑mapped documents indicate perceptions of transactional, metric‑driven non‑CAP activity and simultaneous reports of improved regional targets in some contexts. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx characterizes broader activity as "pretty transactional"—"Yeah, it still seems pretty transactional to me, meeting some metrics." Meanwhile Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reports, "We actually exceeded our target for this year's first time." Together these quotes show a shared perspective across Lee/region documents: local staff perceive much non‑CAP Home Fire work as metric‑focused and transactional, while region staff report target attainment possibly due to targeted outreach—again with no uniform, quantified attribution of outcome changes outside CAP to CAP interventions.  
  
Monterrey CA — Shared viewpoint: Monterrey‑mapped documents report local continuity in program delivery alongside increased partner volunteer engagement, but provide no aggregated outcome shifts outside the CAP footprint. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx says, "No, no. Again, the program here particularly has been running pretty smoothly." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx records partner support: "we've had a few of our partners volunteer for the smoke alarm installations." Those verbatim examples show a pattern: ongoing, smoothly running non‑CAP programs with partner assistance, but the documents do not quantify changes in Home Fire Campaign outcomes outside CAP jurisdictions.  
  
Butte CA — Shared viewpoint: Butte‑mapped documents show both perceptions of downward trends and evidence of strategic targeting and metric reframing—multiple respondents provide slightly divergent but complementary views because this geography has the largest number of related transcripts. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx states, "I'd have to go back and look at the home fire camp. I mean, it's down everywhere," and adds strategic targeting: "I think one of the things we've learned from the CAT programs is we need to focus on where the impact is." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx explains a structural change: "I think the region is understanding now... that it can be a region or chapter wide number and we can target areas that need it." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx succinctly answers, "No, I don't think so," to whether they saw broader outcome changes. These three verbatim quotes—coming from multiple Butte‑related sources—illustrate why Butte CA shows richer, more nuanced reporting: respondents note anecdotal declines, explain strategic redirection toward high‑impact areas, and note uncertainty about measurable outside‑CAP changes. The fact that Butte CA appears with three documents in the dataset (the largest geography count) yields greater evidentiary richness but still no definitive quantitative evidence attributing outcome changes outside CAP to CAP’s launch.  
  
Mississippi AR — Shared viewpoint: Mississippi‑mapped documents present conflicting signals at the outcome level—one staffer reports increased in‑person responses while another reports organizational deprioritization and decreased prevention goals outside CAP. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx observes, "Yeah, I think that the number of in person home fire responses has gone up." In contrast Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports, "we saw a significant decrease in goals around both homes made safer and around people prepared" and that "organizationally we are deprioritizing that work." These verbatim quotes highlight a heterogenous picture in Mississippi AR: some operational responses (in‑person visits) are increasing locally, while organizational goal‑setting has reduced prevention targets—together suggesting local variations in practice and in the ability to translate activity into measured Home Fire Campaign outcomes outside CAP jurisdictions.  
  
Lake IN — Shared viewpoint: Lake‑mapped documents describe geographic selection away from CAP core areas and suggest CAP activity raises visibility, but they do not present quantified outcome shifts outside CAP. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reports selection logic: "they preference their home fired campaign with the chapter is that they do them in the, the county, but not in the core areas where CAP is," and claims CAP participation "is actually really starting to open up doors." Those verbatim statements show alignment across Lake‑mapped documents: non‑CAP campaigns are happening in different localities and CAP participation improves access and awareness, yet the documents do not provide the numerical data needed to claim systematic changes in Home Fire Campaign outcomes outside the CAP jurisdiction.  
  
Chatham GA — Shared viewpoint: Chatham‑mapped documents describe disrupted operations and trend stabilization, but they do not attribute those changes to CAP across non‑CAP areas. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx states, "We've been on like a five year downward trend and we finally kind of leveled off," and documents hurricane‑related disruption followed by recovery—"we were able to catch up the second half of the year and hit our number." Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx focuses programmatically: "I definitely think that there's a push for more vulnerable neighborhoods... trailer parks and different areas that possibly hold folks who are undocumented." Together the quotes show shared perspectives—trend leveling and programmatic refocusing—without presenting explicit evidence linking those changes to CAP interventions outside CAP jurisdictions.  
  
Lake CA — Shared viewpoint: Lake‑mapped comments mirror nearby Butte CA observations—perceived declines and targeted reallocation—yet contain no quantified, outside‑CAP outcome measurements. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx remarks, "I'd have to go back and look at the home fire camp. I mean, it's down everywhere," and gives targeting logic about mobile homes: "Sacramento is a really good example... most of what we respond to is in mobile homes." These verbatim quotes reiterate strategic reallocation and anecdotal declines but do not supply the quantitative data required to conclude how Home Fire Campaign outcomes outside CAP have changed.  
  
Warren KY — Shared viewpoint: Warren‑mapped documents provide an example of scaled‑down appointment events that excluded CAP involvement and therefore limited CAP’s influence on non‑CAP outcomes. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx says, "But when we took it down to just like a small appointment based event, I think CAP was left off the hook for that and it was in an outlying county." This quote demonstrates that at least one outlying‑county event was intentionally conducted without CAP participation—an operational choice that reduces the opportunity for CAP to influence Home Fire Campaign outcomes in those places.  
  
Cross‑category comparison and explanatory hypotheses — Shared patterns and contrasts: Across the geographic sub‑categories, three consistent patterns emerge from the verbatim evidence. First, multiple geographies document CAP influence on practice—greater partner engagement, hyperlocal resource guides, and targeted outreach—without supplying robust, aggregated outcome metrics outside CAP. Representative quotes: "I'm seeing that shift where like the local DCS individual go out and, and talk more to local nonprofits." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "That like having that kind of resource guide that's like really hyperlocal is, is absolutely essential" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). These statements show practice diffusion even where outcome measurement is absent. Second, several geographies report programmatic targeting that reduced aggregate installation totals (e.g., choosing small rural communities or focusing on 'homes made safer' rather than alarm installs), which could be interpreted as deliberate reallocation rather than universal decline. For example, "Like, this last year we picked a whole bunch of rural and little communities and didn't do a lot of big numbers. And that really, really cut our number in half." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Third, many respondents across geographies explicitly stated no observed changes outside CAP or limited visibility to assess changes: "I don't think that that yet has had an influence on home fire responses outside of our jurisdiction." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "No, I did not. I quite frankly did not." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx).  
  
Why different geographies yield diverse perspectives or show no clear change: several hypotheses explain the variation and the frequent lack of quantifiable outcome evidence outside CAP jurisdictions.  
  
- Data availability and reporting scope: multiple transcripts explicitly cite missing data or under‑reporting—"we're not getting all those calls" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and "direct numbers, I don't have that." This limits detection of change and produces many “no observed change” responses.  
- Stage and scale of CAP replication: in geographies where CAP is concentrated and replication is nascent, respondents expect future spillover but report none yet—"They're not integrated. They've been really, really focused on Jackson county only and only recently ... started to expand" (Priscilla Fuentes). Where structures (CMTs, liaisons) are in place, respondents describe plans for scaling (Lisa Johnson: "CMTs are the evolution of CAP"), but planned replication has not yet translated into measurable non‑CAP outcomes at interview time.  
- Local operational choices and targeting logic: when chapters deliberately target high‑impact or underserved pockets (mobile homes, trailer parks, or small rural towns), aggregate installation counts can fall even if impact per household rises—Jacquelyn Clites: "what if this area just really doesn't need smoke alarms? Let's not put smoke alarms there, let's put them someplace else." Those strategic reallocations produce heterogeneous outcome trends across geographies.  
- Organizational prioritization and resources: some regions explicitly de‑prioritized prevention goals—"we saw a significant decrease in goals around both homes made safer and around people prepared." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx)—which would lower measurable Home Fire Campaign outputs independent of CAP influence.  
- Local shocks and seasonal effects: disasters (hurricanes in Chatham GA) temporarily suppress Home Fire Campaign activity and then produce catch‑up effects, confounding causal attribution to CAP.  
- Heterogeneous baseline capacity and partner networks: where volunteer fire departments or community partners are willing and resourced (Monterrey CA, Yazoo MS, Terrebonne LA), respondents report increased installations or partner involvement ("we've had a few of our partners volunteer for the smoke alarm installations." Michelle\_Averill), suggesting local networks mediate whether CAP approaches translate into outcomes outside CAP.  
  
Incorporating frequency differences: the dataset’s geography counts show Butte CA has the largest number of related transcripts (3) while many geographies have one or two and some have none in this excerpt (e.g., Terrebonne LA showed no quoted lines here). That distribution matters: locations represented by more transcripts (Butte CA, Butte’s three quotes above) provide richer, sometimes internally contradictory evidence—anecdotal declines, strategic retargeting, and uncertainty about external changes—whereas geographies with single or zero quotes produce either a single narrative (e.g., Priscilla in Jackson OR describing reduced install totals) or no direct evidence. Consequently, the apparent absence of measurable changes outside CAP jurisdictions may partly reflect coverage bias in the transcript sample: some geographies simply lack the number of observations necessary to detect pattern consistency.  
  
Synthesis and final assessment: across the geographic categories, respondents consistently describe three phenomena—(1) CAP has influenced practice (partner‑building, outreach methods, and hyperlocal resource tools), (2) programmatic targeting and organizational prioritization have changed where and how campaigns are run, and (3) data and capacity constraints prevent firm, quantitative conclusions about Home Fire Campaign outcome changes outside CAP jurisdictions since CAP’s launch. Representative verbatim evidence includes statements that CAP "has supported with like a home fire campaign but it wasn't in a cap jurisdiction" (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx), that regions "picked a whole bunch of rural and little communities and didn't do a lot of big numbers" (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx), and that "one of the things we have been able to discover... is that we're not getting all those calls" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Those direct quotations encapsulate the central findings: CAP activity and methods have diffused in practice and planning, but the available transcripts do not contain the systematic, numerical outcome data required to conclude that Home Fire Campaign outcomes outside CAP jurisdictions have changed in a measurable, attributable way since CAP launched.  
  
Overall recommendation (implicit in synthesis): to move from plausible mechanisms and anecdote to rigorous assessment across geographies, collect standardized outcome metrics (install counts, households made safer, referral volume) with consistent geographic tagging and close gaps in call/referral capture—only then can regional comparisons and causal attributions about CAP’s influence on non‑CAP Home Fire Campaign outcomes be robustly determined.

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact Home Fire Campaign outcomes?

#### Summary across all documents

Summary  
Overall, the documentation shows that CAP strategies and resources have plausibly and concretely improved Home Fire Campaign inputs and some localized outputs—through partner referrals, partner‑led events, in‑community training, micro‑resourcing, and rapid partner mobilization—producing examples of hundreds of alarms in one county, roughly 52 installs in another, and a campaign event where CAP partners supplied the majority of installers. However, impacts are heterogeneous: multiple chapters reported limited or no CAP support in practice, and operational bottlenecks (volunteer recruitment, partner follow‑through, training buy‑in, and onboarding friction) consistently constrained conversion of referrals into completed installs. CAP clearly enabled added services and broader post‑fire supports in targeted cases and fostered promising mechanisms for scale (partner‑direct models, train‑the‑trainer, targeted regional goals), but the available evidence is largely qualitative and episodic and lacks standardized, attributable before/after metrics across jurisdictions. To determine the precise extent of CAP's effect on Home Fire Campaign outcomes would require systematic outcome tracking (consistent install counts attributable to CAP, referral→service conversion rates, and cross‑jurisdictional comparisons) and attention to the operational constraints identified by staff so partner capacity and volunteer pipelines can scale. Overall, CAP appears to be a valuable enabler with demonstrated local successes and clear pathways for greater impact, but program‑level estimates of magnitude are not supportable from the documents provided.  
Analysis  
CAP activity coincided with measurable, localized increases in Home Fire Campaign outputs in several jurisdictions, though program-level quantification is limited. For instance, Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx stated, 'Well, there's been an increase since the CAP program began and there are a couple of reasons for that and there's the potential for an even bigger increase based on some recent meetings,' and that 'And so that in itself has been, has had an impact on the homes made Safer campaign here in Montgomery County' with concrete language that 'It's just it was hundreds of smoke alarms.<a href="#To what extent did/could CAP strategies or resources impact Home Fire Campaign outcomes?-s-link1"><sup>[1]</sup></a>' Complementing that, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reported 'So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms,' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described a Sound the Alarm event where 'CAP partners made up 70% of the... team that went out and installed,' suggesting CAP partners materially increased capacity for at least some events. These accounts collectively document local, tangible outputs (individual events and counts) but they are episodic and lack consistent before/after or cross-jurisdictional metrics to infer a standardized program-wide effect.  
1. It's just it was hundreds of smoke alarms.  
CAP strategies operated largely through partner-mediated referral pathways, in-community training, and partner-led, appointment-based events that improved access and receptivity. Multiple transcripts describe the same causal chain: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx explained how a coordinator 'used those contacts to get several apartment buildings that needed smoke alarm installation' and that partners agreed to keep 'home fire campaign information and a signup sheet by their case manager,' while Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx described 'mini smoke alarm campaign' appointments and said 'using a CAP partner to open those doors and facilitate that warm handoff... has been incredibly beneficial.' Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx reinforced that partners 'know who lives where' enabling targeted outreach, and training was explicitly used to convert partners into operational responders as noted in Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx where a partner 'came to adapt boot camp... he is DAT trained and in volunteer connection.' Together these process descriptions show how CAP resources and tactics plausibly increased conversions from outreach to installs by leveraging trusted local actors and building partner operational capacity, even though conversion-rate metrics were not provided.  
CAP attracted material resources and activated partner networks that expanded the range of supports available to households after fires, improving speed and comprehensiveness of recovery in CAP areas. Respondents reported substantial resource inflows and rapid partner mobilization: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx noted CAP 'developed and have brought over a million in grants' and 'We got a million dollar gift from Merck when we pitched cap,' and argued that 'It's probably faster in the cap jurisdiction' to reach recovery because more resources are available. Complementary incident-level reports described immediate partner responses—Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx said 'within, you know, an hour, I had four, five, six partners that were like, we... got it here'—and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx provided a case where 'That family would not have received Red Cross support... without that community partner.' These examples indicate CAP resources and partner activation broadened post-fire assistance and likely improved client outcomes in specific cases, although the materials stop short of tracing dollars or drives directly to quantified Home Fire Campaign output metrics.  
Multiple operational bottlenecks—volunteer scarcity, partner follow‑through lapses, chapter training buy‑in, and onboarding friction—meaningfully constrain CAP's ability to convert referrals into completed Home Fire interventions at scale. Several participants described referrals that stalled when partners did not receive follow-up ('When you have this relationship... three months later they come back to you and say, nobody ever called my client.' from Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and emphasized that partner engagement 'doesn't mean anything until we get the training done.' The same transcript warned the 'biggest obstacle is convincing the people who normally do that training, the disaster staff in each chapter,' while Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx observed that 'the home fire response is... very difficult to recruit volunteers for.' Operational frictions such as Volunteer Connection requirements were also cited as barriers in Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx and some chapters reported near‑zero CAP support in practice (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), together demonstrating that capacity and process issues limit realization of CAP's potential impact.  
There is clear intent and programmatic design to scale CAP approaches beyond pilot areas, and practitioners report impactful cases, but cross‑site, attributable evidence of replication and program‑level gains is limited. Several informants articulated plans to replicate local approaches ('I haven't yet. But we're going to take this same idea of what we've been doing in Montgomery County.<a href="#To what extent did/could CAP strategies or resources impact Home Fire Campaign outcomes?-s-link2"><sup>[2]</sup></a>' from Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and evaluators/staff described meaningful but modest case‑level impacts ('We've seen some and not a ton, but the ones that we have seen have been really impactful.<a href="#To what extent did/could CAP strategies or resources impact Home Fire Campaign outcomes?-s-link3"><sup>[3]</sup></a>' from Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Chapters praised CAP as 'such a value add' (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) and some regions reported hitting targets (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx), yet the corpus lacks standardized attribution, consistent metrics, or before/after analyses that would enable a robust estimate of the extent to which CAP strategies have produced sustained, system‑level improvements in Home Fire Campaign outcomes.  
1. I haven't yet. But we're going to take this same idea of what we've been doing in Montgomery County.  
2. We've seen some and not a ton, but the ones that we have seen have been really impactful.  
Additional Insights  
In some regions CAP produced minimal observable Home Fire Campaign support because teams operated outside core target neighborhoods or engagement was uneven. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx explicitly stated, 'CAP is really, there's really nothing that the CAP team has done to support on that,' reflecting contexts where CAP presence did not translate into campaign assistance; nearby analysis noted that CAP activity sometimes occurred outside core areas, reducing direct local impact. This dissenting perspective highlights important heterogeneity: CAP's effect is not uniform, and in jurisdictions where CAP teams were not aligned with local priorities or where chapters did not incorporate CAP activities, measurable Home Fire Campaign outcomes were negligible.  
Some CAP staff emphasize that CAP's primary role is upstream prevention and community resilience rather than frontline home‑fire response, which shapes expectations about direct Home Fire Campaign impacts. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx framed this explicitly: 'No, I think that's out of our jurisdiction. We're not disaster. We are the, I guess you can say we are the calm before the storm to help create resilience,' indicating that CAP is designed to seed longer‑term preparedness rather than substitute for disaster operations. This perspective helps explain why some CAP activities show qualitative community benefits (awareness, partnership), but might not yield immediate, measurable changes in on‑scene Home Fire response metrics.  
There are powerful anecdotal reports of lifesaving events near CAP activities, but staff caution that causal attribution to CAP is uncertain. For example, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported 'We do actually have two new lives saved in the vicinity of those CAP programs,' immediately followed by caveats about timing and attribution ('I don't know if they were installed before the program started'), underscoring the difficulty of linking singular, high‑impact outcomes definitively to CAP interventions without precise temporal and installation records. Such anecdotes signal potential high value but cannot by themselves establish the extent of CAP's causal impact.

#### Comparison across segments

Analysis across Groups occupation

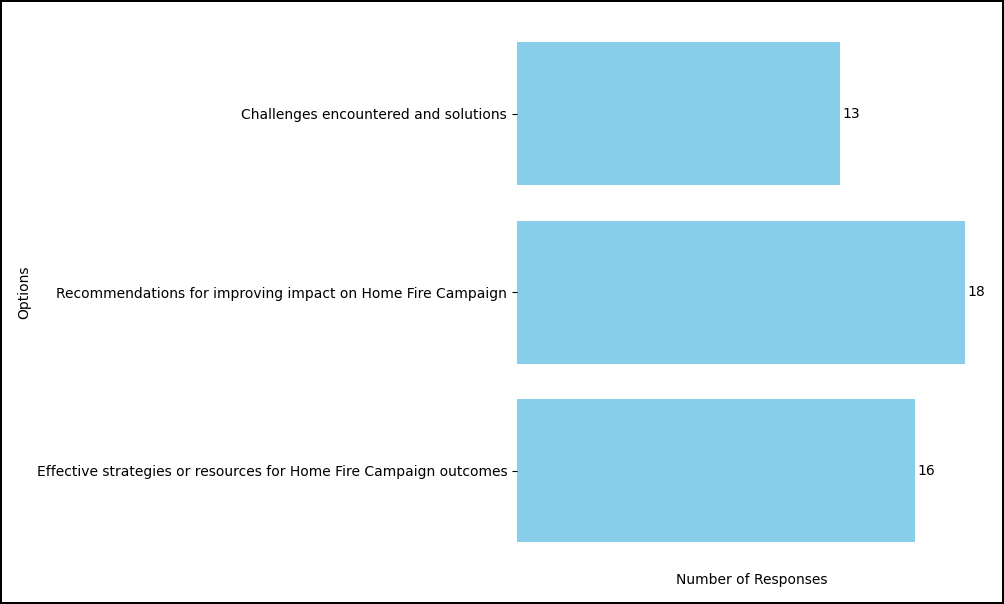
CAP Staff share the viewpoint that CAP activities primarily operate by mobilizing partners, training community actors, and piloting targeted interventions that produce locally observable Home Fire Campaign outputs but currently lack program‑level measurement. Evidence across CAP staff transcripts converges on partner-enabled targeting and capacity‑building as central mechanisms: for example, Transcript CAP\_Staff\_\_Steady\_State\_\_Glama\_Carter\_\_\_2025\_.docx explains the targeting advantage: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that." That partner‑targeting logic is paired with concrete, pilot‑level outputs: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports a quantifiable installation outcome, "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms." Multiple CAP staff emphasize event‑based, appointment, or partner‑hosted tactics that produce concentrated installs: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx notes, "we go to the homes where they're expecting us and we can knock out 40 homes and put in a whole bunch of smoke alarms in the morning because everybody's expecting us." CAP staff also frame CAP as enabling strategic community mobilization and pilot learning rather than immediate, system‑wide shifts: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx states, "I would tie it to community mobilization. So Meaning that this could be a home fire campaign, like goal." At the same time CAP staff acknowledge limits to attribution and scale—Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx captures both a local success and caution: "Well, there's been an increase since the CAP program began" and also "We have ideas and we have the start of. The start of change. We don't have actual change yet." Other CAP voices describe operational tactics and recommendations (train‑the‑trainer, partner installs, fire‑department coordination): Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx reports outreach to fire services—"We made sure that they know who the DCS representatives are. They know that they can call." And Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx describes a planned pilot: "to have a CAP partner led home fire campaign where they actually get the training." These CAP‑staff excerpts illustrate why programmatic counts show CAP Staff contributed the largest share of identified “effective strategies or resources” and “recommendations” (9 and 11 mentions respectively): their role is design, pilot implementation, and partner enablement, producing qualitative gains and discrete installation counts but limited program‑level attribution.  
  
Region Staff share the viewpoint that CAP’s principal contributions are strengthening partner networks, mobilizing material/financial resources, and creating referral and coordination pathways that can accelerate recovery and support Home Fire Campaign delivery—though documented, measurable attribution varies by jurisdiction. Region transcripts repeatedly emphasize partnership‑enabled referrals and resource mobilization: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx explains, "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." That piece also documents resource leverage: "We got a million dollar gift from Merck when we pitched cap." Region staff report instances where CAP partners supplied the bulk of installation labor for events and where regional campaign metrics improved: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx recounts a clear operational impact for an event: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the... team that went out and installed with the fire department fire alarms." Region leaders also cite positive campaign outcomes concurrent with CAP engagement: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx states, "we actually did really well last year with our homes made safer or people, you know, touch goal. We came in a little bit over goal last year," and Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports an anecdotal lifesaving: "We do actually have two new lives saved in the vicinity of those CAP programs." Region transcripts also document operational practices that supported response readiness—resource guides and quicker recovery: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx says, "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide." Although Region Staff paint a picture of strengthened systems and occasional measurable gains, some regional voices report limited or no CAP‑driven support in their local home‑fire workflows (e.g., Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "CAP is really, there's really nothing that the CAP team has done to support on that."), reflecting uneven diffusion. These region perspectives align with the recorded counts showing Region Staff contributed fewer mentions of effective strategies (4) and recommendations (4) than CAP Staff, consistent with their intermediary role of translating CAP pilots into region‑level operations where results are contingent on local alignment.  
  
Chapter Staff share the viewpoint that CAP can supply volunteers, training, and partner links that enable installations and referrals, but practical barriers—volunteer onboarding, chapter priorities, capacity limits, and measurement gaps—have kept realized, documented impacts modest in many chapter contexts. Chapter transcripts repeatedly center constraints and conditional potential: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx bluntly states, "Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that." That passage captures the prevailing chapter theme: CAP could create capacity but structural barriers block conversion to on‑the‑ground outcomes. Chapters report direct CAP‑enabled activities (trainings, partner installs, embedding checks into partner routines) while also identifying process obstacles: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes partner training—"they are working with the Monterey Food bank and training their workers or their volunteers... This is what you look for in order to replace a smoke alarm"—and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx notes, "The CAP team has supported that program by helping install smoke alarms in the area." Yet chapters also report procedural friction and measurement shortfalls that limit scale: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observes, "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners," and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documents that staff sometimes cannot record CAP engagement as metrics: "I have to put no that we didn't have engagement in it, because I can't. And she said, well, I mean, we don't mark that as a metric." Chapters therefore report tangible, partner‑driven installations and training but describe limited realized and recorded impact—reflected in the counts where Chapter Staff registered fewer mentions of effective strategies (3) and recommendations (3) than CAP staff.  
  
Across categories, the shared emphasis is that CAP operates by enabling partners, improving referrals, and expanding resourcing or volunteer capacity—mechanisms plausibly linked to improved Home Fire Campaign outcomes. Representative cross‑category quotes show this common logic: CAP Staff framed the model as community mobilization—Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx: "I would tie it to community mobilization." Region Staff emphasized easier referrals due to partnership strengthening—Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." Chapter Staff echoed the volunteer/deployment potential—Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "they could absolutely provide a huge cadre of volunteers for that." Those cross‑category echoes demonstrate a consistent theory of change: CAP builds partner relationships and resources which, when aligned with chapter capacity and volunteer pipelines, can increase installs, referrals, and household supports.  
  
However, categories diverge in how they characterize realized impact, the kinds of evidence they cite, and the recommendations they prioritize. CAP Staff present the most pilot‑level operational detail and the largest number of recommendations (CAP Staff: 11 recommendation mentions) focused on training partners, piloting partner‑led campaigns, and formalizing notification pathways (quotes: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx, "to have a CAP partner led home fire campaign where they actually get the training"; Transcript CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx, "We made sure that they know who the DCS representatives are. They know that they can call."). Region Staff emphasize systemic resourcing and replication lessons (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "we came in a little bit over goal last year") and the tactical value of CAP for mobilizing large partner contingents for events (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx: "CAP partners made up 70% of the... team"). Chapter Staff center operational barriers that blunt impact—onboarding friction, volunteer shortages, and lack of measurable recording (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). These differences align with the roles each group plays: CAP staff design and pilot; Region staff manage scaling and resources; Chapter staff execute in constrained, frontline environments.  
  
Why do categories yield these different perspectives? Several hypotheses grounded in the transcripts explain the variation:  
- Role and proximity to measurement: CAP Staff (program designers) frequently report pilots, process innovations, and discrete outputs and therefore generate recommendations (counts show CAP Staff 11 recommendation mentions). Region Staff (strategy/coordination layer) see and report regional metrics when alignment occurs (e.g., "we came in a little bit over goal last year") but also inherit variability from chapters. Chapter Staff (frontline implementers) face day‑to‑day constraints—volunteer recruitment, cumbersome onboarding, competing priorities—and thus report lower realized impact even when CAP provides resources ("Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that."). Measurement practices compound this: several chapters cannot record CAP contributions in their metrics, making impact invisible in data streams (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
- Resource control and focus: Region leaders cite CAP's ability to attract grants and run drive programs ("We got a million dollar gift from Merck"), while chapters lack autonomy or capacity to translate those grants into sustained installation throughput unless chapter staff time and volunteers are available. CAP resources thus produce local qualitative gains but require chapter execution to convert into sustained Home Fire Campaign outcomes.  
- Geographic placement and jurisdictional mismatch: CAP pilots frequently target specific neighborhoods; where chapters or fire departments were not actively aligned with CAP jurisdiction choices (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "they do them in the... county, but not in the core areas where Cappy is."), realized impact was limited. Regions that intentionally integrated CAP pilots with local fire departments and campaigns reported stronger, sometimes measurable results (e.g., the Chatham Sound the Alarm example).  
- Operational friction and volunteer pipelines: across files frontline staff repeatedly identified volunteer recruitment and Volunteer Connection onboarding as bottlenecks (Transcript CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx: "It's very difficult to recruit people to do, to be DAP volunteers."; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "Even home fire campaign folks have to go through volunteer connection, which is a little laborious..."). Where CAP‑enabled partners could either host installs directly or were already embedded (trusted partners, bilingual staff), campaign delivery improved (Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with...").  
  
Synthesis and implications based on counts and qualitative evidence: the provided frequency data reinforce the interpretive pattern in the transcripts. "Effective strategies or resources" were discussed overall 16 times, with CAP Staff responsible for 9 of those mentions, Region Staff 4, and Chapter Staff 3—indicating CAP staff both identified and operationalized many of the mechanisms considered “effective.” Recommendations for improving impact appeared 18 times overall, led strongly by CAP Staff (11 mentions), while Region and Chapter Staff surfaced fewer recommendations (4 and 3 respectively), consistent with CAP’s role as the source of pilots and proposed process changes. Challenges were raised 13 times overall, with CAP Staff again prominent (8 mentions), but with critical operational voices from chapters and regions pointing to volunteer, onboarding, and measurement constraints that blunt impact. Practically, this pattern suggests CAP successfully seeds interventions and ideas (high CAP Staff mentions) but realization at scale depends on chapters and regions addressing volunteers, onboarding, clear expectations in agreements, and routine metric capture.  
  
Concluding assessment (integrating the evidence and implications): across the documents CAP strategies and resources plausibly improved Home Fire Campaign outcomes at local, qualitative, and event levels—via partner mobilization, targeted outreach, partner training, resource injections, and in some documented instances meaningful installs and event contributions ("about 52 smoke alarms"; "hundreds of smoke alarms"; "CAP partners made up 70% of the... team"). Nevertheless, the transcripts consistently report limits to program‑level attribution: uneven geographic application, volunteer/onboarding bottlenecks, coordination and data‑capture gaps, and variable chapter readiness. The evidence in the materials supports a cautious conclusion: CAP has demonstrable, localized impacts and clear mechanisms (partner referrals, training, resourcing) that can increase Home Fire Campaign reach and effectiveness, but the magnitude of program‑level impact remains indeterminate until scaling constraints (volunteer pipelines, onboarding, measurement and formalized referral/notification pathways) are addressed and outcomes are tracked with consistent metrics across chapters and regions.

Analysis across Groups Geography

Overview statement: Across the geographic sub-categories, respondents consistently link CAP activities to operational mechanisms—partner identification and referrals, partner-led events and training, resource mobilization, and improved coordination with fire departments—while repeatedly noting that evidence of program‑level, quantitative Home Fire Campaign outcome change is limited. The paragraphs below treat each listed geography separately, beginning with a succinct shared viewpoint, elaborating on that viewpoint, and then citing verbatim quotes with explicit document attribution to show how the documents in that geography express the shared perspective.  
  
Tulare, CA — Shared viewpoint: CAP-generated evidence of impact is modest in volume but meaningful in selected cases. Respondents in the Tulare CA transcript convey a cautious optimism that CAP has produced important household-level results while admitting the overall effect is limited and under-measured. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "We've seen some and not a ton, but the ones that we have seen have been really impactful." The same file adds that current changes are hard to quantify: "I think the trend I'm seeing is not measurable but I think we are doing." These statements show Tulare staff perceive concrete, high‑value cases but no broad, attributable metrics.  
  
Sarasota, FL — Shared viewpoint: CAP’s partner intelligence and targeted outreach materially improve access for Home Fire activities. Documents mapped to Sarasota FL emphasize partner knowledge and targeted events as the primary mechanism by which CAP affects Home Fire outcomes. For example, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx says, "So instead of knocking on doors and going cold calling, our partners can help us identify those communities because they know, they know who lives where, they know who's been through this, they know who's been through that." Region staff in Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reinforces that partner relationships made referrals easier: "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." Together these quotes illustrate a shared view that CAP’s partner networks improve targeting and referrals that enable Home Fire delivery.  
  
Sarasota / Lee overlap (Krista Coletti) — Shared viewpoint: CAP partners directly supported localized Home Fire events and train‑the‑trainer work. Region/Chapter reporting (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx and Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) highlights partner‑driven events and trainings that allow community‑led installations: Rose Taravella reports "Team volunteering at multiple health fairs, food distributions with partners monthly," and Krista Coletti says, "we have done a couple of home fire events with some of our CAP partners." These synchronous accounts show CAP-enabled partner activation and events as the operational route to impact in Sarasota/Lee.  
  
Cameron, TX — Shared viewpoint: Evidence is split between concrete small‑scale installs and views that CAP has contributed little locally. Two documents mapped to Cameron TX show contrasting local experiences. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reports a quantifiable output: "So we have been involved in some smoke alarm installations. Less about this installed, I want to say about 52 smoke alarms." By contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx states bluntly, "CAP is really, there's really nothing that the CAP team has done to support on that." These coexisting quotes show Cameron TX respondents report both measurable small outputs and areas where CAP support has not translated into observable Home Fire Campaign effects.  
  
Terrebonne, LA — Shared viewpoint: CAP increased community awareness and referral pathways so households can access Red Cross post‑fire services. The Terrebonne transcript describes awareness gains and new referral behavior: Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx notes, "families didn't know that they could reach out to the Red Cross for support after a home fire," and reports that after CAP work "they are reaching out to Dr. Navy directly to say, hey, this family had a home fire." These verbatim examples demonstrate CAP’s role as a connector and awareness builder that changes how households and partners route requests for Red Cross home‑fire support.  
  
Yazoo, MS — Shared viewpoint: CAP provided direct installation support, targeted identification of need, and resourcing that enabled partner installations; measurable magnitude is not fully documented. Documents linked to Yazoo MS converge on direct installs and the enabling effect of 3H resourcing. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx reports, "The CAP team has supported that program by helping install smoke alarms in the area," and adds CAP "identify an area that did need some smoke alarm installs." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx frames CAP more generally as prevention: "we are the calm before the disaster, before something serious happens." Region staff (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx) documents positive campaign performance, noting they "came in a little bit over goal last year." The cluster shows Yazoo experiences operational installs and improved outcomes in places, while also signaling that attribution and measurement remain limited.  
  
Madison, TN — Shared viewpoint: CAP is piloting partner‑led home‑fire campaigns and training to scale local installation capacity. The Madison TN transcript (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) details a partner‑led pilot approach: "to have a CAP partner led home fire campaign where they actually get the training from the local chapter, the CDPM and they're going to actually go out canvas the neighborhood." The same document describes paying for partner training: "we have paid for training as an enhancement. We have paid for cpr, AED training, first aid training." These quotes indicate CAP’s local tactic is capacity transfer (train‑the‑partner) to grow installations.  
  
Atlantic, NJ — Shared viewpoint: CAP strengthened partnerships, accelerated recovery access, and provided hyperlocal resource guidance during responses. Region and chapter staff describe improved referral pathways and on‑incident resource distribution. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx states, "But it's easier for us now to make referrals for these clients because of the strengthening of the partnerships that have been developed there." Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx documents a concrete practice: "So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide." These quotes show Atlantic NJ respondents view CAP as improving both referrals and immediate client navigation.  
  
Montgomery, AL — Shared viewpoint: CAP coincided with substantial localized smoke‑alarm activity but staff qualify that the change is early-stage and jurisdictional. The Montgomery County account (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) reports concrete outputs: "And so that in itself has been, has had an impact on the homes made Safer campaign here in Montgomery County" and "It's just it was hundreds of smoke alarms." The same speaker tempers interpretation: "We have ideas and we have the start of. The start of change. We don't have actual change yet." Thus, Montgomery staff tie CAP to large local activity while noting systematic, cross‑jurisdictional change is not yet demonstrated.  
  
Jackson, OR — Shared viewpoint: CAP engagement is uneven: in some localities CAP was excluded or under‑utilized, while partner events and targeted installs did occur where CAP participated. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx expresses exclusion: "Honestly, I know nothing about it because I get told consistently that we're not needed there." The same file also reports implemented activities: "We did some that were senior based only and got a lot of smoke, smoke alarms in the seniors. We used partner events to sign people up for, for sound the alarm and had teams go out and install them." Region‑chapter staff (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) reports partner training and empowerment: "So we trained a couple of their people in home fire campaigns. So how to install educate document, gave them the materials and then let them go ahead and do the installations..." These lines show Jackson OR experiences both gaps in CAP integration and examples of CAP‑enabled partner installations.  
  
Lee, FL — Shared viewpoint: CAP‑partner appointment models and event alignment increase installations by ensuring residents expect visits and by leveraging partner trust. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx describes mini campaigns that use partner signups: "So we host what's called a mini smoke alarm campaign. And, and we asked the partner to identify for us and have the community sign up for slots." The same file notes the yield from scheduled events: "we go to the homes where they're expecting us and we can knock out 40 homes and put in a whole bunch of smoke alarms in the morning because everybody's expecting us." Region staff (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) confirms CAP partners supported events: "we have done a couple of home fire events with some of our CAP partners." These quotes show CAP’s partner‑led appointment approach producing concentrated installation outcomes.  
  
Monterrey / Monterey, CA — Shared viewpoint: CAP is a lever for community mobilization and embedding smoke‑alarm checks into partner routines; evidence of large numeric impact is not shown. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx frames CAP strategy: "I would tie it to community mobilization. So Meaning that this could be a home fire campaign, like goal." Region/Chapter staff (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) documents training with the local food bank: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm." The combination shows CAP used to mobilize and to embed detection into partner workflows, but the documents do not concretely quantify total alarms installed.  
  
Butte, CA — Shared viewpoint: CAP mobilized partners and volunteers to assist installations and campaigns, and non‑quantitative but anecdotal lifesaving is reported. Multiple Butte‑area transcripts align on partner activation: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx states, "our partners... have really helped our CDPM get the word out and help her get more alarms installed." Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports an anecdote: "We do actually have two new lives saved in the vicinity of those CAP programs." Chapter staff (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) notes constraints despite trained CAP members: "Not very much, no. Again, they could absolutely provide a huge cadre of volunteers for that," and "our CAP team members have, have all been trained, so they go out and help, but they install smoke alarms and do the education." Collectively these quotes show CAP supported partner and volunteer activity and that lifesaving anecdotes exist, while measurement and scaling remain unresolved.  
  
Mississippi, AR — Shared viewpoint: CAP improved notification and relationships with fire departments, which corresponded to perceived increases in in‑person responses. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx emphasizes outreach to fire departments and an increase in responses: "We made sure that they know who the DCS representatives are. They know that they can call." The same speaker reports, "Yeah, I think that the number of in person home fire responses has gone up." These lines indicate CAP‑led relationships with fire services are believed to have increased DAT response frequency, though the quotes are anecdotal and not quantified.  
  
Lake, IN — Shared viewpoint: CAP has been integrated into strategic planning but historic placement mismatch limited earlier local campaign presence; partner‑led outreach is the preferred route to reach CAP communities. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx explains the mismatch: "I feel like they did their portion and not necessarily in cap jurisdiction area at all, but now it's a part of our strategic plan," and recommends partner‑led engagement: "it is best to lead with a partner organization and to go hand in hand." Regional staff (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx) highlights CAP’s multiplier effect on resources: "The CAP team just really kind of multiplies those efforts by being out there." These quotes show Lake IN sees CAP as strategically useful but notes past geographic misalignment limited earlier direct impact.  
  
Chatham, GA — Shared viewpoint: CAP partners provided the majority of installers in at least one Sound the Alarm event; underused local data and human resources remain an opportunity. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports a concrete event effect: "I think when we did the sound the alarm campaign for chatham, I think CAP partners made up 70% of the... team that went out and installed with the fire department fire alarms." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx highlights referral effects: "That family would not have received Red Cross support and services without that community partner calling the person she had a relationship with and then being able to handle that together." These quotes show Chatham experienced a substantial CAP‑partner contribution for a specific event and that trusted partner referrals helped reach families.  
  
Lake, CA — Shared viewpoint: CAP‑adjacent programs generated anecdotal lifesaving evidence but attribution and pre‑existence of interventions complicate claims. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports "We do actually have two new lives saved in the vicinity of those CAP programs," but the file immediately cautions: "I don't know if they were installed before the program started," indicating measurement and attribution uncertainty accompany positive anecdotes.  
  
Warren, KY — Shared viewpoint: CAP partner‑direct models and joint repair/install approaches produce localized increases in installations. CAP staff in Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx described a neighbor‑level, partner‑aligned model in which repairs and installs are combined: "in conjunction with that event, we are, while we're in the Home doing the repairs and stuff. Anyway, we're installing smoke alarms, so it's kind of a joint effort." The same document reports targeted partner success in underserved neighborhoods: "We have seen some increase in this. We've had specifically one partner that works in an area of the county that is the most underserved area and the most impoverished area." These quotes indicate CAP resourcing catalyzed partner‑direct install activity in Warren KY.  
  
Monterey/Monterrey CA (duplicate naming) — Shared viewpoint: CAP trains partner staff and embeds safety checks into partner workflows to detect and refer need. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx describes training at a food bank: "they are working with the Monterey Food bank and training their workers or their volunteers when they're out delivering food. This is what you look for in order to replace a smoke alarm and talk to these food recipients about, hey, when was the last time you checked your smoke alarm?" CAP staff framed CAP as community mobilization in Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx: "I would tie it to community mobilization." The combination emphasizes detection via partner touchpoints and CAP as a mobilizing instrument.  
  
Regions reporting little CAP effect (multiple geographies: examples include Cameron TX region view, some Chapter staff reports) — Shared viewpoint: Where CAP did not create volunteers, align with local priorities, or secure chapter buy‑in, reported Home Fire Campaign impacts were minimal or absent. Several transcripts explicitly register limited impact: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx states, "CAP is really, there's really nothing that the CAP team has done to support on that." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx says "Not very much, no." These quotes indicate a recurring view that CAP’s effect is contingent on volunteer generation, chapter acceptance, and targeted alignment.  
  
Cross‑category comparison and synthesis  
  
Shared emphases across geographies: All geographic narratives converge on a small set of mechanisms by which CAP strategies or resources could influence Home Fire Campaign outcomes: (1) partner identification and referrals; (2) partner‑led or partner‑supported smoke‑alarm events and train‑the‑trainer activities; (3) resource mobilization (micro‑grants, donated goods, or material support); and (4) improved notification or relationships with fire departments. Representative verbatim evidence from multiple geographies illustrates these mechanisms:  
- Partner referrals and access: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "So instead of knocking on doors and going cold calling, our partners can help us identify those communities..." and Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx: "families didn't know that they could reach out to the Red Cross for support after a home fire."  
- Partner installs and train‑the‑trainer: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "we go to the homes where they're expecting us and we can knock out 40 homes..." and Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "I want to say about 52 smoke alarms."  
- Resource mobilization: Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "They've developed and have brought over a million in grants to the community," and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx: "we were able to provide them with a tool shed that basically works like a library..."  
- Fire department coordination: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx: "We made sure that they know who the DCS representatives are. They know that they can call."  
  
Differences in perspectives across geographies: Differences center on two main factors: whether CAP was integrated operationally (allowed to train partners, be present at events, and coordinate with disaster/home‑fire teams) and whether local organizations/chapters had capacity to convert referrals into completed installs. Examples:  
- Jurisdictions reporting measurable, event‑level effects (Montgomery AL, Chatham GA, Yazoo MS, some Lee/Monterey events) provide quotes that either record counts ("It's just it was hundreds of smoke alarms" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) or event shares ("CAP partners made up 70%..." — Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx).  
- Jurisdictions reporting little discernible CAP effect (portions of Cameron TX, multiple chapter staff reports) provide bluntly negative statements ("CAP is really, there's really nothing that the CAP team has done to support on that." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx; "Not very much, no." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
Hypotheses explaining geographic variation in perspectives  
1) Differential CAP resourcing and placement. Where CAP had sustained local staff time, micro‑grants, or concentrated 3H resourcing, chapters report operational outputs (e.g., Yazoo MS, Montgomery AL, parts of Lee FL, Chatham GA). Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx documents resourcing: "We got a million dollar gift from Merck when we pitched cap." Where resourcing or placement was absent or misaligned, chapters report little effect (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx: "Honestly, I know nothing about it because I get told consistently that we're not needed there.").  
2) Volunteer‑creation and onboarding friction. Several transcripts identify volunteer availability and onboarding as gating factors. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observes "Even home fire campaign folks have to go through volunteer connection, which is a little laborious for some of our partners." Where CAP successfully converted partners into trained installers (e.g., Butte CA partners, Chatham event), installations followed.  
3) Local chapter and fire‑department alignment. Where CAP deliberately built relationships with DCS/DAT and fire departments, Region staff report more in‑person responses and smoother referrals (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx: "there's nothing to say that, that the fire Departments cannot be DAT responders."). Where those links were absent, CAP presence did not translate to Home Fire Campaign results.  
4) Measurement and reporting practices. Many documents—across geographies—note the absence of systematic, attributable metrics. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx candidly says, "I don't know what the exact metrics were before and after." This measurement gap likely makes CAP’s effects more visible as anecdote than as quantified program impact in many geographies.  
5) Programmatic framing and mission boundaries. CAP staff in some geographies frame CAP as "the calm before the disaster" (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx), reflecting a prevention/resilience focus that emphasizes upstream activities rather than frontline home‑fire work. Where CAP framed its role as preventative, chapter staff sometimes perceived less direct CAP involvement in immediate home‑fire responses.  
  
Incorporating documented frequency differences into interpretation  
- Occupational source imbalance: The available coded counts show CAP Staff authored more of the observations labeled as "Recommendations for improving impact" and "Effective strategies" (e.g., CAP Staff 9–11 vs Region Staff 4). That distribution matters for geographic interpretation because CAP Staff statements emphasize scalability and partner training as levers, while Region/Chapter staff statements more often emphasize operational constraints (volunteer onboarding, local prioritization). For example, CAP Staff (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) frames CAP as "community mobilization," while Region staff (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) reports "there's really nothing that the CAP team has done to support on that." The heavier CAP Staff voice on recommendations may skew the prescriptive tone toward scaling partner training and micro‑resourcing, while Region staff ground the limitations in implementation realities.  
- Geographic concentration of positive examples: The coded geography counts show Yazoo MS has the largest representation in "Effective strategies or resources" (count 3 in that category) and multiple geographies (Sarasota FL, Lee FL, Monterrey CA, Montgomery AL) appear repeatedly. This distribution plausibly explains why those geographies surface more concrete examples of installs, partner training, and goal attainment (e.g., Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "We actually did really well last year with our homes made safer... we came in a little bit over goal last year"). Where a geography appears multiple times in the dataset, the narrative tilts toward observable local practice and event examples; where it appears only in one interview, the documentation is more likely to be a single anecdote or a perception of limited impact.  
  
Conclusions (synthesis of extent and conditions)  
- To what extent did/could CAP strategies or resources impact Home Fire Campaign outcomes? Documents across geographies consistently show CAP strategies enabled plausible and demonstrable local effects: partner‑driven referrals and appointment models that produced concentrated installation events ("we can knock out 40 homes..." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx), partner training and partner‑led installs (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "they have been helping when we do install events and... bring in partners to do that"), direct installation counts in specific localities (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "about 52 smoke alarms"), and large localized campaigns enabled by partner mobilization (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx: "hundreds of smoke alarms"). However, the documents also consistently report that program‑level, systematic attribution (quantifying CAP’s share of Home Fire Campaign results across chapters or regions) is lacking: "I don't know what the exact metrics were before and after" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and "We have ideas and we have the start of... We don't have actual change yet" (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx).  
- Therefore, CAP’s strategies and resources appear to impact Home Fire Campaign outcomes meaningfully at the local, event, and partner level where (1) CAP is resourced and placed to train and mobilize partners, (2) volunteer onboarding barriers are addressed or partner organizations are authorized to install alarms, and (3) CAP is integrated with fire department notification and chapter execution. Where those enabling conditions are absent—due to placement mismatch, lack of volunteer creation, chapter priorities, or measurement gaps—CAP’s observable impact on the Home Fire Campaign is limited.  
  
Final interpretive note (operational implications derived from cross‑geography evidence)  
- Practical pathways to convert the qualitative, localized success stories documented across geographies into measurable program impact include: formalizing partner training with clear installation authorization (train‑the‑partner plus documented installs), streamlining volunteer onboarding for partners (reducing volunteer connection friction cited in multiple transcripts), aligning CAP placement with risk/target maps and local chapter strategies, and instituting measurable referral→installation tracking so jurisdictional "halo" effects can be quantified. The documents collectively point to these concrete operational levers—each corroborated in one or more geographies by verbatim statements—that would plausibly raise CAP’s contribution from anecdotal and localized successes to reproducible, attributable Home Fire Campaign outcomes.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Youth preparedness outreach in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, the qualitative evidence shows that CAP has generated pockets of youth preparedness activity—pilots, college-focused engagement, language-access events and partner openings—but has not produced a clear, jurisdiction-wide increase in sustained youth outreach. Many jurisdictions reported isolated successes (for example, a single camp reaching about 75 children or newly formed community clubs), while others reported no visible youth activity at all, reflecting uneven geographic coverage. Key constraints identified across interviews include staffing losses, limited materials, metric/reporting changes, policy restrictions on youth roles, and pragmatic school barriers (advisor stipends), which together limit scale-up. Where CAP has had traction, it is often through leveraging partners, colleges, or by planning curriculum transitions (Pillowcase → Pedro) and training schedules; converting these footholds into sustained, measurable change will require addressing staff capacity, funding for school partnerships, clearer metrics, and intentional handoffs to partners.  
Analysis  
Many respondents reported no observable, system-wide increase in youth preparedness outreach since CAP launched. For example, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx stated, 'No, I don't think so. Honestly, no.<a href="#Please describe any changes in Youth preparedness outreach in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link1"><sup>[1]</sup></a>' and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reported, 'Haven't really seen an increase or a change in the youth preparedness events. We are in the works of getting one scheduled ... but we haven't gotten it on the books yet.' These verbatim statements reflect a common, jurisdiction-level perception that while individual plans or one-off events exist, CAP has not produced a clear, measurable uplift in youth preparedness programming across the board. The responses highlight that many efforts remain aspirational or nascent rather than realized at scale.  
1. No, I don't think so. Honestly, no.  
CAP jurisdiction activity often took the form of pilots or single events that produced real, localized impact but did not scale. For instance, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx documented a camp-based session where 'about 75 children' received safety messaging, while Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx described a launched CAP-affiliated Red Cross club that 'didn't all show up' and 'just fizzled out.' These verbatim examples illustrate a recurring pattern: discrete, sometimes substantive outreach occurs, yet continuity, recruitment and follow-through problems mean those activities frequently remain isolated rather than generating sustained jurisdiction-wide change.  
Several respondents described a deliberate tactical shift to college- and campus-based engagement as a practicable entry point for youth outreach. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx cited a community garden at Lane College that 'motivate[s] and inspire[s] some of the college students' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reported substantial youth work tied to internships and campus activities. These verbatim passages indicate that while high-school and broad K–12 penetration remain limited, CAP-affiliated actors are targeting higher-education settings where student engagement, internships and club structures provide feasible, replicable channels for preparedness messaging and volunteer pipelines.  
CAP activity enabled new access points and a wider range of venues—sometimes including linguistically targeted events—even when scale remained limited. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observed that CAP 'have opened a few doors for us in order to do youth education' in focus counties, and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx recorded that an event 'Held it in one of our areas where the ... congregation only spoke to Spanish.' These verbatim observations show CAP's partnering approach created opportunities to reach youth in nontraditional settings (colleges, churches, community programs) and to consider language-access needs, although the documentation rarely shows whether language-appropriate delivery or materials were systematically provided.  
Respondents repeatedly tied limited youth outreach expansion to staffing losses, thin material resources, and metric/reporting shifts. For example, Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reported 'we lost our preparedness position' and struggled to find a volunteer lead, while Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx emphasized that 'resources are limited' for Prepare with Pedro materials. These verbatim passages point to a consistent mechanism limiting scale: gaps in paid staff or trained volunteers, constrained physical materials, and changes to what is measured/reported reduce incentives or capacity to sustain youth programming beyond episodic events.  
Some CAP jurisdictions are transitioning curricula and scheduling trainings to expand youth outreach capacity. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx noted 'that is something that's just starting to ramp up right now' and explained that 'We sunsetted Pillowcase here. So Pedro is our youth program' with plans for training and partner delivery. These verbatim comments indicate an intentional programmatic shift—new training timelines and curriculum consolidation—that could support scaled youth activities if staffing, metrics and partner ownership align to sustain those efforts.  
Additional Insights  
A distinct constraint described by one respondent was a national policy that prevented youth from being used to carry out partners' missions. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reported that 'the idea of us sending kids to carry out somebody else's mission was not. There was a no go.<a href="#Please describe any changes in Youth preparedness outreach in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link2"><sup>[2]</sup></a>' This verbatim quote identifies a policy-level limitation that uniquely shaped how CAP-affiliated youth clubs or activities could be structured and likely reduced some avenues for sustained, partner-integrated youth engagement in that jurisdiction.  
1. the idea of us sending kids to carry out somebody else's mission was not. There was a no go.  
Several respondents flagged pragmatic school-level constraints that uniquely hinder club formation, notably the need for an advisor and funding for stipends. Transcript CAP\_Staff\_\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx conveyed that at a small high school 'if we do a club, we have to have an advisor' and that paying a stipend is an unresolved requirement. This verbatim observation surfaces a concrete, local barrier to converting introductions and meetings into a functional youth club and suggests that modest financial supports or incentives could materially change uptake in under-resourced schools.  
One respondent uniquely emphasized that an external support team (Climate Corps) was instrumental to earlier youth outreach and that losing that team disrupted capacity and strategy. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx said, 'Because we had the Climate Corps, they were really our key engaging in that. And now that we lost them, rethinking our strategy right now.' This verbatim remark highlights how external staffed supports can create temporary increases in youth activity, and how their departure can produce discontinuities absent a deliberate sustainability plan.  
A unique constraint reported by some staff is a lack of drilled-down measurement, meaning changes could be occurring but remain undocumented. Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx candidly stated, 'I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up.<a href="#Please describe any changes in Youth preparedness outreach in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link3"><sup>[3]</sup></a>' This verbatim admission reveals that uneven documentation and an absence of standardized metrics make it difficult to verify whether CAP has produced substantive jurisdiction-wide changes in youth preparedness outreach.  
1. I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up.

#### Comparison across segments

Analysis across Groups occupation

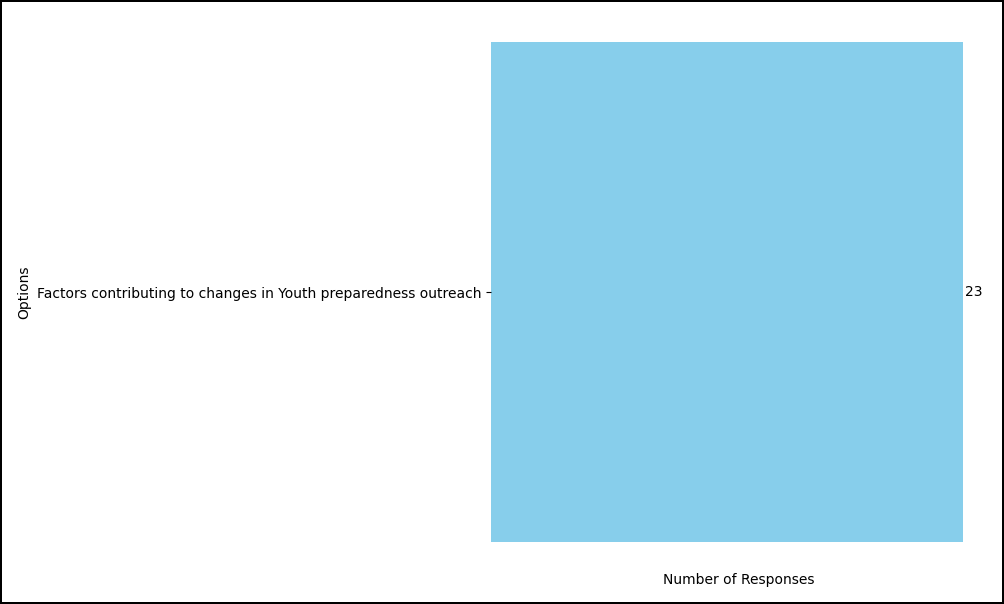
CAP Staff share the view that youth preparedness outreach since the Community Adaptation Program (CAP) launched has been highly uneven, pilot-driven, and constrained by partner selection, resource limits, and staff capacity. Across the 13 CAP Staff transcripts in the dataset, multiple respondents described discrete pilots (camp sessions, single events, club starts) and planning activity—sometimes described as “ramping up”—but also repeatedly emphasized gaps: lack of instructors, limited materials, volunteer turnover, and partner portfolios that do not prioritize schools. Those operational details appear because CAP Staff are closest to day-to-day implementation: they report trainings scheduled or delivered (hands-only CPR, Pedro), local pilots (camp sessions, backpack giveaways), attempts to start school clubs, and also repeated statements that no sustained, jurisdiction-wide expansion has yet occurred. For example, one CAP Staff observed that outreach remains fragmented and sometimes absent: "No, I don't think so. Honestly, no." (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Another CAP Staff described uneven county-level uptake and the role of partner training and funding: "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro. They've been doing Pedro's and we have not in Butte county really even gone there." and "Amalia really has helped fund a few of our programs that are doing kind of youth stuff in general." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Several CAP Staff documented small but concrete pilots: "It was actually last year was the first time we did it in our CDPM. I think she had about 75, actually had about 75 children that she spoke to about our safety." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Others described both intent and barriers to school-based clubs: "For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager... there will be a follow up meeting and I'm hoping that we'll be able to reel them in and start a club." and noted structural constraints: "they expressed at the small high school was well, if we, if we do a club, we have to have an advisor. If we have an advisor, we have to find money to pay them a stipend." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). At the same time, CAP Staff sometimes report momentum or strategic commitment: "Yeah, I would say that that is something that's just starting to ramp up right now... We sunsetted Pillowcase here. So Pedro is our youth program and we are going to be able to get trained for that so that we can offer it directly to our partners." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). These CAP Staff quotes together show a consistent internal perspective: pilots and partner trainings exist, resource and staffing constraints limit scale and continuity, and CAP Staff are both initiating and constrained in expanding youth outreach.  
  
Region Staff share the view that CAP has opened partnership pathways and produced pockets of qualitative “lift,” but they also report limited visibility, coordination friction, and in many places only nascent or minimal changes. Region Staff responses (7 transcripts) emphasize partnership-building, regional awareness-raising, and strategic openings—often describing CAP as a relationship-convenor rather than the sole implementer—but they also point to structural barriers (lost preparedness staff, unclear roles between CAP teams and CDPMs, and competing priorities) that impede scaling. For example, one Region Staff noted a partnership-driven increase: "I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships that really kind of understand the value of that and we've tried to leverage them effectively... But we certainly have seen some lift, I think, in our youth preparedness as well." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Another Region Staff described limited or stable activity and pointed to the need for training and partner engagement: "No. I mean, I think that's kind of stable Blue sky operation... They could, because they could Be getting the church groups and schools. And schools can be partners, too... No, other than needing to know what the needs are and how to do it. Training." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). Region Staff also flagged capacity changes and coordination problems as practical limits: "we lost our preparedness position in the DCS rebalancing. So it's been trying to find a volunteer who wants to take the lead on that." and, more evaluatively, "I don't think we've seen the impact that we could have." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). At the same time, some Region Staff cited concrete openings CAP created (daycare referrals, bilingual CPR, college internships): "I believe the CAP team, like came through with a few, like, daycares... which is very helpful." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx) and "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). In sum, Region Staff portray CAP as a relational and catalytic actor producing selective gains; those gains are often partner-mediated and geographically uneven, and regional respondents worry about coordination, loss of dedicated staff, and the lack of sustained partner-led ownership.  
  
Chapter Staff share the view that changes attributable to CAP are limited, context-dependent, and often channeled through colleges or partner sites rather than through widespread K–12 programming; they also report local constraints that reduce capacity to expand youth work. The three Chapter Staff transcripts emphasize local realities: some chapters see college-focused gains and creative channels (community gardens, internships, foundry/daycare partnerships), while others report deprioritization because of continuous response demands or focus on other populations (refugees/immigrants). For instance, one Chapter Staff described only minimal changes and a college-centric approach: "I mean, very minimal, but honestly, I feel like that's because CAP has had so many other high priority... but they are beginning to do that through the local colleges." and described community-garden engagement: "For example, the Lane College situation ... they have put a community garden at that local college that's starting to ... motivate and inspire some of the college students..." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Another Chapter Staff described partner-delivered youth outreach via daycare/foundry sites rather than CAP-led school programs: "And then back with the foundry, that is I think a daycare plus they reaching the families. So there's youth involvement there as far as just preparedness activities and materials to make home safer." (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). At the same time, chapters noted resource and response pressures: "Well, my understanding is that we are backing off of that, the preparedness because of the fact that we're in continuous response... It will have to be volunteer led. We just. I don't think there's the capacity to focus on that as much..." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). One chapter reported strong baseline performance that complicates attribution to CAP: "We've always done really well on that preparedness goal. We always blow those numbers just out of the park." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Overall, Chapter Staff emphasize local context and capacity trade-offs, report some CAP-enabled partner referrals and college engagement, but do not describe broad CAP-driven increases in K–12 youth preparedness across chapters.  
  
Cross-category comparison and contrast: similarities and differences, and hypotheses explaining them. All three occupational categories converge on several core observations: (1) youth preparedness outreach since CAP launched is uneven rather than uniformly scaled; (2) outreach activity often occurs via partners (churches, daycares, colleges, community clubs) rather than as CAP-led, large-scale K–12 programming; and (3) resource, staffing, training, and coordination constraints repeatedly limit continuity and scale. For example, CAP Staff said outreach was patchy—"So I have not seen any youth preparedness at all in our area." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx)—Region Staff lamented coordination and staffing losses—"we lost our preparedness position in the DCS rebalancing." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx)—and Chapter Staff cited competing response priorities limiting preparedness—"we are backing off of that, the preparedness because of the fact that we're in continuous response." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). These shared themes suggest systemic constraints across organizational levels.  
  
Differences by occupation are meaningful and align with role and vantage point. CAP Staff (13 documents—the largest share of the dataset) provide the most granular operational detail: pilots, scheduled trainings, local recruitment, curriculum transitions (Pillowcase → Pedro), and attempts to start clubs. Their quotes document implementation attempts and localized event data (e.g., "about 75 children" at a camp pilot, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and also internal strategic intent ("we are committed and it's part of our strategic plan," Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Region Staff (7 documents) speak at a higher level—focusing on partnership leverage, regional visibility, and structural constraints (lost positions, role confusion)—and more frequently attribute change to partner-built capacity than to CAP alone: "they've increased because we've tried to build partnerships..." (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Chapter Staff (3 documents) foreground local context: some chapters report minimal change or deprioritization due to response, while others show college-centric innovations or existing strong baselines that make CAP attribution ambiguous: "We've always done really well on that preparedness goal." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx).  
  
Hypotheses explaining occupational differences  
- Vantage-point hypothesis: CAP Staff, embedded in implementation and training pipelines, observe pilots, scheduled trainings, and materials transitions directly—hence more frequent operational reports. Region Staff, positioned to manage partnerships and strategy across chapters, perceive CAP’s work as relational and catalytic and focus on partner uptake and coordination constraints. Chapter Staff, responsible for local program delivery and coping with response demands, emphasize capacity trade-offs, local priorities, and pre-existing baselines—hence they report either minimal change or channel-specific activity (colleges, daycares).  
- Attribution hypothesis: Where CAP Staff describe ramping-up or pilot events, Region and Chapter Staff often attribute observable change to other actors (volunteer services hires, churches, colleges) or to CAP-facilitated introductions rather than CAP-led sustained programs. For example, one CAP Staff noted local increases tied to a Climate Corps presence that later disappeared ("Because we had the Climate Corps... now that we lost them, rethinking our strategy," Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx), while Region Staff point to partnership leverage for "some lift" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) and Chapter Staff to college experiments (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx).  
- Measurement and reporting hypothesis: Differences may also reflect uneven measurement and visibility. Several Region and Chapter respondents explicitly said they had not drilled down into youth outreach metrics ("I... haven't drilled down to that." Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx), while CAP Staff cited scheduled trainings and pilots. The dataset frequency itself (CAP Staff = 13, Region Staff = 7, Chapter Staff = 3 out of 23 overall mentions) likely skews the evidence toward CAP Staff operational perspectives and makes CAP Staff narratives relatively more prominent in the consolidated picture.  
  
Why categories sometimes do not influence perspectives. In many cases all categories converged on the view that outreach is uneven and limited because the barriers are structural and cross-cutting: volunteer/staff capacity, limited youth materials, national policy boundaries on youth involvement, and local priorities (continuous response, refugee services) affect everyone regardless of role. Representative cross-cutting quotes illustrate this: "I think youth preparedness is one of those things where either you concentrate on it or you don't." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) and "But to be honest with you, from my understanding there aren't a lot of resources with prepare with Pedro... coloring books and the things like that." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx). These constraints are organizational and programmatic rather than purely occupational, explaining why CAP Staff, Region Staff, and Chapter Staff often report the same fundamental issues.  
  
Incorporating frequency differences into interpretation. The consolidated frequency counts show 23 total coded mentions summarized as "Overall, youth outreach increased sporadically via pilots and partners but remains uneven and limited across the jurisdiction," with occupation counts of CAP Staff: 13, Region Staff: 7, Chapter Staff: 3. Because CAP Staff contribute the greatest number of observations, the dataset contains more operational detail and pilot-level examples (training schedules, single events, club start attempts). Region Staff contributions bring partnership- and coordination-level interpretation, and Chapter Staff supply local-context checks (continuous response, college focus, pre-existing strengths). Any synthesis must therefore weight that CAP Staff operational accounts dominate numerically while recognizing that Region and Chapter perspectives qualify CAP Staff claims and emphasize attribution, coordination, and local capacity constraints.  
  
Synthesis and programmatic implications (based on cross-category evidence). All occupational groups document that CAP has catalyzed specific openings—partner referrals (daycares, churches), pilot events (camp sessions, tabletop exercises), bilingual trainings, and efforts to move from Pillowcase to Pedro curricula—but these openings remain fragmented and heavily dependent on partner initiative, short-term staffing (Climate Corps, volunteer hires), and local context. Representative programmatic illustrations: "we hosted our first use engagement round tabletop exercise with the youth" (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) shows event-level innovation; "they have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) shows CAP’s relational value; and "I mean, very minimal... they are beginning to do that through the local colleges." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) reflects chapter-level, campus-focused adaptation. However, multiple quotations also document why those openings have not translated into sustained, jurisdiction-wide change: "They didn't all show up. So it just fizzled out." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), "we lost our preparedness position in the DCS rebalancing." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx), and "I haven't seen it provided one time. I don't know who's teaching it." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
  
Conclusion (declarative summary). Across occupational categories, the consolidated evidence paints a consistent but qualified picture: CAP has generated partner-mediated pilots, introductions, and training opportunities that have produced localized increases in youth preparedness outreach, but those increases are sporadic, geographically uneven, and fragile because of staffing turnover, limited materials, unclear role boundaries, national-level policy constraints on youth-affiliated activities, and competing operational priorities. CAP Staff provide the most operationally detailed accounts of pilots and plans (reflected in the dataset’s larger CAP Staff count), Region Staff illuminate partnership leverage and coordination limits, and Chapter Staff underscore local capacity trade-offs and existing baselines that complicate attribution. Together these perspectives suggest that converting pilots and partner interest into sustained, jurisdiction-wide youth preparedness outreach will require deliberate resourcing (stipends or scholarships to enable school advisors; dedicated preparedness staff), clarified role authorization and coordination across CAP/CDPMs, measurement and reporting on youth-focused outputs, and intentional partner-training pathways so that CAP’s openings translate into durable, scaled programming.

Analysis across Groups Geography

Tulare, CA: Shared viewpoint — nascent school-focused outreach with concrete initiation steps but resource barriers. The transcripts show CAP staff actively initiating connections with schools to form clubs while recognizing practical constraints. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx describes direct facilitation of a high‑school contact: "For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager." That document records follow‑up planning: "there. We had the meeting, there will be a follow up meeting and I'm hoping that we'll be able to reel them in and start a club." At the same time the same transcript identifies barriers schools raise: "they expressed at the small high school was well, if we, if we do a club, we have to have an advisor. If we have an advisor, we have to find money to pay them a stipend and a stipend." These quotes together illustrate a shared perspective in Tulare: proactive outreach is happening (introductions and meetings) but schools’ administrative and funding constraints threaten sustainability.  
  
Sarasota, FL: Shared viewpoint — limited youth programming beyond Pedro and unclear CAP attribution. Documents for Sarasota emphasize that Pedro remains the principal visible youth activity and that broader youth resurgence has not occurred. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states, "With the Central region, I did not see a lot of use preparedness campaigns except for Pedro the Penguin." That same file notes prior delivery: "he trained us so we could train, go out and do the Pedro training and, and we did about four or five of those ourselves..." Region‑level perspective in Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx adds a different angle about baseline capacity: "We've always done really well on that preparedness goal. We always blow those numbers just out of the park." Krista also hedges CAP attribution: "So I don't know if CAP contributes." Together, these quotes show Sarasota staff recognize limited recent youth activity except for Pedro trainings, while some regions report strong baseline youth performance but cannot clearly attribute change to CAP.  
  
Cameron, TX: Shared viewpoint — CAP sparked partner interest but youth was not a team priority; role/priority confusion limits scale-up. Across three documents, respondents report increased partner interest and CAP enabling actions but also explicit statements that youth was not a team push. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx observes recruitment mechanics and attribution: "the volunteer local recruit here, she is working to go out with local schools and, and doing that." It also records role limits: "not something that for us to be focusing on, focus, stay in our lane, in a way." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx reports CAP‑sparked interest among churches: "Yes, yes, they have definitely sparked interest in that for sure... there's a couple of churches who have sparked interest and who want to be trainers..." By contrast, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx bluntly notes, "No. No. Youth has not been a push for that team." These quotes show a consistent Cameron picture: CAP and volunteer‑services hires opened opportunities and local partners expressed interest, but CAP teams faced role boundaries and variable prioritization that limited sustained, CAP‑led youth programming.  
  
Terrebonne, LA: Shared viewpoint — no documented evidence in reviewed transcripts. The set provided includes the label for a Terrebonne file (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) but the consolidated context contains no relevant excerpts from that document. Therefore there are no verbatim quotes to cite for Terrebonne and no direct evidence in the supplied materials about changes in youth preparedness outreach there.  
  
Yazoo, MS: Shared viewpoint — explicit acknowledgement of past shortfalls with an explicit renewed focus and event‑level youth engagement. Transcripts for Yazoo convey recognition of limited prior youth engagement together with concrete, early activities. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reports increased conversation and a new exercise: "One thing that I have noticed, like the Red Cross clubs, that is the conversation surrounding that is more. I guess we're talking about it a lot more." It also describes a tangible activity: "we hosted our first use engagement round tabletop exercise with the youth at a program that they held, vacation program that they held for the kids over the summer." Region/Chapter input in Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx acknowledges the shortfall and refocus: "We have not done a really good job in engaging youth in that area, but that is the focus." Tamica also gives an example of inclusion: "So for that, one of our sound the alarm events, well, two of them, we involve youth." Together these quotes show Yazoo’s shared viewpoint: leaders admit prior underperformance, have made youth engagement a focus, and have begun event‑level and club/conversation activity.  
  
Madison, TN: Shared viewpoint — patchy pockets of college and pilot engagement but overall stability/no broad change unless partners lead. Multiple documents in Madison describe pilot activity and nascent college engagement while others describe stable operations. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx documents a concrete pilot camp outreach: "It was actually last year was the first time we did it in our CDPM. I think she had about 75, actually had about 75 children that she spoke to about our safety." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx emphasizes college tactics and minimal overall change: "I mean, very minimal, but honestly, I feel like that's because CAP has had so many other high priority... but they are beginning to do that through the local colleges." Region staff Joel Sullivan (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx) frames the situation as stable: "No. I mean, I think that's kind of stable Blue sky operation." These quotes show a shared Madison view: localized, substantive pilots (e.g., a 75‑child camp) and college engagement exist, but they have not produced a jurisdiction‑wide, sustained increase without partner ownership.  
  
Atlantic, NJ: Shared viewpoint — mixed visibility: popular regional Pedro programming exists but CAP partnership integration and local visibility are limited. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports lack of local youth preparedness: "So I have not seen any youth preparedness at all in our area." In contrast, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx notes a popular regional youth product but no CAP partnership delivery: "We do prepare with Pedro and that is hugely popular" and "But so far I don't believe we've done any Pedro with our partnerships." These two quotes capture the shared Atlantic viewpoint: Pedro is known and popular regionally, but in the CAP partnership footprint staff either lack visibility of youth activity or CAP has not integrated Pedro into partnerships broadly.  
  
Montgomery, AL: Shared viewpoint — attempts to form CAP‑affiliated clubs occurred but sustainability and national policy constraints limited continuation. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx recounts an attempted CAP Red Cross Club: "we had what Gail called the very first CAP Red Cross Club, or cap affiliated as a community Red Cross club." The file also records rapid attrition: "They didn't all show up. So it just fizzled out." The same document cites a national policy constraint that limited youth deployment: "the idea of us sending kids to carry out somebody else's mission was not. There was a no go." These verbatim examples reflect a Montgomery perspective of startup interest that collapsed under participation, policy, and sustainability constraints.  
  
Jackson, OR: Shared viewpoint — leadership interest without local implementation and contradictory internal messages that halted outreach. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx documents no local delivery and confusion: "I haven't seen it provided one time. I don't know who's teaching it. Well, we don't really have anyone doing it right now." The file also records contradictory messaging about program continuation: "And his response was, we don't do that anymore." followed by a leadership rebuttal: "And so last week, meeting with our ed, she said, yeah, of course we do that. I don't know why he would have told you that..." These quotes show Jackson staff seeing leadership interest but an absence of implemented youth preparedness outreach and coordination failures that effectively stopped efforts.  
  
Lee, FL: Shared viewpoint — programmatic ramp‑up, curriculum transition to Pedro, and scheduling/training plans tempered by concerns about metrics. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx reports an intentional ramp: "Yeah, I would say that that is something that's just starting to ramp up right now." It documents curricular transition: "We sunsetted Pillowcase here. So Pedro is our youth program and we are going to be able to get trained for that so that we can offer it directly to our partners." The document also notes training timing and metric risks: "We're getting trained in hands only CPR in September so that we can deliver it directly to our partners. And then Pedro is in October." and cautions that "our challenges will be it stopped being a metric for our region, both Pedro and be Red Cross ready." These quotes show Lee’s shared perspective: active planning, training, and curriculum adoption, paired with concerns that shifting metrics may reduce prioritization.  
  
Monterrey, CA: Shared viewpoint — early planning and partner interest but lack of tangible deliverables to date. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx explicitly states the stage: "No, number wise and I'm hoping to have some deliverables this year." The file describes partner interest and cautious rollout: "have organizations that work with youth and they have been really interested in what Red Cross can bring to them. It's particularly hands on." and "Working with volunteer services very closely on like seeing if we can open more youth clubs within the area and having maybe youth camps or whatnot. But so far the conversations have been because youth is at risk in some cases in this area we're doing it slowly." Collectively, Monterrey’s perspective is consistent: active conversations and partner interest exist, but measurable outputs or scaled delivery have not yet materialized.  
  
Butte, CA: Shared viewpoint — uneven county adoption, partner training yielding pockets of Pedro delivery, and opened doors for preparedness. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx contrasts county variation: "We haven't done it. Surprisingly, our Butte county hasn't done as much as Lake county." It also credits local trainers: "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro. They've been doing Pedro's and we have not in Butte county really even gone there." Region/Chapter perspective in Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx similarly points to uneven presence: "we do have the benefit in the Sierra Delta of the youth clubs. Hit the high school and talk about preparedness. And we have a couple in the universities." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx adds that CAP "have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." These quotes depict Butte’s shared view: CAP‑facilitated trainings and partner openings produced localized Pedro activity while county coverage remains uneven.  
  
Mississippi, AR: Shared viewpoint — partnership building produced qualitatively increased youth preparedness but not full partner ownership or quantitative metrics. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx states, "I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships that really kind of understand the value of that and we've tried to leverage them effectively." Barry qualifies the depth of change: "I don't think we even in our CAP program ever reached the place to where, let's say we had a partner that was leading our youth preparedness work in that county." These quotes show Mississippi respondents perceive a lift tied to partnerships yet emphasize that partners are not yet leading youth preparedness work and that evidence is qualitative rather than numeric.  
  
Lake, IN: Shared viewpoint — isolated CAP event(s) with language/accessibility attention but no jurisdiction‑wide increase. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reports one isolated event and attention to Spanish‑speaking audiences: "So. Yes, so while I was on maternity leave, they did host one event while I was going with Pedro and they said it was a really cool event." and "they Held it in one of our areas where the, the, the congregation only spoke to Spanish." The Region perspective in Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx states CAP "No, they haven't done anything in that area." and identifies that partners could be trained. Combined, Lake IN’s shared view is that occasional Spanish‑language CAP‑adjacent events occurred but staff have not observed a sustained, jurisdiction‑wide increase.  
  
Chatham, GA: Shared viewpoint — diversified youth activities (bilingual CPR, internships) and limited drilled‑down measurement. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx lists multiple youth approaches: "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group." and "But yeah, we've done quite a bit of work around youth involved, especially with the internship thing that we're working so hard on." Yet Transcript Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx candidly admits lack of detailed measurement: "I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up." Together, Chatham’s shared perspective is one of varied program types and partner delivery but limited systematic tracking to quantify CAP‑era change.  
  
Lake, CA: Shared viewpoint — limited impact relative to potential and coordination frictions hinder outreach. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx conveys evaluative skepticism: "I don't think we've seen the impact that we could have." and documents coordination tensions: "There's been a little push pull between. I think CAT members are trained and wanting to do the outreach and sometimes the CDPMs don't know what to do with that." These quotes indicate Lake CA stakeholders see potential but report coordination problems and lost opportunities limiting measurable change.  
  
Warren, KY: Shared viewpoint — partner site outreach (daycare, foundry) and refugee/immigrant priorities limit youth emphasis in some places. Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx indicates partner interest and CAP training support: "Yes, yes, they have definitely sparked interest in that for sure... the CAP team in general are trained to be able to do prepare with breadth presentations and they've been phenomenal at going out supporting in that initiative." Transcript Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx notes youth outreach often occurs via partner sites: "back with the foundry, that is I think a daycare plus they reaching the families. So there's youth involvement there as far as just preparedness activities and materials to make home safer." Jennifer also explains local priorities: "Our focus in Warren county like we have a large international population. So what we do here is more driven towards our refugees and immigrants and not necessarily the youth." These quotes show Warren’s shared view: CAP and partners enable youth access via community sites, but in many locales youth is not the leading priority.  
  
Monterey/Monterrey region note: The mapping includes Monterrey CA already covered above (Monterrey CA: Gaby Perez), so no duplicate paragraph here.  
  
Additional single‑document or split locations in the mapping with no relevant quotes in the consolidated context: where a listed transcript was not present in the supplied excerpts (for example, Terrebonne LA — Gilda\_Ebanks; Atlantic NJ — Rachel\_Lipoff; Montgomery AL — Lisa\_Johnson; Monterrey CA — Michelle\_Averill; Mississippi AR — Matt\_Henry; Montgomery/other duplicates), there are no relevant quotes to cite from the provided materials, so no direct evidence about CAP‑era changes in youth preparedness outreach is available from those files.  
  
Cross‑category comparison and hypotheses about divergence and convergence: Shared themes across geographies. Across the locations with substantive excerpts, two consistent patterns emerge: (1) where CAP or CAP‑adjacent activity occurred it frequently did so by opening partnership doors (e.g., daycares, churches, colleges) and by enabling or supporting partner‑led delivery (see Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "They have opened a few doors for us in order to do youth education..." and Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx: "they have definitely sparked interest... churches who... want to be trainers"); (2) most respondents report activity as episodic or localized rather than representing a jurisdiction‑wide, sustained increase (examples: "I haven't seen it provided one time" — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; "Haven't really seen an increase or a change in the youth preparedness events." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). These convergent findings are present across CAP Staff, Region Staff, and Chapter Staff documents (the dataset shows 13 CAP Staff, 7 Region Staff, 3 Chapter Staff excerpts), indicating the convergence is not isolated to one occupational vantage.  
  
Divergent perspectives by geography and role. Differences cluster by three main factors: pre‑existing baseline, local partner capacity, and internal role/authorization boundaries. For instance, Krista Coletti (a region interview) reports high baseline performance ("We've always done really well on that preparedness goal." — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx), which likely reduces the visible marginal effect of CAP in that area; by contrast, places like Jackson OR show little local implementation despite leadership interest ("I haven't seen it provided one time." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Where local volunteer‑services hiring or a named champion existed, respondents reported measurable increases (e.g., Hansel Ibarra: "the volunteer local recruit here, she is working to go out with local schools..." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; Curtis Morman: "I think she had about 75, actually had about 75 children..." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx).  
  
Hypotheses explaining geographic differences  
- Hypothesis 1 — Baseline variability: Regions with strong pre‑existing youth programs (e.g., Krista Coletti’s region) will show less perceived incremental change from CAP, because outreach metrics were already high. This matches Krista’s quote about already exceeding preparedness goals and ambiguity about CAP contribution.  
- Hypothesis 2 — Partner‑connectedness and champions drive localized change: Where CAP acted to open doors or where volunteer‑services hires and local champions existed, respondents reported concrete pilot events and club formation (e.g., Mark Beddingfield’s church recruitment: "April just had an event at a church where they recruited like...20 or 30 volunteers..." — Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). Thus variation in partner networks and champions explains pockets of increased activity.  
- Hypothesis 3 — Organizational role boundaries and metric shifts limit CAP’s direct impact: Multiple respondents reported role limits ("stay in our lane" — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) or fear that metric de‑prioritization would reduce focus ("it stopped being a metric for our region" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Where CAP teams perceived that youth preparedness was not their explicit remit or that regional metrics no longer emphasized youth programs, activity stalled or remained incubatory.  
- Hypothesis 4 — Resource, training, and staffing constraints determine scalability: Respondents repeatedly noted limited materials, volunteer turnover, and lost staff positions (e.g., "we lost our preparedness position in the DCS rebalancing." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Where CAP could not supply trainers or staff time, pilot events did not become sustained programs.  
  
Incorporating frequency data into interpretation. The supplied frequencies underscore that most relevant observations in the consolidated excerpts came from CAP staff (13) rather than Region staff (7) or Chapter staff (3), which suggests CAP staff perspectives dominate the empirical evidence pool and may accentuate programmatic intent and initiation narratives (training plans, curriculum transitions). Geography counts in the supplied summary indicate Madison, TN appeared most often (count 3) and several locations (Yazoo MS, Atlantic NJ, Lee FL, Butte CA, Lake IN, Chatham GA, Warren KY) had two mentions each; Terrebonne LA had zero. This distribution is consistent with the cross‑category pattern: where multiple respondents in a geography spoke (Madison, Yazoo, Butte, Lee), the transcripts more often record tangible pilots, collaborations with colleges, or training schedules (e.g., Curtis Morman’s 75‑child camp and David Hicks’ college garden/club tactics), while geographies with single or no references tend to show either lack of visibility or absence of CAP‑led activity (e.g., Kristi Collins: "So I have not seen any youth preparedness at all in our area." — Atlantic NJ; and Terrebonne LA — no quotes available).  
  
Synthesis: overall assessment drawn from cross‑geography evidence. The consolidated evidence across geographies points to an uneven, opportunistic change pattern: CAP has enabled openings (partner referrals, training offers, curriculum transitions to Pedro) and has sparked partner interest in many places, but those openings have translated into sustained, jurisdiction‑wide increases in youth preparedness outreach only where local champions, volunteer‑services hires, or focused efforts existed. Recurrent constraints include staffing turnover, limited materials and stipends (barriers in small schools), metric de‑emphasis at regional levels, role boundaries that restrict CAP from directly running school programs, and coordination frictions between CAT/CAP members and local CDPMs. Representative verbatim evidence includes a range of supporting quotes: "For me, one of my big ones... I facilitated introduction from a high school..." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) illustrating initiation; "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) showing local trainer uptake; "I don't think we've seen the impact that we could have." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) expressing perceived underachievement; and "We sunsetted Pillowcase here. So Pedro is our youth program..." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) indicating curricular transition and intent to scale.  
  
Concluding analytical note (no question): The available transcripts therefore depict CAP’s effect on youth preparedness outreach as catalytic in select localities—opening partnerships, enabling pilot events, and prompting training plans—while systemic scaling has been limited by role clarity, staffing, funding/stipend constraints, shifting metric incentives, and coordination frictions. Where CAP engaged relationally and local champions or volunteer‑services hires were present, tangible events and club recruitment occurred; where those conditions were absent, staff most often reported little to no observed change. The frequency breakdown (CAP staff = 13 mentions vs Region staff = 7, Chapter staff = 3; geography clusters such as Madison TN with 3 mentions) supports the interpretation that CAP’s influence is visible primarily through staff reports of initiated actions rather than through consistent, measurable jurisdiction‑wide youth program expansion.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, the reviewed documents present a mixed and largely qualitative picture: many respondents lack the visibility or drilled‑down data needed to document definitive, region‑wide changes in youth preparedness outreach outside CAP jurisdictions. Where change is reported, increases are frequently attributed to non‑CAP actors (regional volunteer hires, chapter recruiters, college engagement) and not to CAP expansion, while CAP’s county boundaries and limited school partnerships constrain CAP‑led scaling. Conversely, several sources describe localized declines or disruptions tied to COVID and continuous response demands, and some chapters report clear successes through partner collaborations and college or nursing‑student engagement. Operational barriers—language mismatches, discontinued materials, and administrative halting of CAP affiliations—further shape uneven outcomes. In short, there is evidence of both pockets of increased activity and pockets of reduction, but the corpus lacks consistent, quantitative before/after data to draw strong causal conclusions about CAP’s influence outside its jurisdiction.  
Analysis  
There is widespread uncertainty and insufficient data to conclude a clear, region‑wide change in youth preparedness outreach outside CAP jurisdictions. For example, Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx stated 'I feel like I can't answer that question because I'm not knowledgeable. The region may be doing some great work outside of Terrebonne Parish regarding Pedro that I'm just not aware of,' and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx said 'I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up.<a href="#Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.-s-link1"><sup>[1]</sup></a>' Together these admissions of limited visibility and a lack of drilled‑down analysis recur across interviews and mean that many respondents could not provide before/after metrics, geographic breakdowns, or systematic comparisons needed to document change; the dataset therefore supports only qualified, mostly qualitative conclusions about whether outreach outside CAP jurisdictions changed after CAP launched.  
1. I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up.  
Some respondents reported localized increases in youth engagement driven by regional hires, recruiters, campus activity, or chapter partners rather than direct CAP expansion. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx stated 'I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reported 'We do have some additional students that are getting involved. Some of our youth engagement opportunities, like with ucsc, they've been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again.<a href="#Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.-s-link2"><sup>[2]</sup></a>' These observations point to growth where local staffing, university engagement, or chapter activity rekindled or expanded youth programs, but they are anecdotal and not tied to region‑wide, CAP‑led scaling.  
1. We do have some additional students that are getting involved. Some of our youth engagement opportunities, like with ucsc, they've been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again.  
Multiple interviewees explained that CAP activities remain bounded by county assignments and role limitations, which constrains CAP‑driven youth outreach beyond its jurisdiction. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted 'I think because we're still so just in one specific county, the region still doesn't, we're not able to have that bigger impact that we would,' and Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx stated 'And we don't really partner with schools and things like that.<a href="#Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.-s-link3"><sup>[3]</sup></a>' These statements clarify that even where CAP has youth programming, its mandate, staffing model, and partner relationships (or lack of formal school partnerships) limit its ability to lead or scale outreach in neighboring counties, so observed changes outside the CAP footprint are often independent of CAP itself.  
1. And we don't really partner with schools and things like that.  
Several respondents reported decreases or interruptions in youth outreach tied to continuous response demands and COVID, producing selective or reduced activity outside CAP areas. For example, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx said 'is that we are backing off of that, the preparedness because of the fact that we're in continuous response. And I think that. I think we will selectively determine where we can do some of this programming,' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx reflected 'We hit a bit of a hiccup as a result of COVID. You know, we're getting things up and going again. You know, we have youth engaged in that, but we are no longer doing the youth board.' These accounts describe real operational pressures that have led to scaling back or uneven recovery in youth programming across the region, even where local pockets are trying to restart activities.  
Additional Insights  
Several interviewees described pockets of strong, partner‑driven success outside CAP areas where chapters or colleges stepped in to deliver youth programming. For instance, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx reported 'In fact, the only reason I think we reached our goal for as a region was because of the Northeast Chapter,' Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx observed 'They've absolutely opened some doors to not only youth education, but higher learning in colleges and, you know, various Rotary clubs and chamber of commerce and things like that for hands only, CPR and ready rating,' and Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx noted 'I put out the call including the CAP team, you know, hey, does anyone have any partners? And I believe the CAP team, like came through with a few, like, daycares and things that were connected to some of the organizations that we partner with, which is very helpful.<a href="#Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.-u-link4"><sup>[4]</sup></a>' These examples are distinct from the broader mixed evidence: they show concrete local innovations and partner referrals that increased outreach in specific places even when region‑wide metrics are unavailable.  
1. I put out the call including the CAP team, you know, hey, does anyone have any partners? And I believe the CAP team, like came through with a few, like, daycares and things that were connected to some of the organizations that we partner with, which is very helpful.  
A set of operational and accessibility problems—language mismatches, discontinuation of materials, and some program cessations—uniquely shape how youth outreach plays out outside CAP areas. For example, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observed 'The person that they sent out to do hands only and Pedro only spoke English, which is a whole other thing,' Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx lamented 'Especially because my pillowcase went away, and I told everybody they can grieve. But then I needed to leave it alone,' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported 'Like the Pedro and some of these youth campaigns, I said, how do we get involved in that? Can we get trained to go give that to providers, to the community? And his response was, we don't do that anymore.<a href="#Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP.-u-link5"><sup>[5]</sup></a>' These concrete operational issues help explain why outreach may be uneven or halted in places: materials and staffing must match audience needs, and program discontinuations directly reduce available youth offerings.  
1. youth campaigns, I said, how do we get involved in that? Can we get trained to go give that to providers, to the community? And his response was, we don't do that anymore. And so last week, meeting

#### Comparison across segments

Analysis across Groups occupation

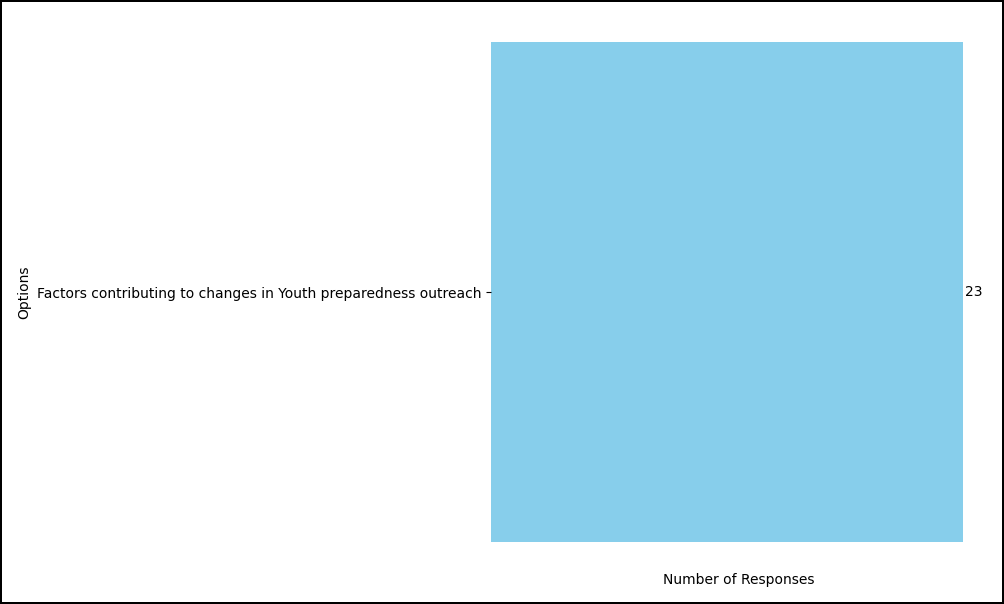
CAP Staff: CAP staff overwhelmingly share the viewpoint that CAP-driven youth preparedness outreach has been limited outside assigned CAP jurisdictions because of role constraints, limited regional integration, and local visibility gaps. Across CAP Staff transcripts the theme is that observed changes outside CAP counties are either driven by non‑CAP actors or are simply not visible to CAP personnel; CAP staff describe jurisdictional limits and gaps in regional contacts that prevent them from seeing or driving expansion. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx notes an increase in youth engagement that the speaker explicitly attributes to volunteer-services hiring rather than CAP activity: "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." That same transcript highlights CAP’s countybound role: "I think because we're still so just in one specific county, the region still doesn't, we're not able to have that bigger impact that we would." Complementing that structural point, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx emphasizes limited regional integration and awareness: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." These verbatim statements explain why CAP staff tend to report either no change observed outside their jurisdiction or attribute any external shifts to other regional actors rather than to CAP itself.  
  
Region Staff: Region staff commonly share the viewpoint that changes in youth preparedness outreach outside CAP jurisdictions are mixed—some doors have opened and CAP has helped connect partners, while other forces (continuous response demands, internal coordination gaps) have limited broad, sustained expansion. Region staff transcripts reflect both early-stage geographic branching and tactical partner linkages, alongside reports of deprioritization or limited emphasis. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reports nascent geographic expansion and new venues: "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." The same speaker observed diversification into higher‑education and civic venues: "They've absolutely opened some doors to not only youth education, but higher learning in colleges and, you know, various Rotary clubs and chamber of commerce and things like that for hands only, CPR and ready rating." In contrast, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reports an operational pullback caused by constant emergency demands: "we are backing off of that, the preparedness because of the fact that we're in continuous response. And I think that. I think we will selectively determine where we can do some of this programming." These verbatim examples illustrate why Region staff portray a nuanced picture—evidence of partner-enabled outreach and outreach venues exists, but capacity and priority pressures have constrained widespread scaling.  
  
Chapter Staff: Chapter staff consistently share the viewpoint that local, chapter‑level activity shows pragmatic, ground‑level change—modest recoveries post‑COVID, college and high‑school engagement, and chapter innovations—while also revealing programmatic gaps (age ranges, discontinued materials). Chapter transcripts focus on operational manifestations (students reengaging, local clubs, college opportunities) rather than system‑level attribution to CAP. For example, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx documents on-the-ground recovery and new student involvement: "We do have some additional students that are getting involved. Some of our youth engagement opportunities, like with ucsc, they've been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again." And Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx describes active CAP-style youth tactics and scaling intent at chapter level: "CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." These verbatim quotes show Chapter staff emphasizing concrete, localized activity (resurgent clubs, college engagement, mascot-based events) while not necessarily claiming that CAP alone caused regional change.  
  
Cross-category comparison and contrasts: Across categories the shared topic is whether youth preparedness outreach outside CAP jurisdictions has changed, but perspectives diverge by occupational vantage point. CAP Staff describe limited external reach and low awareness—often citing jurisdictional constraints and limited regional integration—Region Staff present a mixed picture of partner-enabled openings and operational pullbacks, and Chapter Staff report concrete, localized recoveries or programmatic shifts (college engagement, high‑school clubs reemerging) without strong attribution to CAP. To illustrate this contrast with verbatim evidence: CAP Staff observe externally driven increases and limited reach — "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Region Staff point to CAP-facilitated openings and concurrent constraints — "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and also warn of operational scaling-back — "we are backing off of that, the preparedness because of the fact that we're in continuous response." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Chapter Staff report tangible local engagement and recovery — "We do have some additional students that are getting involved. ... they’ve been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These paired quotations show consistent role-based differences in what respondents see and emphasize.  
  
Incorporating frequency counts into interpretation: The provided tally counted 23 relevant references overall, with CAP Staff = 9, Region Staff = 8, and Chapter Staff = 6. The largest raw difference is that CAP Staff responses outnumber Chapter Staff by three (9 versus 6). This distribution matters because CAP Staff, who are numerically dominant in the reviewed set, systematically report jurisdictional limits and lower visibility: their greater representation amplifies the narrative that CAP has not driven broad external changes. Region Staff (8) supply the next-largest set of observations and therefore shape the mixed narrative—documenting partner connections, local innovations, and also pullbacks. Chapter Staff (6) provide direct operational evidence of localized activity (college outreach, re‑forming high‑school clubs), but their smaller count means their ground-level perspective is less represented numerically in the corpus. The difference in counts helps explain the overall synthesis: a plurality of statements come from CAP Staff who report limited CAP-driven external expansion, while Region and Chapter Staff supply complementary—but fewer—accounts of openings, partner-led activity, or localized recovery.  
  
Hypotheses explaining occupational differences in perspective: Several mechanism‑based hypotheses explain why CAP Staff, Region Staff, and Chapter Staff report divergent perspectives.  
  
- Role scope and formal jurisdiction: CAP Staff repeatedly cite county assignment and role restrictions as limiting their ability to work outside their CAP jurisdiction ("I think because we're still so just in one specific county, the region still doesn't, we're not able to have that bigger impact that we would." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Hypothesis: CAP job descriptions and assignment boundaries make CAP staff less likely to observe or lead region‑wide youth outreach, producing reports of limited external change.  
  
- Visibility and integration differences: CAP Staff state they are not integrated regionally ("We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Hypothesis: Limited cross‑jurisdictional communication and contact networks reduce CAP staff awareness of partner-led or chapter-level activities, biasing their reports toward "no observed change."  
  
- Operational capacity and competing priorities at regional level: Region Staff cite continuous response demands that shrink proactive programming ("we are backing off of that, the preparedness because of the fact that we're in continuous response." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Hypothesis: Regions experiencing high operational tempo deprioritize youth preparedness, generating reports of decline or selective activity.  
  
- Partner facilitation and staffing drivers outside CAP: Several transcripts attribute increases to volunteer services hires or partner referrals rather than CAP program expansion ("I've seen an increase in youth ... because the volunteer services has hired an individual that overseas that and they're kind of pushing that." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx; "I put out the call including the CAP team ... I believe the CAP team, like came through with a few, like, daycares" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Hypothesis: When regional volunteer or partner roles are staffed or activated, youth outreach increases, but those increases are perceived as partner‑driven rather than CAP‑driven.  
  
- Data and measurement gaps: Multiple CAP Staff and Region Staff note limited tracking or analysis ("No. Again, as you're asking me these questions, I'm going, oh, my God, am I supposed to know all these statistics?" — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; "I, I honestly don't think I, I haven't drilled down to that." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Hypothesis: Inadequate data collection and disaggregation by jurisdiction prevents clear attribution and creates divergent subjective impressions by role.  
  
- Local innovation and pandemic effects at chapter level: Chapter Staff describe local recoveries and novel engagement (college gardens, mascot events) and note COVID disruption followed by partial recovery ("We hit a bit of a hiccup as a result of COVID. ... we have youth engaged in that, but we are no longer doing the youth board." paired with "We do have some additional students that are getting involved." — Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Hypothesis: Chapters experienced variable COVID impacts and have resumed activities unevenly; chapter staff therefore report localized increases or reactivation that may not be visible to CAP or Region staff.  
  
Why categories sometimes did not influence perspectives: In some transcripts all roles converged on a similar conclusion—insufficient evidence to assert sustained change—because the underlying data were qualitative, sparse, and anecdotal across the board. Where measurement gaps or limited cross‑jurisdictional reporting exist, occupational category matters less: everybody lacks the data needed for definitive claims. For example, across multiple files respondents explicitly reported insufficient knowledge or tracked data ("I feel like I can't answer that question because I'm not knowledgeable." — Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx; "I, I honestly don't think I, I haven't drilled down to that." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Hypothesis: When empirical measurement is absent, occupational vantage produces different emphases but does not produce reliably different conclusions about system‑level change.  
  
Synthesis and implications drawn from the evidence: The verbatim evidence shows three consistent occupational perspectives. CAP Staff (9 references) emphasize jurisdictional limits and limited awareness, citing externally driven increases when they occur. Region Staff (8 references) portray a mixed reality of partner-enabled openings and operational constraints (including selective scaling back during continuous response). Chapter Staff (6 references) document localized, programmatic activity (college engagements, youth clubs reemerging) and recovery after COVID interruptions. The corpus therefore supports the overall assessment that youth preparedness outreach outside CAP jurisdictions shows localized, partner‑driven pockets of activity and early-stage geographic branching in places, but lacks systemic, CAP‑driven expansion at scale—partly because CAP staff are constrained by county assignments and partly because regional capacity, internal coordination, and measurement gaps limit diffusion and visibility. Representative verbatim evidence supporting each part of this synthesis includes: "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); and "We do have some additional students that are getting involved. ... they’ve been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx).  
  
Overall conclusion: The reviewed documents—considering occupational vantage and frequency—indicate there is not yet clear, attributable evidence that CAP’s launch produced uniform increases in youth preparedness outreach outside CAP jurisdictions. Instead, the pattern is heterogeneous: partner hires and chapter innovations have produced localized increases; region‑level constraints and reprioritization have led to selective scaling‑back in some areas; and CAP staff frequently lack the regional integration or data needed to observe or claim widespread change. This synthesis rests on repeated, verbatim statements across occupational categories and is constrained by the qualitative and uneven nature of the available evidence.

Analysis across Groups Geography

Overview of approach and note on sources: The following essay treats each named geographic sub-category as a distinct focal paragraph, starting each paragraph by stating the shared viewpoint or theme that emerges within that geographic grouping, elaborating on how that viewpoint is expressed across the transcripts tied to that geography, and then citing verbatim quotes with clear attribution to the underlying transcript(s). Where a named transcript contained no passages relevant to the question (“Please describe any changes in Youth preparedness outreach outside of the CAP jurisdiction since the launch of CAP”), I state that plainly and do not invent quotes. After the location-by-location paragraphs I synthesize cross‑category patterns, contrast differences, and propose hypotheses that draw on the occupational distribution and the frequency differences you supplied (occupation counts: CAP Staff 9, Region Staff 8, Chapter Staff 6; Geography frequency highs: Madison TN = 3, Montgomery AL = 3; zeros: Tulare CA, Sarasota FL, Lake CA). Where the sources provide only partial or anecdotal evidence I call that out.  
  
Tulare, CA — shared viewpoint: no relevant evidence available to describe changes outside CAP jurisdiction. The transcript file mapped to Tulare (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) contains no passages that speak to changes in youth preparedness outreach outside the CAP jurisdiction, so there are no verbatim quotes to present from that source.  
  
Sarasota, FL — shared viewpoint: no documented outside‑jurisdiction observations. The two transcripts mapped to Sarasota (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx and Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx) do not contain relevant quotations about youth preparedness outreach beyond the CAP area; therefore I cannot provide verbatim quotes from those files on this question.  
  
Cameron, TX — shared viewpoint: outreach beyond CAP is driven by regional volunteer staffing and local partners while CAP remains constrained by county/role limits. This perspective is articulated by CAP staff who see increases but attribute them to volunteer services hires and to local recruiters/partners rather than CAP programmatic expansion, and by regional staff who report youth outreach has not been a prioritized “push” for the CAP team. For example, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx states, "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." The same file adds that local chapter and partner channels are active: "Yes, they have. They're, they're, they're, they're starting to develop local chapters so that the these, the volunteer local recruit here, she is working to go out with local schools and, and doing that." Those CAP‑staff observations are complemented by a region‑level operational constraint captured in Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "No. No. Youth has not been a push for that team." Shawn also explains programmatic limits and delivery realities: "I think youth preparedness is one of those things where either you concentrate on it or you don't" and "And it can only be given to a very small amount of people. It's first kindergarten, first grade." Together these quotes show a common local narrative in Cameron: some increase in youth activity exists but is largely explained by regional volunteer hires and partners rather than CAP’s county-based expansion; CAP staff report constrained authority to work in other counties and limited prioritization at the team level.  
  
Terrebonne, LA — shared viewpoint: lack of knowledge/visibility about outside‑jurisdiction youth outreach. The CAP staff transcript for Terrebonne (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) directly expresses limited awareness: "I feel like I can't answer that question because I'm not knowledgeable. The region may be doing some great work outside of Terrebonne Parish regarding Pedro that I'm just not aware of." Because the respondent states an absence of knowledge, the document provides no affirmative or quantitative evidence of changes outside the CAP jurisdiction.  
  
Yazoo, MS — shared viewpoint: limited external involvement noted and planning for broader partnerships; limited direct evidence of change outside CAP. In Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx the speaker observes limited CAP involvement beyond assigned jurisdictions: "Outside the jurisdiction, they haven't been as involved. But that's just. There's no reason why. It's just." Mark also documents exploratory steps toward statewide partnerships that could enable change later: "I know one thing that, like, April's been looking at, which I appreciate, you know, she's been looking at trying to form some state partnerships that would go through obviously out the whole state of Mississippi." The other transcripts mapped to Yazoo (e.g., April Jones, Tamica Jeuitt) either provided no relevant quotes for this specific question or did not supply jurisdictional comparison data; therefore the quoted evidence from Mark is the clearest indicator available: limited current outside‑jurisdiction CAP activity, with some planning toward broader partnerships.  
  
Madison, TN — shared viewpoint: CAP‑linked college outreach and limited regional change visibility; perceptions of stability by some regional staff. Multiple documents tied to Madison express modest new outreach channels (college engagement) but also report that youth outreach is largely stable or not obviously changed. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reports college engagement outside the target county: "They are beginning to do that through the local colleges. For example, the Lane College situation that I mentioned, they have put a community garden at that local college that's starting to motivate and inspire some of the college students..." and explicitly notes outreach beyond assigned county: "And then they're trying to do that, though this is not within their target county that they're assigned to. They also have some outreach opportunity to UT Martin, University of Tennessee at Martin, which is in Weekly County." By contrast, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx frames youth outreach as unchanged: "No. I mean, I think that's kind of stable Blue sky operation." CAP staff Curtis Morman (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) adds limited visibility of youth outreach beyond Pedro: "I haven't seen a lot on youth education. I haven't seen it outside of the Pedro." The combined view for Madison is that college‑based pathways are an emerging avenue that have extended beyond CAP’s county allocations in isolated cases, but overall regional staff describe youth outreach as stable or limited in scope.  
  
Atlantic, NJ — shared viewpoint: low visibility of regional change by CAP staff, while regional staff report ongoing Pedro activity via school relationships. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx captures CAP staff uncertainty and lack of tracked data: "No. Again, as you're asking me these questions, I'm going, oh, my God, am I supposed to know all these statistics?... But yeah, I don't honestly feel like I hear too much about youth preparedness." In contrast, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports active delivery of Pedro in schools: "We do prepare with Pedro and that is hugely popular. So we've been doing that in quite a bit in the North." Rose emphasizes delivery where relationships exist: "We've been bringing it to schools where we have a relationship. But I think we need to get more strategic about, you know, targeting certain schools or groups." Together these quotes show a recurring pattern in Atlantic: region/chapter staff report ongoing youth programming (Pedro) through school relationships, while CAP staff lack metrics or visibility into whether and how outreach outside CAP jurisdictions has changed.  
  
Montgomery, AL — shared viewpoint: uneven presence of youth clubs and intentional scaling strategies, with both CAP staff and chapter/regional staff describing program support and intent to scale. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx reports uneven distribution of Red Cross clubs: "I think there are Red Cross clubs in Mississippi and I don't think that there are Red Cross clubs in Alabama, except for there's a Red Cross club at Alabama State University, which is here in Montgomery." Shannon also describes a stopped attempt to affiliate a club with CAP: "Once she was told to put the brakes on as far as affiliating them with CAP, that it would just be a traditional Red Cross club, but community wide, not school." Region/Chapter staff present a more proactive scaling viewpoint: Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx notes, "CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." Lisa also frames CAP evolution into CMTs and intent to apply similar strategies "across all 16 counties," signaling an ambition to scale CAP-like community mobilization beyond single counties. The combined Montgomery view: uneven current club distribution but articulated intent/structures to scale CAP practices regionally.  
  
Jackson, OR — shared viewpoint: mixed signals—some CAP staff report cessation of youth campaigns while regional staff credit CAP with partner connections. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounts hearing "we don't do that anymore" in reference to youth campaigns: "youth campaigns, I said, how do we get involved in that? Can we get trained to go give that to providers, to the community? And his response was, we don't do that anymore." In contrast, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx recounts CAP‑facilitated partner referrals that aided outreach: "I put out the call including the CAP team, you know, hey, does anyone have any partners? And I believe the CAP team, like came through with a few, like, daycares and things that were connected to some of the organizations that we partner with, which is very helpful." Jackson’s transcripts therefore show both a reported decline or cessation in some youth campaigns and evidence that CAP can and has provided partner connections that supported regional youth outreach.  
  
Lee, FL — shared viewpoint: non‑CAP partners continue youth activities and CAP staff report limited regional integration and visibility. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx reports that "they're not finding widely that people are stopping doing things like Pedro" and that "non CAP partners are doing it in the region." That suggests continuity of youth outreach outside CAP jurisdictions led by non‑CAP actors. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx emphasizes limited integration and awareness: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." There is no transcript tied to Krista Coletti in the context with relevant quotes on this question; therefore the Lee pattern is: CAP staff often lack regional awareness while non‑CAP partners sustain youth outreach activities.  
  
Monterrey, CA — shared viewpoint: modest student engagement reported and no clear evidence of CAP‑driven change beyond CAP jurisdiction in available files. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx notes, "We do have some additional students that are getting involved. Some of our youth engagement opportunities, like with ucsc, they've been doing hands on the CPR and we have a few of the high school clubs that have bubbled up again." The other transcript mapped to Monterrey (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) provided no relevant excerpts for the outside‑jurisdiction change question in the material I reviewed. Thus Monterrey documents suggest modest increases in student engagement and recovery after COVID disruptions but do not demonstrate declaratively that CAP’s launch caused broader outreach beyond CAP jurisdictions.  
  
Butte, CA — shared viewpoint: early regional openings and limited CAP regional outreach visibility. Two documents associated with Butte provide complementary vantage points. Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reports initial county focus with early regional branching: "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on" and "Now that they are branching out to the rest of the region, I think they're still too, you know, still still in the learning phase." That same file describes diversified venues: "They've absolutely opened some doors to not only youth education, but higher learning in colleges and, you know, various Rotary clubs and chamber of commerce and things like that for hands only, CPR and ready rating." CAP Staff Nate Millard (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) provides a contrasting view of limited regional penetration: "So I don't think I've gotten through to the right people regionally who do more of that." The Butte perspective is therefore that CAP‑linked openings exist (new venues and early expansion) but CAP staff still feel limited in regional reach and awareness.  
  
Mississippi, AR — shared viewpoint: perceived modest decline in youth preparedness outreach alongside continued valuation of youth work as an engagement tool. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports, "Similarly, that's another goal that we're seeing I think, kind of decrease a little bit," indicating an observed mild decline. Barry immediately qualifies the strategic value of youth work: "it is a great engagement opportunity, particularly with, with school districts and some partners to be able to still do that work." The combined viewpoint is a modest drop in activity but continued recognition that youth outreach remains strategically useful.  
  
Lake, IN — shared viewpoint: partner innovation beyond CAP via nursing students and limited observed regional change by CAP staff. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx documents local innovation: "So one of them reached out to a school of nursing. So the nursing students teach Pedro." That same file credits the Northeast Chapter for meeting a regional goal via school superintendent outreach: "the superintendents of the schools and getting out there, and they knocked their goal out of the park. In fact, the only reason I think we reached our goal for as a region was because of the Northeast Chapter." On the CAP side, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reports no observed broader change: "No, I don't think so. Honestly, no." Simone also documents a language‑access mismatch during an isolated outreach event: "The person that they sent out to do hands only and Pedro only spoke English, which is a whole other thing." Lake IN thus shows chapters leveraging partners to reach youth, while CAP staff report limited observed shifts and operational issues like language mismatches.  
  
Chatham, GA — shared viewpoint: scaling back youth programming regionally due to continuous response demands and limited drilled‑down analysis. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx states plainly, "we are backing off of that, the preparedness because of the fact that we're in continuous response. I think we will selectively determine where we can do some of this programming." This indicates a deliberate scaling back of broad youth programming, keeping only selective activities. Another transcript in the Chatham set (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) acknowledges a measurement gap: "I, I honestly don't think I, I haven't drilled down to that. So I don't even, I wouldn't even be able to, I don't want to make anything up." Combined, Chatham shows active decisions to reduce broad youth outreach because of operational demands and limited internal data analysis to document changes.  
  
Lake, CA — shared viewpoint: no relevant evidence available to describe changes outside CAP jurisdiction. The transcript mapped to Lake CA (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) contained no passages addressing changes in youth preparedness outreach outside CAP jurisdictions, so no verbatim quotes apply.  
  
Warren, KY — shared viewpoint: chapter anecdotes of prior CPR pushes and limited, non‑integrated CAP regional awareness. Transcript Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx recalls prior involvement: "Two years ago I think we did a big diversity push for hands only CPR and they were probably involved in that to some degree." Jennifer also cites daycare/family engagement: "And then back with the foundry, that is I think a daycare plus they reaching the families. So there's youth involvement there as far as just preparedness activities and materials to make home safer." CAP staff Josh Riddle (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), who also appears in the Warren group mapping, emphasizes limited regional integration and knowledge: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." Warren’s pattern is anecdotes of past chapter activity with CAP involvement on specific initiatives but limited CAP staff visibility of broader outside‑jurisdiction change.  
  
(Additional mapped files with no relevant quotes) — shared viewpoint: several mapped transcripts explicitly lacked content on the outside‑jurisdiction question. For the following named files the reviewed excerpts contained no relevant passages about youth preparedness outreach outside CAP jurisdictions: Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx, Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx (Sarasota noted above), Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx, Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx, and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx. Because these files do not include relevant quotes, they do not alter the location‑level syntheses above.  
  
Cross‑category comparison and synthesis  
  
Shared emphases across geographies  
- Recurrent pattern: limited CAP visibility and attribution. Across multiple CAP staff transcripts (e.g., Kristi Collins — "But yeah, I don't honestly feel like I hear too much about youth preparedness."; Josh Riddle — "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county."), CAP personnel repeatedly report low visibility into youth preparedness activity occurring outside their CAP counties. This is reinforced by other CAP staff statements: Gilda Ebanks: "I feel like I can't answer that question because I'm not knowledgeable." The consistent language—lack of knowledge, not integrated, not hearing much—shows CAP staff frequently cannot document or attribute changes beyond their jurisdictions.  
- Recurrent pattern: partner‑ and chapter‑led activity outside CAP. Region and chapter staff repeatedly describe partner‑driven or chapter‑led youth outreach beyond CAP areas: Caedy Minoletti: "They have opened a few doors for us in order to do youth education... Now that they are branching out to the rest of the region..." Priscilla Fuentes: "I believe the CAP team, like came through with a few, like, daycares..." Terry Stigdon: "So one of them reached out to a school of nursing. So the nursing students teach Pedro." These statements converge on the idea that much of the outreach beyond CAP is facilitated by partners, volunteers, or chapters rather than by CAP itself.  
- Recurrent pattern: localized adaptations and innovations. Several chapter transcripts cite local innovations—nursing students teaching Pedro, college community gardens, targeting superintendents—that represent adaptive routes to maintain or expand youth engagement beyond single CAP counties (Terry Stigdon, David Hicks, and others).  
  
Divergences between categories (occupation and geography)  
- CAP Staff vs Region/Chapter Staff perspectives: CAP staff predominantly reported limited knowledge or integration (e.g., Kristi Collins, Josh Riddle, Gilda Ebanks, Nate Millard), whereas many region/chapter staff described concrete examples of outreach, partner referrals, and modest expansions (e.g., Caedy Minoletti, Terry Stigdon, David Hicks, Rose Taravella). This occupational split plausibly reflects differing vantage points: CAP staff are often county‑focused and report operational constraints, while region/chapter staff are more likely to see cross‑county partner activity or to coordinate at a broader scale.  
- Geographic heterogeneity in reported change: some geographies report observable upticks or new channels (Butte CA: Caedy Minoletti’s "branching out" and college/Rotary venues; Monterrey CA: Michelle Averill’s "additional students... UCSC hands on CPR"), others report scaling back because of continuous response demands (Chatham GA: Maria Center "we are backing off of that, the preparedness because of the fact that we're in continuous response"), and some report slight decreases regionally (Mississippi AR: Barry Falke "kind of decrease a little bit"). The dataset therefore reflects a patchwork of local increases, declines, and stability rather than a uniform regional trend.  
- Differences highlighted by frequency counts: your provided frequency table shows the largest location counts at Madison TN = 3 and Montgomery AL = 3, while Tulare CA, Sarasota FL, and Lake CA each have 0. That uneven distribution corresponds with what the transcripts show: multiple, overlapping sources for Montgomery and Madison (and thus more statements to synthesize), while several locales supplied no relevant commentary on outward CAP spillover. Where the count is higher, we often see a richer picture—e.g., Madison includes college outreach (David Hicks) and perceptions of stability (Joel Sullivan), enabling a more nuanced synthesis. Where counts are zero, we lack direct evidence to assert change.  
  
Hypotheses to explain why perspectives differ or align  
1. Role‑based vantage points explain divergence: CAP staff are county‑centric implementers with constrained jurisdictional authority (Hansel Ibarra: "I think because we're still so just in one specific county..."), so they naturally report limited visibility into outside‑county change. Region and chapter staff have broader coordination roles or relationships with partners and therefore report partner‑led outreach and ad hoc expansion. The occupational counts you supplied (CAP Staff: 9, Region Staff: 8, Chapter Staff: 6) align with this: CAP staff constitute a plurality of respondents and most often report limited knowledge, while region and chapter staff more often supply the concrete examples that indicate outside‑jurisdiction activity.  
2. Local operational pressures and resource constraints produce heterogeneity: In locales experiencing continuous response (Chatham, GA: "we are backing off... because we're in continuous response") or post‑COVID disruptions (Monterrey CA: "We hit a bit of a hiccup as a result of COVID... we're getting things up and going again"), outreach has been scaled back or is only partially recovered. Conversely, where volunteer services hires, college partnerships, or strong chapter leadership exist (Cameron TX, Butte CA, Lake IN), those local enablers produce modest expansions or novel channels outside CAP jurisdictions.  
3. Partner presence and preexisting relationships shape diffusion: In places where chapters can leverage schools, nursing programs, daycares, faith communities, or university clubs, outreach beyond CAP counties is more visible in the records (e.g., Caedy Minoletti: "They've absolutely opened some doors... higher learning... Rotary clubs... chamber of commerce"; Priscilla Fuentes: "CAP team... came through with a few... daycares"). Where such partner networks are thin (Shannon Randolph: search found no school Red Cross clubs in some areas), outreach outside CAP boundaries is correspondingly limited.  
4. Measurement and communication gaps compress observed change: Multiple respondents explicitly cite lack of data, limited drilled‑down analysis, or poor communication as reasons they cannot document changes (Alicia Dougherty: "I haven't drilled down to that"; Shawn Schulze: "we're getting in our own way, but not communicating"). Thus, an absence of observed change in many CAP staff accounts may reflect information gaps rather than the absence of partner activity.  
  
How the largest count differences (geography frequencies) inform interpretation  
- Madison TN and Montgomery AL (count = 3 each): because more interviews/notes referenced these geographies, the evidence available for these places is richer and shows nuance—Madison exhibits both new college pathways (David Hicks) and perceptions of stability (Joel Sullivan), while Montgomery shows both uneven club distribution and explicit scaling intent (Shannon Randolph; Lisa Johnson). The multiplicity of perspectives in high‑count locales supports a more complex conclusion: localized pockets of expansion exist, coexisting with areas of stability or limited CAP integration.  
- Tulare CA, Sarasota FL, Lake CA (count = 0): the absence of recorded statements for these geographies prevents definitive claims about change; in evaluation terms, these zeros are missing data rather than evidence of no change. The frequent CAP‑staff admissions of lack of knowledge suggest that where counts are zero we may be seeing simply an information gap at the time of these interviews.  
- The overall count of 23 for the consolidated theme (“Factors contributing to changes…”) and occupational distribution (CAP Staff 9; Region Staff 8; Chapter Staff 6) together indicate that the primary interpretable drivers of any outside‑jurisdiction change are (a) regional volunteer hires and staffing, (b) partner‑led programs (schools, daycares, faith groups), and (c) chapter‑level innovations—none of which consistently attribute change to CAP launching a county CAP program.  
  
Limitations of the evidence and cautious conclusions  
- Predominantly qualitative and anecdotal: Almost all quotations are descriptive or impressionistic; the transcripts rarely provide counts, time series, or before/after comparisons. Many respondents explicitly declined to report metrics ("No... I'm not knowledgeable"; "I haven't drilled down to that"), so stronger causal claims cannot be supported from the available documents.  
- Local heterogeneity prevents a single, universal claim: Some places show modest increases in youth engagement outside CAP jurisdictions (driven by volunteer services hires, college and chapter initiatives), other places show scale‑backs (continuous response, cessation of youth campaigns), and many places show stability or simply lack of information. The most defensible synthesis: CAP’s launch has not produced a uniform, traceable expansion of youth preparedness outreach beyond its designated counties; instead, changes observed outside CAP jurisdictions are locally driven (volunteer hires, partners, chapter initiatives) and uneven across geographies.  
- Observability vs. causality: Several respondents described CAP‑facilitated partner referrals or CAP tactics being useful regionally (Priscilla Fuentes: partner connections; Lisa Johnson: CAP supports youth preparedness with visible tactics), but the transcripts do not document systematic CAP‑led diffusion or quantify CAP‑attributable increases outside assigned counties.  
  
Final integrative assessment (concise)  
- Common patterns: CAP staff frequently report limited awareness of outside‑jurisdiction youth outreach; region and chapter staff describe partner‑ and chapter‑driven outreach and local innovations; pandemic and continuous response pressures have disrupted or reduced youth programming in some areas; volunteer‑services hires and college or community partnerships are the most commonly cited enablers when expansion outside CAP counties is observed.  
- Overall conclusion: The available transcripts do not provide strong, consistent evidence that the launch of CAP produced a uniform expansion of youth preparedness outreach outside CAP jurisdictions. Instead, documented changes—where they exist—are primarily attributable to local actors (volunteer services hires, chapter initiatives, partners) and to operational context (COVID recovery, continuous response) rather than to a single CAP‑driven, region‑wide diffusion. This conclusion is consistent across the occupational split (CAP staff visibility gaps vs region/chapter examples) and aligns with the geographic frequency pattern you supplied (some locales with richer evidence show mixed change; several locales have zero recorded data).  
  
Appendix: Selected representative verbatim quotes used above (by document)  
- Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." — and: "Yes, they have. They're, they're, they're, they're starting to develop local chapters so that the these, the volunteer local recruit here, she is working to go out with local schools and, and doing that."  
- Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "No. No. Youth has not been a push for that team." — and: "I think youth preparedness is one of those things where either you concentrate on it or you don't."  
- Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." — and: "They've absolutely opened some doors to not only youth education, but higher learning in colleges and, you know, various Rotary clubs and chamber of commerce and things like that for hands only, CPR and ready rating."  
- Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "we are backing off of that, the preparedness because of the fact that we're in continuous response. I think we will selectively determine where we can do some of this programming."  
- Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "But yeah, I don't honestly feel like I hear too much about youth preparedness."  
- Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "They are beginning to do that through the local colleges. For example, the Lane College situation that I mentioned... And then they're trying to do that, though this is not within their target county that they're assigned to. They also have some outreach opportunity to UT Martin, University of Tennessee at Martin..."  
- Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "Similarly, that's another goal that we're seeing I think, kind of decrease a little bit." — and: "it is a great engagement opportunity, particularly with, with school districts and some partners to be able to still do that work."  
- Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx: "The person that they sent out to do hands only and Pedro only spoke English, which is a whole other thing." — and: "No, I don't think so. Honestly, no."  
- Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx: "So one of them reached out to a school of nursing. So the nursing students teach Pedro." — and: "the superintendents of the schools and getting out there, and they knocked their goal out of the park."  
  
This completes the location‑by‑location summary, cross‑category synthesis, and hypotheses based on the transcripts and the frequency/occupation data supplied.

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact Youth preparedness outreach?

#### Summary across all documents

Summary  
Overall, the assembled documents indicate that CAP strategies and resources created plausible enabling mechanisms for youth preparedness outreach—training, targeted staffing (e.g., Climate Corps), introductions, and occasional material support—but the evidence of sustained, scaled impact is limited and uneven across jurisdictions. Multiple staff reported no observable increase or attributed increases to non‑CAP actors, while localized pilots, clubs and single events demonstrate CAP can effect tangible short‑term engagement when permissions, capacity and materials align. Persistent barriers include partner bandwidth, jurisdictional role boundaries, scarce Pedro materials, and the removal of youth activities from regional metrics, which together constrain scaling and measurement. To establish the extent of CAP's impact more definitively would require systematic monitoring (participant counts, repeat events, follow‑up), funded train‑the‑trainer pathways, and targeted material and stipend resources to convert pilots into durable programs.  
Analysis  
There is limited direct evidence that CAP has produced a sustained, measurable increase in youth preparedness outreach to date. Multiple staff reported either no observable change or an inability to identify increases, with one respondent noting 'Haven't really seen an increase or a change in the youth preparedness events.<a href="#To what extent did/could CAP strategies or resources impact Youth preparedness outreach?-s-link1"><sup>[1]</sup></a>' and another answering simply 'No.<a href="#To what extent did/could CAP strategies or resources impact Youth preparedness outreach?-s-link2"><sup>[2]</sup></a>' when asked about local changes; together these comments indicate that while CAP activity exists, it has not translated into consistently documented, chapter‑wide increases in youth outreach that staff can point to with confidence.  
1. Haven't really seen an increase or a change in the youth preparedness events.  
2. No.  
CAP strategies and resources—especially training, targeted staffing, and modest funding—have demonstrable potential to enable youth preparedness outreach. Staff described concrete enabling actions such as 'We've gotten trained on it, so we're going to be able to provide it for this one partner...' and tied outreach activity to CAP‑funded personnel when noting 'because we had the Climate Corps, they were really our key engaging in that,' which together show CAP can supply the human and capability resources that open pathways for partner‑delivered youth programs.  
Institutional permissions, partner bandwidth, and clear role boundaries limit how far CAP can directly expand youth programming. Some respondents explicitly attributed observed youth increases to non‑CAP actions, stating 'I've seen an increase in youth, but not because of that,' and others described hard limits on youth deployment such as 'the idea of us sending kids to carry out somebody else's mission was not. There was a no go,' which together show that even where CAP can offer training or introductions, authorization, partner capacity, and adherence to existing institutional roles frequently determine whether youth outreach can be realized.  
There are concrete, localized instances where CAP strategies enabled direct youth outreach—single events, trainings, and emergent clubs—but these remain episodic rather than systemically scaled. Examples include a staff account that 'had about 75 children that she spoke to about our safety' and the initiation of 'the very first CAP Red Cross Club,' which together demonstrate CAP can and has supported effective one‑off or pilot youth engagements even though these successes are not yet aggregated into a broader, consistently scaled program across jurisdictions.  
A shortage of youth curriculum materials and an absence of consistent metrics or monitoring reduce the ability to scale and demonstrate CAP's impact on youth preparedness outreach. Staff noted 'there aren't a lot of resources with prepare with Pedro' and warned that when youth programs 'stopped being a metric for our region' the material and budgetary investments (for example purchasing workbooks) may decline, meaning resource scarcity and lost measurement incentives both constrain program continuity and the ability to attribute outcomes to CAP interventions.  
Additional Insights  
In some regions youth preparedness was already strong before CAP, making it difficult to attribute further gains to CAP strategies. One respondent put this plainly: 'We've always done really well on that preparedness goal. We always blow those numbers just out of the park,' which suggests high baseline performance in certain chapters reduces the observable marginal effect CAP can claim on youth outreach in those places.  
Where youth participation increased, staff sometimes credited other local hires or programs rather than CAP itself. For example, one interviewee stated 'I've seen an increase in youth, but not because of that,' attributing the change to a volunteer services hire who actively promotes youth work, indicating CAP is not always the proximate cause of observed increases in youth outreach.  
Some staff view youth preparedness outreach as delivering downstream psychosocial benefits—such as alleviating climate anxiety—beyond immediate readiness skills. One interviewee framed the intervention this way, saying 'I keep talking about climate anxiety... how much I think that the youth preparedness stuff could actually alleviate climate anxiety,' which positions CAP youth programming as potentially having broader, longer‑term community resilience value even though such benefits remain unmeasured in the documents.

#### Comparison across segments

Analysis across Groups occupation

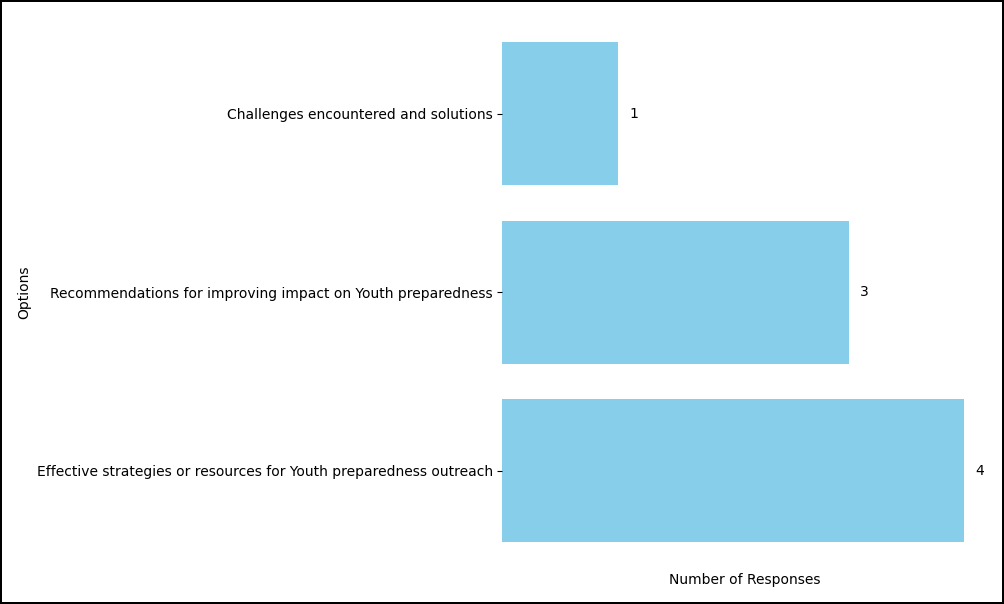
CAP Staff share the view that CAP strategies and resources create concrete enabling mechanisms (training, funded roles, and introductions) but so far have produced limited, uneven, and largely unquantified increases in youth preparedness outreach. In multiple CAP-staff transcripts respondents described training and funding as the levers CAP can deploy while also noting limited downstream, measurable youth outcomes. For example, Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports an absence of observable change—"Haven't really seen an increase or a change in the youth preparedness events." The same file nonetheless describes CAP levers: "We've gotten trained on it, so we're going to be able to provide it for this one partner that I was talking about. So I think that will help increase it," and explicitly offers funding: "There's additional training that any of those partners need, we could. We could fund that as well." CAP staff accounts elsewhere echo this mix of potential and constraint: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents direct youth-facing activity ("So I met with them, I gave a presentation to their students...") but flags material scarcity for a youth curriculum: "from my understanding there aren't a lot of resources with prepare with Pedro." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx shows CAP-funded staff acting as outreach drivers—"And I think because we had the Climate Corps, they were really our key engaging in that. They were spreading the word." Yet CAP staff also report unrealized scale: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx notes the mechanism of role creation—"By them creating this resilience lead position... that resilience lead with the library is the leader of the coalition in the county now"—but cautions that these enablers have not been tied to quantified youth outcomes. In short, CAP Staff consistently characterize CAP as able to enable youth outreach through training, funding, and staffed roles while simultaneously noting limited evidence of sustained, scaled youth outcomes.  
  
Region Staff share the view that CAP functions primarily as a strategic enabler—opening access, supplying training or funding incentives, and catalyzing partnerships—but that local baselines and preexisting capacity muddy attribution of any observed youth preparedness increases. Multiple region-level transcripts emphasize that CAP "opened doors" or supplied incentives but that some regions already performed strongly (making CAP's marginal contribution ambiguous). For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx states plainly, "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on," and elaborates venues opened: "They've absolutely opened some doors to not only youth education, but higher learning in colleges and, you know, various Rotary clubs and chamber of commerce and things like that for hands only, CPR and ready rating." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx signals both mechanisms and attribution limits: "the CAP in their, their first year had that, that money carrot to dangle, right is we're going to give you funding for this enhancement," while also acknowledging a strong prior baseline: "We've always done really well on that preparedness goal. We always blow those numbers just out of the park." Region respondents also describe capacity and response pressures that reduce preparedness focus: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx explains why activity declines—"we are backing off of that, the preparedness because of the fact that we're in continuous response"—and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx documents CAP-associated partner trainings that reached youth populations ("Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group") but notes Prepare with Pedro had not yet been rolled out: "We haven't done any of like prepare with Pedro stuff, which we're looking forward to this year." Region Staff therefore present a coherent perspective: CAP supplies enabling resources and introductions, but local baseline performance, competing priorities, and uneven rollouts make measurable, attributable youth-impact claims uncertain.  
  
Chapter Staff share the view that CAP-enabled activities have produced the most visible, concrete local youth touchpoints (clubs, event presences, hands-on sessions), yet internal confusion, staffing constraints, and inconsistent follow-through often prevent sustained scaling and measurement. Several chapter-level transcripts recount tangible youth interactions and explicit local constraints together. Transcript Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx describes visible CAP support at events and university-club mobilization: "CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reports a directly observed youth exercise that produced immediate engagement: "we hosted our first use engagement round tabletop exercise with the youth... It got them so engaged to the point where they wanted. They want to be volunteers of the America Red Cross." Yet chapter-level accounts also document withdrawal or internal mixed messaging that dampen impact: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports officials telling staff "we don't do that anymore," and the interviewee observed "I haven't seen it provided one time. I don't know who's teaching it" and recounted contradictory leadership messages—"week, meeting with our ed, she said, 'yeah, of course we do that. I don't know why he would have told you that, but... we stopped asking for that'." Chapter transcripts further identify small but concrete gains that were not sustained: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx documents a CAP-linked session that "had about 75 children" but notes "The plans was to do it again this year. It didn't happen." Chapter respondents also propose practical local remedies—formal workflows, train‑the‑trainer models, partnership stipends (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx; Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx)—but emphasize that, in practice, CAP-enabled initiatives at the chapter level frequently depend on volunteers and encounter permissions or resource obstacles.  
  
Cross-category comparison and synthesis: Across CAP Staff, Region Staff, and Chapter Staff the shared emphasis is that CAP primarily acts as an enabler—through training, funding, introductions, and partner engagement—rather than as a direct, consistently measurable deliverer of youth preparedness outcomes. CAP Staff emphasize training/funding and role creation (e.g., "We've gotten trained on it..." and "There's additional training... we could fund that as well." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Region Staff emphasize opening access and strategic incentives ("They have opened a few doors for us..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; "the CAP... had that, that money carrot to dangle" — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Chapter Staff most frequently describe visible, local activities and the operational frictions that prevent scale ("CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx; "we had what Gail called the very first CAP Red Cross Club..." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). The frequency metadata provided aligns with this pattern: counts for the "Effective strategies or resources" option show Chapter Staff appearing with the largest subcategory count (2) compared with CAP Staff (1) and Region Staff (1), indicating Chapter Staff narratives in the corpus more often included concrete examples of CAP-enabled strategies or resources being effective—consistent with their frontline vantage. Similarly, "Recommendations for improving impact" appears more in Chapter Staff transcripts (2) than Region (0) or CAP Staff (1), reflecting that chapter respondents were more likely to propose operational remedies (train‑the‑trainer, workflows, stipends).  
  
Contrast in attribution and measured impact explains much cross-category divergence: Region Staff sometimes cannot attribute observed youth outcomes to CAP because baselines were already high—"We've always done really well on that preparedness goal. We always blow those numbers just out of the park." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx)—whereas CAP Staff often emphasize the mechanisms they provide even when outcomes are not yet visible—"We've gotten trained on it... So I think that will help increase it." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Chapter Staff are more likely to report episodic, observable youth activity (clubs, events, school sessions) but also to document process failures and local barriers: "They didn't all show up. So it just fizzled out." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) and "The plans was to do it again this year. It didn't happen." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Where CAP Staff talk about available funding or training, chapter- and region-level respondents more often discuss permissions, partner capacity, and continuous-response demands that limit implementation: "we are backing off of that, the preparedness because of the fact that we're in continuous response." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Hypotheses explaining inter-category differences  
- Positional vantage hypothesis: Chapter Staff report more concrete, local activities and immediate barriers because they operate at the implementation interface (events, schools, volunteer clubs). Their transcripts therefore record both tangible instances of CAP-enabled outreach (e.g., "I think she had about 75 children..." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and the operational failures that prevent scale ("They didn't all show up. So it just fizzled out." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Region Staff, focused on strategy and metrics across chapters, are more likely to see CAP as a strategic funder/facilitator and to note attribution ambiguity ("So I don't know if CAP contributes. I think we would." — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). CAP Staff naturally emphasize mechanisms CAP controls (training, funded positions) and the conditionality of partner capacity ("I would love to see a partner... be able to be trained... But at the same time, do they have the capacity to do that?" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
- Baseline and ceiling effects hypothesis: Where regions or chapters already performed well on youth preparedness goals, Region Staff perceive limited marginal contribution from CAP (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Conversely, CAP interventions appear more visible and potentially impactful in lower-baseline localities where Chapter Staff report "starting to fill that gap" ("I think in general there's a lack of preparedness in the area... So I think we feel starting to fill that gap." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx).  
- Resource and authorization constraint hypothesis: Across categories, respondents repeatedly point to partner bandwidth, permissions, and shifting metrics as limits on impact. Examples: "If they are stretched so thin... they're probably not going to have the bandwidth..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx); "As far as I know, we don't have the permissions to do that yet." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx); and "one of, I think one of our challenges will be it stopped being a metric for our region... the investment in buying the workbooks... may not be there." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). These recurring constraints logically produce varying accounts of CAP impact depending on whether respondents are reporting potential (CAP Staff) or observed implementation difficulties (Chapter Staff/Region Staff).  
- Measurement and reporting gap hypothesis: Many transcripts explicitly state a lack of documented numbers or drilled-down metrics ("No, number wise and I'm hoping to have some deliverables this year." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; "I, I honestly don't think I, I haven't drilled down to that. So I don't even... I wouldn't even be able to..." — Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). This measurement gap likely amplifies perceived differences in impact: CAP Staff speak to mechanisms and capacity that appear promising on paper, Region Staff note strategic incentives and preexisting success, and Chapter Staff recount spotty implementation without systematized outcome tracking—producing inconsistent narratives about extent.  
  
Conclusions and integrative assessment: All three occupational categories converge on a clear core: CAP strategies and resources can enable youth preparedness outreach through training, funded roles, partner introductions, and event support. Verbatim evidence across transcripts supports this: CAP Staff offered funding/training mechanisms ("There's additional training... we could fund that as well." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), Region Staff described opened access and funding carrots ("They have opened a few doors for us..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; "the CAP... had that, that money carrot to dangle" — Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx), and Chapter Staff recorded visible local activities and club formation ("CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx; "we had what Gail called the very first CAP Red Cross Club..." — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). However, the extent of measurable, sustained youth preparedness impact attributable to CAP remains limited and inconsistent in the documents: several respondents state explicitly they have "not really seen an increase" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) or "have not done a really good job in engaging youth" (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), while others describe episodic successes that were not repeated ("The plans was to do it again this year. It didn't happen." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). The most plausible synthesis is that CAP is functioning as an effective facilitator and capacity-builder in specific localities (as reflected in the higher counts of Chapter Staff citing effective strategies), but systemic constraints—preexisting baselines, permissions, partner capacity, shifting metrics, and lack of outcome monitoring—have prevented a consistent, measurable scaling of youth preparedness outreach across jurisdictions.

Analysis across Groups Geography

Introduction: Across the geographic categories reviewed, a recurring shared viewpoint is that CAP strategies and resources create pathways and tools that can enable youth preparedness outreach, but measurable, sustained increases in youth-targeted delivery are usually not documented in the transcripts. The documents repeatedly identify enablers (training, introductions to partners, CAP-funded staff) while also naming operational barriers (staffing bandwidth, permissions, materials, and shifting metrics). The following paragraphs treat each geography separately, opening each with the shared viewpoint for that place, elaborating how the documents mapped to that geography align on that viewpoint, and then citing verbatim evidence attributed to the named transcript(s).  
  
Tulare, CA — Shared viewpoint: CAP opened targeted school and club pathways but evidence of realized scale is limited. The transcript tied to this geography reports CAP staff brokering school connections and identifying equity gaps that could guide targeted outreach, while noting resourcing questions for sustaining advisors. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "For me, one of my big ones that is hopefully coming to fruition soon is I facilitated introduction from a high school to our, you know, volunteer engagement manager." That same document documents the equity observation and intention to pilot outreach: "I immediately noticed every single club is at a large district as multiple high schools that more resourced locations. And so immediately that stood out to me as we don't have not one single high school district on this list." The quotes show CAP staff action (an introduction) plus planning targeted to underserved schools, but the document contains no numeric outputs to demonstrate realized scale.  
  
Sarasota, FL — Shared viewpoint: Local actors report strong preexisting youth preparedness activity such that CAP’s incremental causal contribution is unclear, even while CAP-provided training and incentives are noted as enabling mechanisms. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx observes preexisting strength: "We've always done really well on that preparedness goal. We always blow those numbers just out of the park." The same transcript qualifies CAP’s enabling tools without claiming measured outcomes: "the CAP in their, their first year had that, that money carrot to dangle, right is we're going to give you funding for this enhancement." Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx adds a narrower observation about tools and scale: "With the Central region, I did not see a lot of use preparedness campaigns except for Pedro the Penguin." These quotes together show local capacity and existing programs that complicate attributing observed youth preparedness performance exclusively to CAP interventions.  
  
Cameron, TX — Shared viewpoint: CAP-created openings and training exist but youth preparedness has not been prioritized locally, limiting impact. Documents mapped to this geography repeatedly explain that available CAP mechanisms (partner proximity, training) are conditional on permissions and prioritization. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx says, "I've seen an increase in youth, but not because of that. There's been an increase in youth because the volunteer services has hired an individual that overseas that and they're kind of pushing that." That transcript also flags permission issues: "I mean, just for them to offer to to give us a green light, to give us a green light to start building those relationships." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx states plainly, "No. No. Youth has not been a push for that team." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx documents CAP-generated partner interest: "I can tell you that Prepare with federal presentations has been something that has been. Has sparked their interest." These quotes illustrate a consistent local picture: CAP provides tools and interest-generation, but lack of prioritization, formal permissions, and competing workloads constrain measurable youth outreach.  
  
Terrebonne, LA — Shared viewpoint: Limited local knowledge and engagement; CAP approaches are seen as applicable but unproven locally. The single transcript mapped here reports limited awareness about youth preparedness but believes CAP’s engagement methods could be used for youth if aligned to local needs. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx answers the extent question with "No." and qualifies, "I feel like I can't answer that question because I'm not knowledgeable." The same file contends, "I think that CAP strategies in the way that we engage can be used in all lines of service, but particularly with youth." The two quotes show absence of observed impact coupled with a conviction that CAP-style engagement could work for youth if implemented thoughtfully.  
  
Yazoo, MS — Shared viewpoint: CAP-enabled, staff-led pilots and event-based activities produced immediate youth engagement and interest, but documents lack sustained measurement of outcomes. Multiple transcripts describe direct youth-facing sessions and intentional staff focus to build capacity. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx reports, "we hosted our first use engagement round tabletop exercise with the youth at a program that they held, vacation program that they held for the kids over the summer," and it adds a concrete immediate effect: "It got them so engaged to the point where they wanted. They want to be volunteers of the America Red Cross." Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx documents organizational recruitment and club formation: "April just had an event at a church where they recruited like, I want to say, like 20 or 30 volunteers in one church, and they set up a Red Cross club." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx recognizes a prior gap and staff lead: "We have not done a really good job in engaging youth in that area, but that is the focus. Dr. Jones is, I guess, the best way to describe it." Together the quotes show pilot events and staff focus with demonstrable immediate engagement, yet none of the documents reports longitudinal metrics that would demonstrate durable scale.  
  
Madison, TN — Shared viewpoint: CAP coordinated single-session youth outreach through partner programs but plans for repetition often did not materialize. The transcripts depict one-off successful sessions and explicit scheduling or capacity breakdowns that prevented repeat events. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx recounts a concrete event: "The first Time we did that was in year before last. Not this year. Last year. It was actually last year was the first time we did it in our CDPM. I think she had about 75, actually had about 75 children that she spoke to about our safety." The same file documents unrealized repetition: "The plans was to do it again this year. It didn't happen. I can't explain why. I think it was a scheduling conflict with that organization and with us." Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx characterizes CAP's local influence as "very minimal" while noting nascent college-focused activities: "I mean, very minimal, but honestly, I feel like that's because CAP has had so many other high priority, you know, services and goals and metrics that they've had to accomplish, but they are beginning to do that through the local colleges." The quotes portray practical successes undermined by logistical and priority constraints that limited sustained impact.  
  
Atlantic, NJ — Shared viewpoint: CAP-trained staff and existing chapter programs delivered direct youth activities (Pedro, school visits), but regional visibility and strategic targeting vary, so CAP’s net contribution is unclear. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reports direct activities: "So I met with them, I gave a presentation to their students..." and notes resource constraints: "from my understanding there aren't a lot of resources with prepare with Pedro." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx concedes limited visibility but confirms activity: "No, I have very little awareness of any youth activity. Doesn't mean it's not happening. I just don't have visibility on it." She also notes the chapter delivers Pedro: "We do prepare with Pedro and that is hugely popular. ... We've been bringing it to schools where we have a relationship." Together these quotes indicate CAP and chapters operate at event and curriculum levels, but documentation and strategic targeting are inconsistent enough to leave causal attribution imprecise.  
  
Montgomery, AL — Shared viewpoint: CAP provided event presence, university-club mobilization, and material support that enabled local youth outreach, though measured downstream outcomes are not reported. Transcripts attributed to this geography repeatedly highlight CAP’s practical event roles and local club seeding. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx states, "CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx describes club formation and event-based outreach: "we had what Gail called the very first CAP Red Cross Club, or cap affiliated as a community Red Cross club." That same document also records operational failures tied to permissions and participation: "They didn't all show up. So it just fizzled out." The combined quotes show CAP’s visible enabling role (events and mobilizing student volunteers) and that event-based outreach sometimes yielded short-term engagement without documented long-term outcomes.  
  
Jackson, OR — Shared viewpoint: Local transcripts describe cessation or absence of youth programming and inconsistent internal messaging, producing minimal realized CAP impact. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reports a concrete stop to local youth work: "youth campaigns, I said, how do we get involved in that? Can we get trained to go give that to providers, to the community? And his response was, we don't do that anymore." The same transcript documents conflicting internal messages: "last week, meeting with our ed, she said, 'yeah, of course we do that. I don't know why he would have told you that,' but, I mean, I was just told that our region didn't do it anymore, so we stopped asking for that." Those quotes show discontinuities in local leadership guidance that curtailed CAP-related youth outreach.  
  
Lee, FL — Shared viewpoint: CAP is ramping up programmatically (transitioning to Pedro and adding direct partner trainings) while local staff also report little observed systemwide increases in youth events. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx says, "Yeah, I would say that that is something that's just starting to ramp up right now. Until recently, we just had, we had one volunteer that did Pedro kind of primarily." Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports limited observed change: "Haven't really seen an increase or a change in the youth preparedness events." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx again highlights strong existing preparedness in some regions ("We've always done really well on that preparedness goal") which complicates attributing observed local trends to CAP. The quotes document active training and early-stage implementation alongside statements of no clear observed change across some respondents.  
  
Monterrey, CA — Shared viewpoint: CAP has initiated early-stage planning and partner interest for hands‑on youth opportunities (clubs/camps) but is deliberately proceeding slowly and lacks deliverables at the time of reporting. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx frames the stage: "So that's kind of like where we are at early stages on it. But there's a lot of interest and we're eager to kind of like make it, make it happen." It also records partner demand for hands-on offerings: "have organizations that work with youth and they have been really interested in what Red Cross can bring to them; it's particularly hands on." The document also candidly notes the lack of tracked outputs: "No, number wise and I'm hoping to have some deliverables this year." The quotes signal intent and partner appetite without current quantified outcomes.  
  
Butte, CA — Shared viewpoint: CAP-funded personnel and local training supported small-scale Pedro adoption and outreach, but rollout was uneven across counties. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports local uptake and reliance on CAP-funded staff: "Shannon and Tammy both got trained to do Pedro and they've loved doing Pedro," and "And I think because we had the Climate Corps, they were really our key engaging in that. They were spreading the word." Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx adds, "They have opened a few doors for us in order to do youth education, primarily just in the counties that they have been focused on." Those quotes demonstrate localized successes dependent on CAP staffing and training, with uneven geographic penetration.  
  
Mississippi, AR — Shared viewpoint: Partnership-building has lifted partner readiness for youth preparedness, but CAP did not fully transition to partner-led, scalable youth delivery in the period observed. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports partnership-driven increases: "I think we've seen all those outcomes increase, but they've increased because we've tried to build partnerships that really kind of understand the value of that and we've tried to leverage them effectively." The file also hedges on full institutionalization: "I don't think we even in our CAP program ever reached the place to where, let's say we had a partner that was leading our youth preparedness work in that county." The quotes show partnership effects without evidence of durable partner ownership at scale.  
  
Lake, IN — Shared viewpoint: In at least one local account CAP was reported as having done no youth preparedness work, while recommendations point to partner training as the primary mechanism to expand reach. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx states unequivocally, "No, they haven't done anything in that area." The same document notes the partner-led pathway: "Oh, the local partnerships, absolutely. ... But there are partners they have in the community that we could train that could, you know, do the classes." Because the other listed Lake IN transcript (Simone\_Moore) did not provide youth-related quotes in the reviewed excerpts, there is no additional corroborating evidence in the material provided for that file.  
  
Chatham, GA — Shared viewpoint: CAP-trained teams and CAP-partnered volunteer services produced bilingual, hands-on youth trainings in some instances, but continuous-response workloads and deprioritization have limited systematic preparedness programming. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx reports bilingual CPR training and planned Pedro rollout: "Nicole and the volunteer services, Steve, they did a hands on CPR class in English and Spanish for that group. So we've. We haven't done any of like prepare with Pedro stuff, which we're looking forward to this year." Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx complains about shifting priorities: "my understanding is that we are backing off of that, the preparedness because of the fact that we're in continuous response." These quotes show a localized pattern where CAP-enabled training happened, but ongoing emergency demands and deprioritization reduce the capacity for continued, systematic youth preparedness programming.  
  
Lake, CA — Shared viewpoint: No relevant youth-preparedness quotes were found in the reviewed document(s) mapped to this geography, so the transcripts provide no direct evidence about CAP’s impact on youth preparedness outreach in Lake, CA. The single mapped file contained no youth-related passages in the provided excerpts; therefore, no verbatim quotations are available.  
  
Warren, KY — Shared viewpoint: CAP-enabled introductions and event-based partner participation are present, but respondents reported little observed change in youth preparedness outcomes. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx states, "Haven't really seen an increase or a change in the youth preparedness events." Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx documents partner-hosted activity modes: "I'd say it's probably Better us going to their activities and them including us because those relationships are strengthened and they already have that natural audience and natural draw..." The quotes indicate CAP’s tactic of joining partners’ events can reach youth audiences, while local staff simultaneously observe no measurable systemic change in youth preparedness event volume.  
  
Comparative analysis across geographies — Shared similarities and systematic differences  
Shared emphasis on enabling mechanisms: Across the geographic categories, documents commonly present CAP’s enabling mechanisms as training (including train‑the‑trainer), introductions and relationship brokerage, CAP-funded short-term staff (e.g., Climate Corps), and event support (tabling, dressing as Pedro). For example, enabling activities are described in multiple places: "We've gotten trained on it, so we're going to be able to provide it for this one partner..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx) and "They are well-versed in all Red Cross lines of service, enabling them to advocate and assist across various programs." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). These repeated descriptions show CAP’s tactical levers are similar regardless of geography.  
  
Shared barriers to documented impact: Across locations, transcripts consistently identify capacity constraints (staff bandwidth, competing priorities), permissions and jurisdictional boundaries (especially school access), material shortages for youth curricula (Pedro and Pillowcase), and limited measurement/metrics as the primary obstacles to demonstrating CAP-driven increases in youth preparedness outreach. Representative verbatim evidence includes: "do they have the capacity to do that?" and "the local DCS team already has some presentations booked ahead of time and we're basically adding more to the plate." (both from Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx and CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Another cross-cutting barrier is shifting regional metrics and resourcing: "one of, I think one of our challenges will be it stopped being a metric for our region, both Pedro and be Red Cross ready." (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx).  
  
Notable geographic contrasts linked to context and capacity:  
- Chatham, GA and some Montgomery, AL excerpts show the highest concentration of examples illustrating CAP-enabled activity (training, bilingual offerings, club formation). The frequency data provided alongside the excerpts also indicate that Chatham, GA had multiple documents cited for "Effective strategies or resources for Youth preparedness outreach" and for "Recommendations for improving impact" (Chatham GA counts: 2 in both categories). This concentration helps explain why transcripts from those places provide more concrete, repeated descriptions of CAP-enabled activity (e.g., bilingual CPR, "we're looking forward to this year" for Pedro).  
- By contrast, jurisdictions such as Jackson, OR and parts of Lake IN include explicit accounts of programs stopping or of no observed CAP activity ("we don't do that anymore"; "No, they haven't done anything in that area."), indicating that in those geographies local leadership decisions and internal messaging substantially reduced CAP-related youth outreach.  
- Where CAP-funded personnel (Climate Corps, cap-funded staff) were present (Butte CA as in Nate Millard, Monterrey/other sites where Lisa Johnson and local university clubs were mobilized), transcripts tie those staff directly to outreach activity ("And I think because we had the Climate Corps, they were really our key engaging in that. They were spreading the word."). In geographies without such resourcing, documents report lower realized activity.  
  
Hypotheses explaining geographic variation in perspectives and observed effects  
1) Presence of CAP-funded, on-the-ground staff increases observed activity and creates traceable local outcomes. Evidence: Nate\_Millard reported Climate Corps activity ("they were really our key engaging in that") and Curtis\_Morman documented an event reaching about 75 children where CAP coordinated placement. Hypothesis: Geographies where CAP supported dedicated staff or temporary corps show more immediate instances of outreach because those staff can operationalize introductions, trainings, and events.  
  
2) Baseline local preparedness strength moderates perceived CAP impact. Evidence: Krista\_Coletti observed strong baseline performance ("We've always done really well on that preparedness goal. We always blow those numbers just out of the park."), and therefore was uncertain whether CAP added incremental impact. Hypothesis: In areas with strong preexisting youth-preparedness systems, respondents perceive less incremental CAP effect because the region would have performed well irrespective of CAP interventions.  
  
3) Clarity of institutional permissions and role boundaries determines whether CAP can pursue school-based programming. Evidence: Hansel\_Ibarra reported that schools are "handled by the local Ed Emergency Management" and that CAP needs a "green light." Hypothesis: Jurisdictions where school-authority roles are tightly controlled (and permission processes are ambiguous or governed by other agencies) will show less CAP-driven school engagement regardless of CAP resources.  
  
4) Shifts in regional metrics and prioritization influence sustained material support and thus program continuity. Evidence: Cindy\_Magnuson noted that Pedro stopped being a regional metric, which threatened workbook purchases and investment. Hypothesis: Where CAP activities stop being tracked as performance metrics regionally, local chapters will deprioritize material purchases and staff effort, reducing sustained youth outreach irrespective of initial CAP seeding.  
  
5) Where CAP deliberately leverages local youth organizations and university clubs, uptake is more visible because those partners provide existing audiences and volunteer pipelines. Evidence: Lisa\_Johnson and Mark\_Beddingfield cite mobilizing university clubs and scouting/Boys & Girls Clubs as practical routes ("They work to engage local Red Cross university clubs..." and "I think the opportunities come with groups like the Boy Scouts and Girl Scouts and Boys and Girls Clubs."). Hypothesis: CAP’s hyperlocal partner model is more effective when partners already have youth access and organizational continuity.  
  
Incorporating frequency differences: The supporting frequency data highlight that the categories with the most documents noting "Effective strategies or resources for Youth preparedness outreach" and "Recommendations for improving impact" include Chatham, GA and Montgomery, AL and that Chapter Staff and CAP Staff voices are present among sources reporting concrete enabling activities. This concentration suggests that where multiple staff levels (chapter and CAP) reported similar actionable steps, interview content was richer in descriptions of mechanisms—training, bilingual delivery, club seeding—thus increasing the number of excerpts categorized as evidencing effective strategies. Conversely, geographies with fewer such excerpts (Lake CA, Jackson OR in the reviewed set) reflect either absence of activity or absence of documented youth content.  
  
Synthesis and conclusion: Across the reviewed geographies, the shared experiential pattern is consistent: CAP strategies and resources provide plausible and repeatable mechanisms to enable youth preparedness outreach—train‑the‑trainer, introductions to schools and community partners, event presence, CAP-funded staff, and material distribution. Verbatim evidence across many transcripts confirms both the mechanisms ("We've gotten trained on it…" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "CAP actively supports youth preparedness (e.g., dressing as Pedro the Penguin for events)." — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx) and the limits to measurable impact ("Haven't really seen an increase or a change in the youth preparedness events." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx; "I have not." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Where multiple documents from the same geography reported practical enabling actions (for example Chatham, GA and Montgomery, AL), transcripts present repeated examples of training, bilingual classes, and club formation; where documents report administrative or resource constraints (Jackson OR, Lake IN, parts of Butte and Central regions), transcripts show paused programs, conflicting leadership messages, or no observed activity. Taken together, the qualitative evidence indicates CAP can and does create localized opportunities for youth preparedness outreach, but the extent of sustained, scaled impact is constrained by training capacity, partner bandwidth and permissions, material availability, and shifting regional priorities and metrics—factors that vary by geography and explain the divergent perspectives observed in the transcripts reviewed.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.

#### Summary across all documents

Summary  
Overall, the available qualitative evidence shows CAP has produced several operational and organizational shifts that affect Level 1 and Level 2 non‑fire responses: flooding is the dominant non‑fire event, CAP staff and partners increasingly attend and liaison at incidents, simple tracking tools and partner directories have improved immediate resource-matching, partner mobilization (mobile units, translation, mental-health support) has been enabled, and preparedness/training for sheltering and feeding has expanded. However, these changes are documented as descriptive examples, event‑level anecdotes, and perceptions rather than as systematic before/after metrics: many jurisdictions reported few or no Level 1/2 activations after CAP launched or provided only single-event data (for example one report of a >50% local response rate in March and one jurisdictional count of '23' incidents last year). Barriers that limit broader, sustained change include role confusion between CAP and CEP, low volunteer capacity, perceived 'saturation' of the field, and Level‑2 communication gaps. In short, CAP appears to have improved preparedness, partner reach, and ad hoc coordination in several places and to have enabled specific service types during non‑fire events, but the documents do not contain sufficient longitudinal or comparative data to conclude a widespread, measurable change in the frequency, classification, or outcomes of Level 1 and Level 2 non‑fire responses across the CAP footprint since the program’s launch.  
Analysis  
Flooding emerged repeatedly across transcripts as the dominant non-fire hazard and a routine source of Level 1/2 incidents. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx stated, 'The majority of it is flooding.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link1"><sup>[1]</sup></a>' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed, 'Oh, yeah, plenty of good floods and some other stuff. Yep.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link2"><sup>[2]</sup></a>' Taken together these verbatim statements show that flooding (and related small-scale storm impacts) is the recurring, operationally important non-fire incident type in CAP jurisdictions; they establish the hazard profile and the high baseline frequency of Level 1/2 work even though they do not by themselves quantify any change attributable to CAP since launch.  
1. The majority of it is flooding.  
2. Oh, yeah, plenty of good floods and some other stuff. Yep.  
Multiple accounts describe CAP shifting from peripheral actor to consistent on-scene presence that acts as a liaison and information/resource conduit during Level 1/2 non-fire incidents. For instance, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx reported that 'At least one representative shows up for those responses...to not only make sure that we have those resource guides, but as a resource,' and Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx showed partner mobilization with 'The partners we've developed with CAP team...the CAP partners were there as we were getting there because we notified them, hey, we could use your help.' These qualitative descriptions together indicate CAP now more routinely attends smaller-scale incidents to distribute resource guides, explain services, and bridge to local partners, even though the documents do not supply counts or measured outcomes to quantify that presence.  
Several respondents described tangible, low‑complexity tools—spreadsheets and a CEP tracker—that improved the ability to match offers to needs and to locate partner resources during Level 1/2 events. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx said, 'Something that they did last year was create kind of a spreadsheet of needs and resources,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted, 'We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link3"><sup>[3]</sup></a>' These statements indicate CAP introduced or enabled practical resource-tracking and partner-information systems that allowed responders to 'connect the dots' more quickly during non-fire incidents, although the evidence is descriptive and does not show system-wide usage rates or longitudinal impact.  
1. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.  
Respondents reported CAP-enabled partner mobilization that increased the scope of on-site services available during Level 1/2 non-fire incidents, including mobile-unit deployments, translation/liaison roles, and mental‑health support. Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx explained that 'the CAP team can call on Jewish Family Services...and they can bring the mobile unit,' and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx described CAT partners helping with storm cleanup and providing translation because residents 'were not comfortable with just calling the Red Cross.' These examples show CAP acting as a convenor and activator of partner capabilities that broaden the types of non-fire supports available in the field, but the accounts are event-based and qualitative rather than a measured change in system performance.  
Multiple transcripts describe CAP investing in fast-track and practical response training (sheltering, feeding, CEP) to expand partner readiness for Level 1/2 events. For instance, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx stated, 'This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding,' while Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reported ongoing or planned 'response training...here's how to set up a shelter.' These passages depict CAP as building steady-state capability through training and partner familiarization, but they document preparedness activities rather than measured changes in incident response performance.  
A frequent theme across transcripts is that some CAP jurisdictions experienced few or no Level 1/2 non‑fire activations after CAP launch, which limits observable, attributable change. For example, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx said, 'No, none in our area. So no, we hadn't respond,' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported, 'I do have to do a monthly report about this and every single month I have to put no that we didn't have engagement in it, because I can't.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-s-link4"><sup>[4]</sup></a>' These statements explain why many jurisdictions can describe preparedness, tools, or one-off examples but cannot produce time-series or before/after metrics showing CAP-driven shifts in Level 1/2 response frequency or outcomes.  
1. I do have to do a monthly report about this and every single month I have to put no that we didn't have engagement in it, because I can't.  
Additional Insights  
One respondent provided a rare event-level metric showing a substantial rise in local response for a specific non-fire disaster. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx reported, '...the local respond rate here in the area is usually about 20 to 30%. And for this disaster, I think we, we were up above 50%.' This single, event-specific observation suggests CAP-era outreach or mobilization may have coincided with stronger local engagement in that incident, but because it is confined to one disaster and the transcript does not attribute causality or show persistence across other events, it cannot be generalized as a sustained program effect.  
At least one respondent provided a concrete recent count of non-fire incidents, but without a pre‑CAP baseline this number cannot indicate change attributable to CAP. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx said plainly, 'Last year we had 23.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link5"><sup>[5]</sup></a>' While this quantifies recent operational tempo, the source lacks comparative pre‑CAP data or trending information, so the count documents activity rather than demonstrating a CAP-driven increase or decrease in Level 1/2 non-fire responses.  
1. Last year we had 23.  
Several respondents highlighted that role ambiguity between CAP and CEP plus low numbers of CEP volunteers limit CAP's operational uptake on Level 1/2 non‑fire incidents. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reported, 'The region doesn't know the difference between CAP and cep. So we need education there,' and the same file added, 'I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link6"><sup>[6]</sup></a>' These verbatim remarks explain why CAP practices (even when effective) are not consistently institutionalized across jurisdictions and why the program’s potential to change Level 1/2 responses is constrained in some places.  
1. I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role.  
A policy/perception barrier—characterizing the field as 'saturated'—was reported as a reason to limit additional responder training or partner engagement. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recounted, 'I was told that the field was saturated, that that was that unless a partner wanted to be 100% bread crust for everything, they did not need that.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link7"><sup>[7]</sup></a>' This singular perspective helps explain why some opportunities to expand Level 1/2 capacity (e.g., more DAT/DPO or CEP training) were not pursued, even when other evidence suggested utility in doing so.  
1. I was told that the field was saturated, that that was that unless a partner wanted to be 100% bread crust for everything, they did not need that.  
At least one respondent perceived that Level 1/2 incidents move to recovery faster in CAP jurisdictions because of resource availability and partner knowledge. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx stated, 'It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire in the CAP jurisdiction since the launch of the Community Adaptation Program.-u-link8"><sup>[8]</sup></a>' While this is a qualitative perception and not backed by measured timelines in the documents, it is an important unique viewpoint suggesting CAP may improve speed-to-recovery where partnerships and resource mapping are mature.  
1. It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available.

#### Comparison across segments

Analysis across Groups occupation

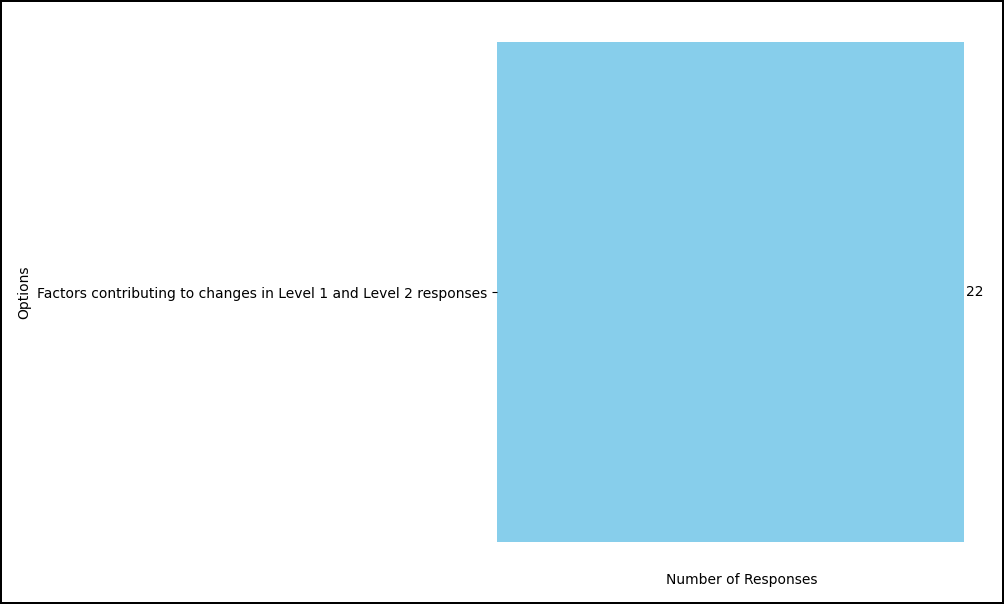
CAP Staff share the viewpoint that the Community Adaptation Program (CAP) has produced measurable shifts in preparedness, partner-focused training, and occasional event-specific increases in local engagement, while formal, sustained changes to Level 1 and Level 2 non‑fire activations remain limited. Evidence in CAP staff transcripts emphasizes preparedness and training: "This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding" (CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) and shows CAP teams beginning to operate alongside disaster personnel: "I think personally we've got some of our CAP teams kind of working alongside the DPOs to do some of that" (CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Several CAP staff describe constrained or uneven operational activation: "No, none in our area. So no, we hadn't respond." (CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and "I do have to do a monthly report about this and every single month I have to put no that we didn't have engagement in it, because I can't." (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) — statements that record both active preparatory work and frequent absences of actual Level 1/2 deployments. CAP staff also cite event‑specific evidence of increased community response in particular incidents: "for this disaster, I think we, we were up above 50%." (CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and highlight outreach gains: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." (CAP\_Staff\_\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Taken together, the CAP Staff perspective concentrates on building partner capacity and readiness (training, trackers, joint work with DPOs) and reports isolated, observable operational activations or partner contact shifts, but it lacks repeated, jurisdiction‑wide quantitative evidence of sustained increases in Level 1/Level 2 non‑fire activations.  
  
Region Staff share the viewpoint that CAP has strengthened partner mobilization, on‑the‑ground tools, and rapid local service delivery for Level 1 and Level 2 non‑fire incidents, and that these changes are often visible as faster recovery or as partner deployment rather than formal changes to activation rates. Region staff describe routine CAP representation and concrete tools: "At least one representative shows up for those responses. And again, is there to not only make sure that we have those resource guides, but as a resource, being able to speak to what we offer..." (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) and "It's a listing of our partners with their contact information and contact names." (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Region transcripts point to partner‑delivered services and culturally appropriate support, for example: "we've had CAT partners be involved with, like, down trees on people's homes after a storm because they're Spanish speaking..." (Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) and note perceived outcome differences in CAP jurisdictions: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." (Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Region staff also provide counts and incident descriptions that situate the scale of non‑fire work: "Last year we had 23." and "Most of ours have been level ones, twos, threes. They've been your floodings, your isolated floodings, your isolated tornadoes." (Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). In sum, the Region Staff perspective emphasizes CAP's role as a connector of partners and tools that enable rapid, localized service delivery and perceived faster recovery in CAP areas, while recognizing that evidence of formal changes in activation frequency is descriptive and qualitative.  
  
Chapter Staff share the viewpoint that CAP has initiated practical coordination practices and local resource‑matching tools that improved immediate non‑fire responses (for example, donation-to-need matching and CEP trackers), but they also report role confusion, volunteer capacity limits, and numerous jurisdictions with no Level 1/2 activations to analyze. Chapter transcripts foreground recurring hazard context and an incremental operations focus: "The majority of it is flooding." and "We're constantly in a one or two. Constantly." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and describe a specific coordination improvement: "Something that they did last year was create kind of a spreadsheet of needs and resources" and "this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Chapter staff also report that in many places there simply were no relevant activations to evaluate: "We had Helene, which was a hurricane." paired with "I'm sure they did plenty. I just don't remember." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) and blunt negatives: "Yeah. No, no." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). Chapter perspectives emphasize targeted, practical fixes (spreadsheets, CEP trackers) and note persistent barriers—"The region doesn't know the difference between CAP and cep. So we need education there." and "I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Overall, Chapter Staff view CAP’s contributions as tangible at the operational level but constrained by capacity and clarity of roles, and they cite examples both of positive process changes and of limited opportunity to observe system‑level change.  
  
Cross‑category comparison and hypotheses about differences in perspective: Across occupational categories, a shared emphasis is visible: CAP is credited with improving coordination, partner engagement, and preparedness practices, yet none of the categories present comprehensive, system‑level quantitative evidence that Level 1/Level 2 non‑fire activations have increased universally since CAP’s launch. Evidence balance by occupation shows CAP Staff produced 12 out of 22 occupation‑tagged observations, Region Staff produced 6, and Chapter Staff produced 4 (occupation counts: CAP Staff = 12, Region Staff = 6, Chapter Staff = 4). This numeric distribution helps explain why CAP Staff quotes dominate descriptions of internal training and nascent operational practices: with twelve CAP Staff files informing responses, details about training pathways, trackers, and preparatory workflows (for example, "This program is basically training folks in fast track mode for emergencies..." (CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx)) appear frequently. Region Staff, with six files, provide comparatively more examples of partner mobilization and perceived outcomes—"It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase..." (Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx)—reflecting their vantage point across multiple chapters and their role in coordinating partner assets. Chapter Staff, with four files, emphasize immediate operational tools and on-the-ground constraints—"Something that they did last year was create kind of a spreadsheet of needs and resources" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx)—consistent with their proximity to local incidents and volunteer capacity realities.  
  
Specific contrasts across categories (with documentary evidence) illuminate why occupational perspective matters. CAP Staff portray CAP as building readiness, training, and nascent collaboration, yet also record numerous jurisdictions where activations were absent: "No, none in our area. So no, we hadn't respond." (CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) and "I do have to do a monthly report about this and every single month I have to put no that we didn't have engagement in it..." (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Region Staff report active partner deployments and perceived faster recovery in CAP areas—"the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx)—which points to an operational impact visible at a multi‑chapter scale. Chapter Staff emphasize process improvements and capacity limits that moderate CAP’s effect: "A tiny bit. I don't think we're utilizing them still, though, to their potential." and "The region doesn't know the difference between CAP and cep. So we need education there." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). These contrasts support two linked hypotheses: (1) occupational vantage shapes reported evidence—CAP Staff report on program rollout, pilots, and training because they are implementing those initiatives, Region Staff see partner mobilizations and cross‑chapter tools because they coordinate broader responses, and Chapter Staff see day‑to‑day constraints and immediate coordination tools because they manage local operations; (2) actual change in Level 1/Level 2 non‑fire activations is often event‑dependent, so occupational perspective influences whether respondents can cite changes—areas without relevant events report "no change" (examples: "That hasn't happened in our jurisdiction. We haven't had any level ones or twos in the CAP jurisdiction." (CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx); "We go all in. We have fours and fives. So I don't know that we've had anything that would even be considered a one or two in our area. We haven't." (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx)).  
  
Two operational patterns recur across categories and explain divergent emphasis in testimony. First, CAP’s primary tangible contributions appear as enabling tools and partner access rather than as consistently higher activation counts: Chapter Staff note a new spreadsheet matching offers to needs—"this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx)—while Region Staff describe mobile units and resource guides being deployed: "any disaster in the county, those clients receive the resource guide as part of that red folder..." (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Second, CAP’s visibility and relationships are repeatedly credited with enabling partner action even where formal activations did not occur: "I think that for us, it's been monumental in showing that Red Cross is here. We're steady, we're available." (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) and "The partners we've developed with CAP team in Jackson, Tennessee... The CAP partners were there as we were getting there because we notified them..." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). These two patterns—tooling/coordination and visibility-driven partner mobilization—explain why Region Staff speak of faster recovery and partner mobile services while Chapter Staff report spreadsheet and tracker improvements, and CAP Staff emphasize training and pilot collaborations.  
  
Integrating the frequency data into interpretation yields an additional hypothesis about apparent evidence strength: with CAP Staff contributing 12 of the 22 occupation‑tagged responses, documented examples of training, trackers, and early pilot deployments are plentiful in the source set because CAP Staff are both the principal implementers and the most frequently interviewed occupational group. This does not prove CAP produced universal activation increases; rather, it explains why programmatic process descriptions (training pathways, CEP/CEP tracker, volunteer targeting) are more numerous than repeated quantitative reports of increased Level 1/Level 2 activation frequency. Where Region Staff (6 files) or Chapter Staff (4 files) reported outcomes beyond process, those examples focused on partner mobilization, localized recovery speed, and spreadsheets/trackers—operational outputs consistent with the program activities CAP Staff describe.  
  
Synthesis and concluding interpretation: every occupational category documents CAP‑related activity that plausibly affects Level 1 and Level 2 non‑fire responses—training and team integration (CAP Staff), partner mobilization and mobile services (Region Staff), and resource‑matching tools and local CEP work (Chapter Staff)—but none of the occupational groups supplies sustained, jurisdiction‑wide quantified evidence that Level 1/Level 2 non‑fire activations have generally increased since CAP launched. Representative verbatim statements capture this balanced picture: "I do have to do a monthly report about this and every single month I have to put no that we didn't have engagement in it..." (CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." (Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx), and "Something that they did last year was create kind of a spreadsheet of needs and resources." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Combining occupational vantage, event frequency, and the available quotes leads to the reasoned conclusion that CAP has produced operational and relational changes—improved notification, partner engagement, tools, and targeted training—that make Level 1/Level 2 non‑fire responses more coordinated and, in some cases, faster to recover, even while the program has not yet produced consistent, measurable increases in the number or scale of Level 1/Level 2 activations across all CAP jurisdictions as reflected in these occupational testimonies.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: CAP broadened community access and opened new engagement pathways but did not produce clear, measurable changes in Level 1/Level 2 non‑fire activations. The interviewee emphasized expanded outreach into previously under-engaged communities, describing CAP’s effect on access and exposure: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). The same source described active conversations about operational practices that could affect non‑fire steady‑state work (volunteer exchange, partner-led training) and noted practitioners are learning quicker engagement shortcuts: "We also have not done a lot of volunteer exchange, and I think that might be another opportunity ...", and "we learned that there's a, there's a quicker way to engage DEBVs without having to officially activate that portal." These quotes show a consistent internal perspective: CAP is creating access and raising practical implementation questions, but the document contains no quantitative before/after evidence to claim systematic changes in Level 1/2 responses.  
  
Sarasota, FL — Shared viewpoint: Responses indicate that non‑fire incidents were managed within regional capability and that CAP participation has been descriptive rather than demonstrably transformative. One respondent said non‑fire flooding "stayed within regional capability" and described partner hands‑on assistance: "I think it stay within regional capability. The June flooding state within the region, we did not have a DRO for that." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). That same interview described partners helping families with basic needs: "We got our partners to help us with families that needed either dry clothing." (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx). For the other Sarasota‑labelled file (Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx) there are no relevant quotes available in the provided materials to assess changes, so no verbatim citation is included from that document.  
  
Cameron, TX — Shared viewpoint: Local accounts emphasize frequent flooding and recent, event‑specific upticks in local response but stop short of showing sustained CAP‑driven change. One respondent described frequent smaller incidents: "Oh, yeah, plenty of good floods and some other stuff. Yep." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). A CAP staff member reported one event with unusually high local engagement: "for this disaster, I think we, we were up above 50%." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Together these statements reflect a consistent view across Cameron TX documents: flooding is the dominant non‑fire hazard, CAP historically focused on larger events but has begun to participate in some storm responses, and there is at least one measurable, event‑specific increase in local participation—yet the files do not provide longitudinal data to prove a sustained change in Level 1/2 response patterns.  
  
Terrebonne, LA — Shared viewpoint: Local staff report no Level‑1/2 non‑fire activations in their CAP jurisdiction, constraining any observed CAP effect on such responses. The respondent stated plainly, "That hasn't happened in our jurisdiction. We haven't had any level ones or twos in the CAP jurisdiction." (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Because the document records an absence of Level 1/2 non‑fire incidents, it offers no direct evidence of CAP‑induced change in response frequency or operational practice for those levels.  
  
Yazoo, MS — Shared viewpoint: Practitioners identify communication and representation gaps at Level 2 while acknowledging CAP’s role in building partner relationships; documents do not provide quantified changes in Level 1/2 responses. One regional staffer emphasized a Level‑2 visibility shortfall: "We haven't had that level two and that again that communication piece..." and urged "making sure CAP has a voice when responding to big disasters..." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Another contributor provided a recent count and incident types: "Last year we had 23." and described those as "your floodings, your isolated floodings, your isolated tornadoes." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). These quotes together show a shared perspective that while non‑fire events occur and CAP engagement is discussed, the principal issue remains integration and communication at higher levels rather than clear, measurable shifts in Level 1/2 activation patterns.  
  
Madison, TN — Shared viewpoint: Mix of absence of activations and a small number of significant events leaves limited capacity to observe CAP‑related changes. One CAP staffer said bluntly, "No, none in our area. So no, we hadn't respond." (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Regionally, participants recounted a major tornado in April and then a lull: "we had that major one ... in April, which was a tornado" and "But since then, no, we've been fortunate." (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Another regional respondent described CAP partners arriving early at tornado sites: "The CAP partners were there as we were getting there because we notified them, hey, we could use your help." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). Collectively these statements show consistent themes: CAP partners can be mobilized effectively for major non‑fire events, but because lower‑level activations have been sparse, there is limited evidence of systematic CAP‑driven change at Level 1/2.  
  
Atlantic, NJ — Shared viewpoint: Respondents report increased CAP presence at Level 1/2 incidents with concrete liaison functions, partner directories, and mobile‑unit coordination, but evidence is qualitative rather than quantitative. One region staffer described routine CAP representation and resource guidance: "At least one representative shows up for those responses ... being able to speak to what we offer ... and then as a conduit to those ... partners" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). That same source described partner mobile‑unit deployments coordinated by CAP: "the CAP team can call on Jewish Family Services ... and they can bring the mobile unit and just have people come in." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). A complementary region perspective asserted faster recovery where CAP is active: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Together the documents share the view that CAP has strengthened liaison, partner‑mobilization and on‑site service delivery functions for Level 1/2 incidents in Atlantic NJ, but they stop short of supplying numerical evidence of changed activation frequency or outcomes.  
  
Montgomery, AL — Shared viewpoint: Accounts indicate few in‑jurisdiction Level 1/2 non‑fire activations and improved internal coordination/standby practices; documents do not show systematic operational changes measurable over time. One CAP staffer reported no observed non‑fire Level 1/2 activations: "I have not had any ones or twos that were not." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). A regional contributor (also quoted in other geography mappings) noted that recent incidents are mostly Level 1/2 small floods and tornadoes: "Most of ours have been level ones, twos, threes. They've been your floodings, your isolated floodings, your isolated tornadoes." (Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx). A region staff document highlighted routine readiness practices and standby posture: "The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment)." (Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). These statements suggest improved coordination and standby behavior, yet they do not confirm measurable shifts in Level 1/2 response frequency since CAP began.  
  
Jackson, OR — Shared viewpoint: CAP presence has increased perceived steady availability and produced tangible partner staffing for shelters, but quantitative changes in Level 1/2 activations are not shown. A CAP staff member summarized increased visibility: "I think that for us, it's been monumental in showing that Red Cross is here. We're steady, we're available." (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). A regional responder explained partner staffing of heating/cooling shelters: "We utilize those partnerships this time to like kind of say, hey, you know, there's, you know, some, some heating shelters that are opening up ... we're up to our volunteers to come and attend ..." (Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Both documents convey a shared perspective that CAP has enhanced presence and partner‑based staffing options at Level 1/2 events, but neither gives counts or before/after metrics.  
  
Lee, FL — Shared viewpoint: Local reports show minimal Level 1/2 non‑fire activations in the CAP footprint and that local partner capacity sometimes obviates Red Cross deployment. One CAP respondent noted limited responses: "I don't know of any. We haven't even had any responses here other than the floods in April. That's the only response that we've had here." and explained why Red Cross was not required: "there wasn't a need for Red Cross to come in ... the community was able to respond and take care of those homes ..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). For other Sarasota/Lee‑labelled files there are no relevant quotes in the provided material. The shared viewpoint is therefore that partner/long‑term recovery capacity can reduce the need for Red Cross Level 1/2 activations, making program‑level changes hard to observe.  
  
Monterrey, CA — Shared viewpoint: CAP has promoted fast‑track training for basic sheltering/feeding and improved internal coordination, but there have been few activations to demonstrate changed Level 1/2 performance. A CAP staffer described accelerated training: "This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding." (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). A chapter staffer reported improved cross‑department coordination: "So when we go into disaster response mode, we know how best to communicate with each other." (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). These quotes align on strengthening preparedness and communication but do not provide evidence of systematic, measurable change in Level 1/2 non‑fire activations.  
  
Butte, CA — Shared viewpoint: The cluster of documents emphasizes frequent flooding, emergent coordination tools (spreadsheets/CEP trackers), and nascent CAP‑DPO operational collaboration; together they offer the richest, multi‑document evidence of practical coordination changes but still lack definitive longitudinal metrics. One chapter staffer said, "The majority of it is flooding" and "We're constantly in a one or two. Constantly." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). That same source described a concrete spreadsheet practice: "Something that they did last year was create kind of a spreadsheet of needs and resources" and that it allowed teams to "immediately connect the dots" to redirect supplies where needed. CAP staff echoed nascent operational collaboration: "I think personally we've got some of our CAP teams kind of working alongside the DPOs to do some of that." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Another region transcript confirmed spring flooding and a new CEP tracker: "We had floods last year, Spring." and "We have a CEP tracker that we've built ..." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). These multiple, consistent quotations show Butte CA has implemented specific coordination tools and practices that improved resource matching and partner visibility during non‑fire Level 1/2 incidents, even though the evidence still lacks rigorous frequency‑over‑time measures.  
  
Mississippi, AR — Shared viewpoint: The documents emphasize targeted volunteer recruitment, partner engagement, and gaps in rural coverage observed during non‑fire responses; the material suggests CAP is positioned to address those gaps but provides limited quantitative change evidence. One CAP staffer highlighted role targeting for mass care: "I think there's a trend towards trying to target specific key volunteer roles that we know that we need, particularly in mass care." (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). That same file described discovering rural coverage gaps during a response: "We were a week into the response and we had entire rural communities that we had no idea about." and argued CAP staff "know rural areas" and could help. (Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). The shared perspective is operational learning and targeted role building rather than clear, measured changes to Level 1/2 activation frequency.  
  
Lake, IN — Shared viewpoint: The local account records only one Level 2 non‑fire activation and no broader change; practitioners worry about productive uses of capacity in inactive periods. The respondent noted, "So we only had 1 level 2. And it was, it was our first time ever, like, being a part of a dro," and later replied, "No, not really." when asked about broader trends. (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). The file also emphasized partner‑led volunteering options to occupy resources during quiet periods: "Because it's not going to always be a fire ... So what do you do during those inactive times?" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). The consistent viewpoint is scarcity of Level 1/2 activations and an operational concern about sustaining capability between incidents.  
  
Chatham, GA — Shared viewpoint: Multiple regional accounts converge on frequent non‑fire storm/flood incidents, CAP‑enabled partner translation and service provision, and concerns about whether Level 2 incidents fell inside CAP footprints; collectively the documents provide recurrent operational examples. One respondent recounted a hurricane: "We had Helene, which was a hurricane." but could not recall CAP specifics due to heavy deployment: "Tell you what, I was deployed back to back. ... I'm sure they did plenty. I just don't remember." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Another documented CAT partner involvement providing storm cleanup and translation: "we've had CAT partners be involved with, like, down trees on people's homes after a storm because they're Spanish speaking ..." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx). A third explained some storms occurred outside the CAP area: "We had level two, we had some storms, but they were outside of the cap area." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx). Together these quotes show a shared picture: CAP partners contributed practical translation and mental‑health support during non‑fire incidents, but attribution and jurisdictional scope varied, and Level 2 communications/visibility gaps persisted.  
  
Lake, CA — Shared viewpoint: Local documentation confirms spring flooding events and early‑stage CEP tracker implementation, indicating improved coordination tools but limited measured changes in activation profiles. The chapter recorded, "Yeah, we have. We've had some. We had floods last year, Spring." and noted a new coordination resource: "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). The shared stance is that CAP‑era coordination tools (trackers) are being introduced to systematize partner information during Level 1/2 events; yet, the document does not quantify how these tools changed response frequency or outcomes.  
  
Warren, KY — Shared viewpoint: This geography reports few small non‑fire activations locally and significant regional events where local partners absorbed needs, complicating measurement of CAP impact. One respondent said, "I don't know of any. We haven't even had any responses here other than the floods in April." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Another region file explained that for a regional Level‑5 event local impact was limited and partners handled needs: "there wasn't a need for Red Cross to come in ... the community was able to respond and take care of those homes ..." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). A second Warren‑linked interview similarly said their chapters experience higher‑level incidents and rarely Level 1/2: "We go all in. We have fours and fives. So I don't know that we've had anything that would even be considered a one or two in our area." (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx). The consistent perspective: low frequency of Level 1/2 activations and prevalence of partner capacity limit observable CAP‑driven changes.  
  
Comparison and contrast across geographies, and hypotheses explaining differences  
  
Shared patterns across geographies:  
- Common qualitative gains: Across many locations interviewees repeatedly described CAP improving partner relationships, visibility, and preparedness activities (examples: "CAP has helped us get into communities we probably wouldn't have gotten into" — Margarita Moreno, Tulare CA; "At least one representative shows up for those responses ... being able to speak to what we offer" — Rachel Lipoff, Atlantic NJ; "This program is basically training folks in fast track mode for emergencies" — Gaby Perez Albarracin, Monterrey CA). These parallel quotes show a widespread, descriptive perception that CAP increased outreach, liaison capacity, and readiness-oriented training.  
- Reliance on partner mobilization and local capacity: Multiple geographies stressed partners supplying personnel, translation, or mobile units (e.g., "the CAP team can call on Jewish Family Services ... and they can bring the mobile unit" — Rachel Lipoff; "we've had CAT partners be involved ... down trees ... because they're Spanish speaking" — Alex Taylor, Chatham GA; "We utilize those partnerships ... heating shelters ... we're up to our volunteers" — Priscilla Fuentes, Jackson OR). This consistent emphasis signals CAP’s primary operational mechanism: enabling local partners rather than creating a standalone surge capability.  
- Limited quantitative evidence of systemic change: Nearly every document that addressed the question framed observations as event‑specific, qualitative, or preparatory (standbys, trackers, training), and explicitly noted the absence of longitudinal metrics (for example: "No, none in our area. So no, we hadn't respond." — Curtis Morman, Madison TN; "I do have to do a monthly report ... every single month I have to put no that we didn't have engagement" — Katrina Long, Jackson OR). Across geographies the data are therefore directional and operational but not statistically demonstrative.  
  
Geographic contrasts and hypotheses:  
- Richer, more detailed evidence in some counties (Butte CA, Chatham GA): Per the provided frequency table, Butte CA and Chatham GA had the largest counts (3 each). Empirically, those geographies supplied concrete coordination examples and tools (Butte: spreadsheet matching of donations; "Something that they did last year was create kind of a spreadsheet of needs and resources." — Caedy Minoletti; Chatham: CAT partners providing translation and storm cleanup; "we've had CAT partners be involved ... down trees ..." — Alex Taylor). Hypothesis: higher document counts equate to richer operational experimentation and therefore more concrete, describable CAP practices (trackers, spreadsheets, partner‑led tasks). Practically, CAP teams in these areas may have been more active or better documented because either (a) local hazard profiles (flood‑prone terrain) created recurring opportunities to pilot CAP practices, or (b) staff/stakeholders in those chapters were more engaged with documentation and reporting.  
- Jurisdictions reporting zero or no observable change (Terrebonne LA, multiple county respondents saying "no"): Some geographies report no Level 1/2 non‑fire activations ("That hasn't happened in our jurisdiction" — Gilda Ebanks, Terrebonne LA; "I have not had any ones or twos that were not." — Shannon Randolph, Montgomery AL). Hypothesis: lack of observed change can result from a real absence of low‑level incidents during the observation window, robust local partner capacity that obviates Red Cross activation (e.g., Warren KY describes strong long‑term recovery groups), variation in classification (events occurred but were higher level or outside CAP footprint), or reporting/measurement gaps that mask CAP’s contributions (partners delivering services may not be logged as CAP activations).  
- Variation in CAP role (liaison/training vs. operational deployments): Atlantic NJ and some region chapters describe CAP as a liaison and mobilizer for partner mobile units and resource guides ("At least one representative shows up ... being able to speak to what we offer" — Rachel Lipoff). In contrast, other areas emphasize CAP training and readiness (Monterrey CA: "training folks in fast track mode for emergencies" — Gaby Perez Albarracin). Hypothesis: local emergency management structure, prevalence of trusted partner organizations, and the extent to which chapters had preexisting CEP tools influence whether CAP activity becomes liaison‑oriented (brokering partner resources) or capability‑building (training/fast‑track sheltering). Where partner networks are mature, CAP tends to operate as connector and mobilizer; where partner capacity is weaker, CAP focuses on training and role definition.  
- Event‑specific measurable upticks vs. systemic change: A small number of geographies reported event‑level measurable differences (Hansel Ibarra in Cameron TX reported "for this disaster ... we were up above 50%" local response rate), whereas most locations reported qualitative impressions (faster recovery, improved presence) without numerical corroboration ("It's probably faster in the cap jurisdiction." — Rose Taravella, Atlantic NJ). Hypothesis: CAP’s impact may be episodic—visible during particular incidents that catalyze partner engagement—rather than uniformly shifting baseline activation rates; this makes cross‑jurisdictional measurement difficult without standardized reporting fields capturing partner contributions and CAP presence.  
  
Incorporating the provided frequency differences into the assessment:  
- The frequency table shows Butte CA and Chatham GA as the most represented geographies (3 mentions each). Those two also supply the most tangible operational examples (spreadsheets, CEP trackers, CAT partner tasks). That concentration suggests interpretive caution: areas with more source documents naturally produce more surfaceable examples of CAP effects, which could create an impression of greater change that is at least partly driven by higher reporting density rather than fundamentally larger program impact.  
- Conversely, geographies with very low or zero frequency in the table (notably Terrebonne LA and Mississippi AR per the frequency map) have less documentary evidence in the aggregate dataset, constraining inference; where single documents assert "no Level 1/2 activations," the absence could reflect either reality or under‑reporting.  
  
Synthesis and final evaluation  
- Consistent across geographies is a qualitative story: CAP increased partner engagement, introduced or improved simple coordination tools (spreadsheets, CEP trackers), promoted fast‑track shelter/feeding training, and functioned as a liaison to help channel partner mobile units and staff into Level 1/2 activities. Representative verbatim evidence includes: "Something that they did last year was create kind of a spreadsheet of needs and resources." (Caedy Minoletti, Butte CA); "At least one representative shows up for those responses ... being able to speak to what we offer" (Rachel Lipoff, Atlantic NJ); and "This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding." (Gaby Perez Albarracin, Monterrey CA).  
- However, the corpus repeatedly emphasizes limitations: sparse or absent Level 1/2 non‑fire incidents in many CDAs, event‑specific rather than systemic measurement of change, jurisdictional boundaries that move incidents in or out of CAP areas, partner capacity that can substitute for Red Cross deployments (making it hard to demonstrate CAP effect), and communication/role confusion (e.g., "The region doesn't know the difference between CAP and cep. So we need education there." — Caedy Minoletti, Butte CA). Where claims of improvement exist, they are mostly descriptive (e.g., "It's probably faster in the cap jurisdiction." — Rose Taravella) rather than accompanied by time‑series or comparative metrics.  
- Overall judgment: Across the geographic categories, the dominant evidence supports the claim that CAP has meaningfully enabled partner engagement, improved local coordination tools, and increased organizational presence in non‑fire contexts. Yet the documents collectively do not provide robust, cross‑jurisdictional, quantitative proof of sustained increases or decreases in Level 1 and Level 2 non‑fire activations attributable to CAP. Where measurable changes are reported, they are event‑specific and localized (e.g., Cameron TX’s single disaster with an above‑50% local response), and areas with the most documentation (Butte CA, Chatham GA) show the clearest operational adaptations (spreadsheets, trackers, partner tasks) that plausibly improve Level 1/2 performance even if longitudinal evidence is lacking.  
  
This essay synthesizes verbatim statements from the provided transcripts to compare how different geographies describe changes in Level 1 and Level 2 non‑fire responses since CAP’s launch, notes where documents lack relevant quotes, and proposes hypotheses explaining variation in perspectives across locations. The overall pattern is one of qualitative operational gains (coordination, partner mobilization, presence, and training) coupled with insufficient standardized measurement to assert broad, sustained changes in Level 1/Level 2 activation frequency or outcome metrics.

#### Code frequency by document/respondent

Frequency Chart



### Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.

#### Summary across all documents

Summary  
Overall, respondents consistently identify flooding as the primary non‑fire cause of Level 1/2 (and higher) activations outside CAP jurisdictions and document examples of both CAP and partner activity beyond CAP boundaries, including sandbag staging, food deliveries, partner mobile units, and occasional CAP staff deployments. However, across interviews there is a clear and repeated evidence gap: speakers either lack visibility into outside‑jurisdiction activity, report too few subsequent events to observe change, or explicitly state they have not seen changes since CAP launched. Where respondents offer comparative judgments—such as a perception that recovery is faster inside CAP areas—those are qualitative and not backed by before/after counts or metrics in the provided materials. In short, the corpus provides multiple, geographically diverse examples of current non‑fire Level responses and some anecdotal instances of CAP‑related support outside CAP areas, but it does not contain the temporal, quantitative, or systematic evidence necessary to conclude whether Level 1 and Level 2 non‑fire responses outside the CAP jurisdiction have increased, decreased, or otherwise changed since the launch of CAP.  
Analysis  
Flooding is consistently reported as the primary cause of non‑fire Level 1/2 (and higher) activations outside CAP jurisdictions. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx stated 'We had a Level three last month because of flooding' and also noted 'We have several level twos around the Delaware river', Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed 'Oh, yeah, plenty of good floods and some other stuff. Yep.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link1"><sup>[1]</sup></a>', Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reported 'But really for us it's probably only flooding', and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx recalled 'We had flooding and stuff from Debbie and Helene, but those were much higher operations.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link2"><sup>[2]</sup></a>' Together these verbatim observations from multiple locations and staff types point to river‑corridor and storm‑driven flooding as the recurring non‑fire hazard that produces Level 1/2 activations outside CAP areas; however, the statements describe current or recent incident types and geography rather than any before/after change tied to CAP's launch.  
1. Oh, yeah, plenty of good floods and some other stuff. Yep.  
2. We had flooding and stuff from Debbie and Helene, but those were much higher operations.  
Multiple respondents explicitly report either no observed changes or an absence of the data needed to determine change since CAP launched. For instance, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx answered directly 'No, not really.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link3"><sup>[3]</sup></a>' about observed changes, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx said 'So I'm, I'm, I'm we haven't had other disasters than the one that we had from March. So I haven't, they haven't really done much.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link4"><sup>[4]</sup></a>', Transcript Region\_Chapter\_Steady\_State\_\_Joel\_Sullivan\_\_2025\_0822.docx noted 'Not yet. We just started, so.', Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx observed that CAP activity was 'only recently in this fiscal year [expanded beyond Jackson county]' and therefore they 'haven't seen any', and Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx said 'There might have been a level one or level two, but we were never even involved with it.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link5"><sup>[5]</sup></a>' These verbatim remarks across interviews demonstrate a consistent evidence gap: sources describe the occurrence, location, or capacity for responses but do not provide before/after counts, timelines, or attributions that would support a conclusion about whether Level 1/2 non‑fire responses outside CAP jurisdictions have changed since CAP's launch.  
1. No, not really.  
2. So I'm, I'm, I'm we haven't had other disasters than the one that we had from March. So I haven't, they haven't really done much.  
3. There might have been a level one or level two, but we were never even involved with it.  
Interviewees report that CAP personnel and partners have been mobilized outside CAP boundaries in specific, anecdotal instances, but deployments are described unevenly and without systematic counts. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx recounted 'Yeah, so we had a level 2 recently in Central New Jersey... I know members of the team deployed in Central Jersey and were able to bring their expertise' and added 'They're kind of our go tos now when, when something happens larger.' Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx reported that 'The cap manager has deployed outside of the region on numerous occasions. I think she's been on three different deployments. She was recently in Texas for the floods.' Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx stated 'The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment).<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link6"><sup>[6]</sup></a>' That said, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx observed that 'Outside the jurisdiction, they haven't been as involved,' indicating variation in involvement by location and scale. Collectively, these verbatim comments show CAP can and does deploy or coordinate partners beyond its core jurisdiction in some cases, but the evidence is anecdotal and does not quantify a change in the frequency or nature of outside‑jurisdiction Level 1/2 non‑fire responses since CAP began.  
1. The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment).  
Respondents repeatedly identify limited volunteer capacity, unclear program distinctions, regional integration gaps, and procedural rules as constraints that both limit partner engagement and reduce visibility into outside‑jurisdiction responses. For instance, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx said 'The region doesn't know the difference between CAP and cep. So we need education there' and 'I wish I knew. I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role,' Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx admitted 'what the larger region is doing in volunteers, I would not have a clue' and recounted 'we were told no because it wasn't an official Red Cross activity,' and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explained 'We're not integrated into the region yet, so we have very little knowledge of anything outside of our county.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-s-link7"><sup>[7]</sup></a>' These verbatim observations indicate structural and informational barriers that make it difficult both to mount consistent outside‑jurisdiction L1/L2 non‑fire support and to measure whether CAP has changed how such responses occur beyond its jurisdiction.  
1. We're not integrated into the region yet, so we have very little knowledge of anything outside of our county.  
Additional Insights  
At least one respondent contrasted outcomes by jurisdiction, suggesting that recovery moves faster within CAP areas because of resource availability. Specifically, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx observed 'It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available,' which implies a qualitative difference in post‑incident recovery speed and resourcing between CAP and non‑CAP areas; however, this is an opinion‑style observation and is not accompanied by comparative metrics or temporal data demonstrating a change over time outside CAP since the program began.  
Several interviewees provided concrete, operation‑level examples of partner mobilization and pre‑positioning that can support Level 1/2 non‑fire responses both inside and potentially outside CAP areas. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reported 'I know one of the things that we were able to do was station sandbags at partners locations' and 'And we just helped personally deliver some food,' Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx described that 'the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in,' and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx said 'They had volunteers already ready to go, ready to stand Up.<a href="#Please describe any changes in Level 1 and Level 2 responses not related to fire outside of the CAP jurisdiction since the launch of CAP.-u-link8"><sup>[8]</sup></a>' These verbatim operational examples show mechanisms through which CAP resources or partner networks have been used in non‑fire responses, but they remain anecdotal and are not tied to a systematic, documented change in outside‑jurisdiction Level 1/2 incident frequency or outcomes since CAP's launch.  
1. They had volunteers already ready to go, ready to stand Up.

#### Comparison across segments

Analysis across Groups occupation

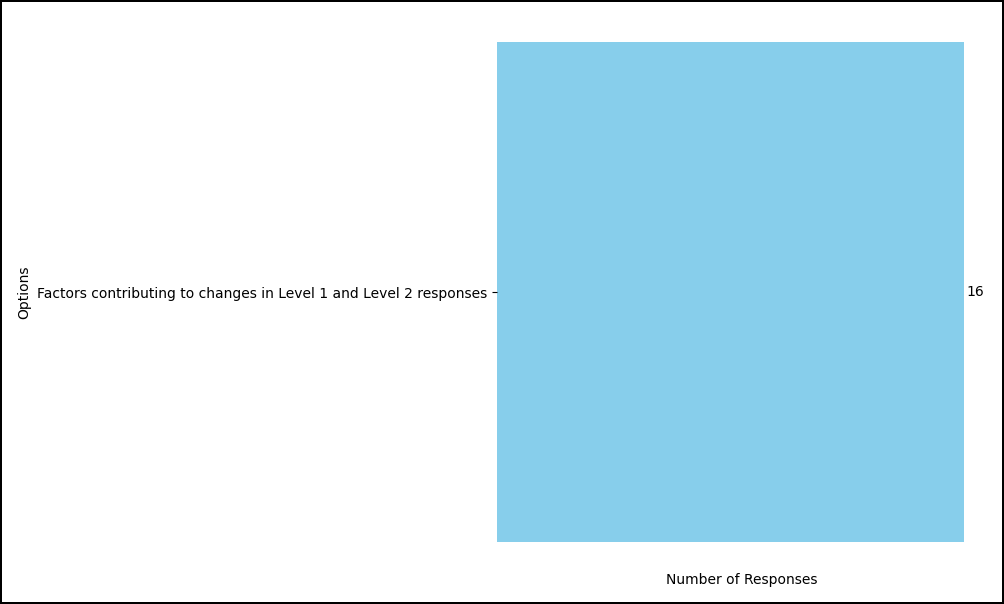
CAP Staff share the view that visibility beyond their county is limited and therefore they cannot identify clear post‑CAP changes in Level 1/Level 2 non‑fire responses. Across CAP Staff transcripts, respondents consistently describe a lack of regional integration, constrained awareness, and in several cases an absence of non‑fire Level 1/2 incidents to observe change. For example, Josh Riddle explicitly states the integration problem: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." That limited integration is echoed in Katrina Long’s remark about regional volunteer awareness: "what the larger region is doing in volunteers, I would not have a clue." Several CAP Staff also point to either the primacy of flooding as their non‑fire hazard or an absence of subsequent incidents that would reveal change: Nate Millard says, "But really for us it's probably only flooding," and Hansel Ibarra reports, "we haven't had other disasters than the one that we had from March." Where CAP Staff do report activity, it is either local operational actions (Nate: "I know one of the things that we were able to do was station sandbags at partners locations") or hedged judgments about partner willingness rather than documented trend evidence (Simone Moore: "No, not really." and "I definitely think our partners will. Without a doubt they will come out for their community."). These quotes collectively show CAP Staff perspectives cluster around limited external visibility, local operational examples, and an inability to point to systematic changes in Level 1/2 non‑fire responses outside CAP jurisdiction since the CAP launch.  
  
Region Staff share the view that non‑fire Level 1/Level 2 incidents (especially flooding) occur frequently outside CAP jurisdictions and that CAP resources or staffing differences shape response speed or involvement—but that temporal change since CAP’s launch is not well documented in their accounts. Region Staff emphasize the geographic concentration of flood-driven events and report both anecdotal out‑of‑jurisdiction deployments and differential involvement by CAP personnel. Rose Taravella documents flood prevalence and geography: "We had a Level three last month because of flooding" and "We have several level twos around the Delaware river," signifying regular river‑corridor activations outside CAP boundaries. Region Staff also observe relative performance or deployment patterns: Rachel Lipoff notes the CAP network’s capacity to mobilize partners ("the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in") and reports that CAP members have been deployed beyond their home county ("we had a level 2 recently in Central New Jersey. And while the team, I don't know if the team deployed, but I know members of the team deployed in Central Jersey and were able to bring their expertise"). Mark Beddingfield provides a regional incident count and severity pattern ("Last year we had 23." and "Most of ours have been level ones, twos, threes."), while Priscilla Fuentes highlights CAP’s recent geographic expansion ("only recently in this fiscal year have started to expand beyond Jackson county."). At the same time, several Region Staff note limits to direct observation (Joel Sullivan: "It's 120 miles away. So I don't see the daily stuff from a volunteer standpoint") or that many incidents remain fire‑related for their area (Terry Stigdon: "Okay, so we're all been fires."). Together, Region Staff perspectives stress flood-driven demand outside CAP areas and growing—but still anecdotal—regional engagement by CAP actors, yet they do not present systematic before/after metrics attributing change to the CAP launch.  
  
Chapter Staff share the view that operational capacity and coordination constraints—particularly volunteer capacity and role clarity—shape how Level 1/Level 2 non‑fire responses are supported, and they report examples of volunteer readiness and coordination tools but not definitive evidence of changed response patterns outside CAP jurisdictions since CAP began. Caedy Minoletti emphasizes knowledge and capacity barriers that affect coordination: "The region doesn't know the difference between CAP and cep. So we need education there," and she describes volunteer shortfalls and role‑tucking: "I wish I knew. I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role." These capacity constraints are balanced by operational coordination examples—Minoletti gives a concrete matching example: "this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." Maria Center reports volunteer pre‑positioning for imminent weather: "They had volunteers already ready to go, ready to stand Up." Lisa Johnson (also Chapter/Region‑adjacent staff) highlights CAP readiness and participation in larger responses: "The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment)." These quotes show Chapter Staff perspectives converge on capacity/clarity issues plus operational readiness examples; like other categories, they stop short of offering quantified evidence that Level 1/2 non‑fire responses outside CAP jurisdictions have systematically changed since CAP’s launch.  
  
Cross‑category comparison: shared emphasis on insufficient evidence for systematic change, with Region Staff offering the most geographically specific anecdotal examples. All three occupational categories converge on a central theme: the documents do not provide sufficient empirical, temporal evidence to assert that Level 1 and Level 2 non‑fire responses outside the CAP jurisdiction have demonstrably changed since CAP launched. CAP Staff emphasize visibility limits and local practice without claiming external change (Josh Riddle: "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county."; Katrina Long: "what the larger region is doing in volunteers, I would not have a clue."). Chapter Staff focus on capacity and coordination dynamics that could affect out‑of‑jurisdiction support but do not document change (Caedy Minoletti: "The region doesn't know the difference between CAP and cep. So we need education there."). Region Staff provide the richest set of place‑specific anecdotes about out‑of‑jurisdiction non‑fire activity—particularly flooding—and some examples of CAP personnel or partners operating beyond CAP boundaries (Rose Taravella: "We had a Level three last month because of flooding."; Rachel Lipoff: "They're kind of our go tos now when, when something happens larger. So when we have these level one Level two, level threes."). Yet even among Region Staff those accounts are qualitative and anecdotal; none include a systematic before/after comparison tied to CAP’s launch. Thus, cross‑category alignment is strong on evidence gaps, while Region Staff are the most likely to offer operational anecdotes and geographic detail.  
  
Hypotheses explaining occupational differences (or lack thereof):   
- Differences in vantage and role explain much of the variation in perspectives. CAP Staff are often local and operationally focused on county‑level execution; they therefore report limited visibility and integration ("We're not integrated into the region yet...") and cannot reliably observe external trends. Region Staff occupy a broader, cross‑county vantage and thus report geographically specific incidents (floods on the Delaware, Central New Jersey deployments) and regional counts ("Last year we had 23."), which explains why Region Staff contributed the largest count of relevant factor entries (Region Staff: 7, CAP Staff: 6, Chapter Staff: 3). The occupational counts in the provided frequency metadata mirror this: Region Staff supplied the highest number of analytic items, consistent with their regional line of sight.   
- Operational remit and resource ownership shape interpretive framing. Chapter Staff emphasize volunteer capacity and clarity of roles (Caedy: "such a low number of CEP volunteers that we always kind of tuck that into somebody else's role"), reflecting their responsibility for on‑the‑ground volunteer management and partner coordination, which predisposes them to discuss capacity and process rather than broad temporal trends.  
- Event type concentration (flooding) and geography drive observational differences. Multiple transcripts across categories identify flooding as the dominant non‑fire driver (Nate Millard: "But really for us it's probably only flooding."; Rose Taravella: "We have several level twos around the Delaware river."), and the geographic metadata show clustering of mentions in certain locales (e.g., Cameron TX, Butte CA, Jackson OR, Lake IN, Chatham GA; Montgomery AL appears with the largest single count of 3). Where flooding is frequent, Region or Chapter actors nearer river corridors can cite specific activations, whereas CAP Staff in single counties without established regional links cannot compile multi‑jurisdictional trend evidence.  
- Program maturity and focus explain limited observable change. Multiple respondents note CAP’s localized focus and nascent expansion beyond target counties (Priscilla Fuentes: "only recently in this fiscal year have started to expand beyond Jackson county."), and several CAP Staff observe an absence of subsequent non‑fire incidents to detect change (Hansel Ibarra: "we haven't had other disasters than the one that we had from March."). Those facts imply that either CAP has not yet had the temporal scope or geographic reach to effect and demonstrate measurable changes outside its jurisdiction, or that any changes are too recent or thinly distributed to be reported anecdotally.  
  
Evidence strengths and dominant patterns by occupation: Region Staff provide the most geographically detailed anecdotes (flood hotspots, regional deployment examples, and a regional incident count), CAP Staff provide the most consistent articulation of visibility and integration limitations, and Chapter Staff highlight volunteer capacity and coordination mechanics that could enable or constrain cross‑jurisdictional support. The frequency data reinforce these patterns: the analytic codings identify 16 total factor mentions overall with occupation distribution CAP Staff: 6, Region Staff: 7, Chapter Staff: 3—indicating Region Staff reflected most often in the coded evidence about factors influencing out‑of‑jurisdiction Level 1/2 responses.  
  
Synthesis and implication: across occupations the dominant conclusion is consistent and robust: the available transcripts do not supply systematic temporal data showing that Level 1 and Level 2 non‑fire responses outside the CAP jurisdiction have changed since CAP’s launch. Supporting verbatim evidence for this shared conclusion appears in multiple occupational categories—Simone Moore (CAP Staff) responds directly, "No, not really."; Josh Riddle (CAP Staff) emphasizes limited knowledge, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county."; Joel Sullivan (Region Staff) explains distance limits, "It's 120 miles away. So I don't see the daily stuff from a volunteer standpoint."—and these statements, taken together with Region Staff’s flood anecdotes and Chapter Staff’s capacity observations, point to three practical realities: (1) floods are the principal non‑fire driver of Level 1/2 activity outside CAP areas; (2) CAP’s current footprint and levels of regional integration are uneven and in many places insufficient to produce clear, observable changes outside CAP jurisdiction; and (3) where CAP or partners have been mobilized regionally, evidence is anecdotal rather than systematic (Rachel Lipoff: "They're kind of our go tos now..." and Maria Center: "They had volunteers already ready to go, ready to stand Up.").  
  
Conclusion (evidence‑forward): the occupationally differentiated perspectives converge on an evidence gap. Region Staff most often report place‑specific, flood‑driven Level 1/2 activity and some anecdotal CAP involvement beyond CAP boundaries; CAP Staff predominantly report limited regional visibility and local operational examples; Chapter Staff emphasize volunteer capacity and coordination mechanisms that affect response. None of these occupational vantage points, however, provides quantitative before/after measures or sustained comparative narratives that would allow a credible determination that Level 1 and Level 2 non‑fire responses outside the CAP jurisdiction have increased, decreased, or otherwise changed since the launch of CAP. The transcripts instead justify targeted recommendations (not asked for here) such as improving regional integration and data collection to permit the occupational groups most likely to observe change (Region Staff) to document trends and to enable CAP and Chapter actors to move from anecdote to measurable impact assessment.

Analysis across Groups Geography

This paragraph presents the view that flooding is the dominant non-fire driver of Level 1/2 (and higher) activations in Atlantic NJ and that recovery appears qualitatively faster inside CAP jurisdictions. The respondent framed the geography of incidents along river corridors and contrasted perceived recovery speed between CAP and non‑CAP areas. For example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx states, "We had a Level three last month because of flooding." The same file adds, "We have several level twos around the Delaware river," and, describing the pattern near rivers, "Near pretty much any river that we have in New Jersey has flooded and it turns into a level two, at least, or a three." The respondent then offered a cross‑jurisdictional assessment: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." These verbatim statements together emphasize (a) flood geography driving Level 2/3 outside CAP boundaries, and (b) an observed qualitative difference in recovery speed favoring CAP jurisdictions; however, the quotations do not provide before/after metrics and therefore do not claim a documented change in Level 1/2 patterns since CAP launched.  
  
This paragraph presents the shared viewpoint from Cameron TX that floods and other weather events occur regularly, that most larger incidents in the area tend to be Level 3+, and that CAP (or CAP‑linked staff) historically have focused on higher‑severity events rather than routinely supporting smaller Level 1/2 incidents outside their jurisdiction. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx reports, "Oh, yeah, plenty of good floods and some other stuff. Yep." The same file explains deployment patterns, saying, "Most of the stuff that happens in South Texas is level three and above. They've had some fires, but they really haven't supported in those and the smaller ones." The respondent also noted an exception for a recent storm: "They never helped with storms until the recent one with Kenneth St. Charles there." Complementing that regional view, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx (also mapped to Cameron TX) notes constrained opportunity to observe change because of limited subsequent incidents: "So I'm, I'm, I'm we haven't had other disasters than the one that we had from March. So I haven't, they haven't really done much." Hansel Ibarra also explained capacity and relationship limits across geography: "If there's a disaster in Houston, I don't have any resources that I that that partners on that side. So it's not until I start developing those relationships. I feel that the region is going to be more inside." Together these quotes show recurrent flooding in the region, a CAP focus on larger (level 3+) events rather than routine Level 1/2 support outside their jurisdiction, and limited relationship networks that constrain cross‑jurisdictional activity — but none of the passages assert a measured change in Level 1/2 responses since CAP began.  
  
This paragraph presents the shared viewpoint in Butte CA that flooding is the primary non‑fire hazard and that operational coordination (and confusion about program roles) affects response capacity. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx states plainly, "But really for us it's probably only flooding." Nate Millard also described specific operational supports used during floods, saying, "I know one of the things that we were able to do was station sandbags at partners locations," and "And we just helped personally deliver some food." Complementing those operational examples, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx (mapped to Butte CA) highlights a coordination barrier: "The region doesn't know the difference between CAP and cep. So we need education there." Caedy Minoletti further emphasized capacity constraints among CEP volunteers: "I wish I knew. I think we just have such a low number of CEP volunteers that we always kind of tuck that into somebody else's role." Caedy also provided an example of rapid resource‑matching: "this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." Collectively, these verbatim quotes show Butte respondents view floods as the principal non‑fire driver and identify both practical support actions and programmatic/volunteer capacity or role‑clarity issues that shape responses; they do not document quantifiable changes in Level 1/2 responses outside CAP since the program launch.  
  
This paragraph presents the shared viewpoint from Jackson OR that CAP’s activities have been geographically focused and that regional visibility and integration have been limited until recently. For example, Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx reports, "only recently in this fiscal year have started to expand beyond Jackson county. So I would say like as a function of how they're set up, I haven't seen any." Complementing that perspective on focus and limited expansion, Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx says plainly, "what the larger region is doing in volunteers, I would not have a clue." Katrina Long also recounted a policy constraint that affected partner engagement in a local non‑official activity: "we were told no because it wasn't an official Red Cross activity." These quotes together convey limited geographic spread and limited visibility into out‑of‑county Level 1/2 activity — reasons offered for why respondents from Jackson County cannot point to observed changes outside CAP areas.  
  
This paragraph presents the shared viewpoint from Montgomery AL that reported activity is dominated by lower‑severity incidents but that CAP involvement outside its jurisdiction has been mixed and sometimes limited. Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx observed regional counts and severity: "Last year we had 23," and "But since then, we haven't had as many larger disasters. Most of ours have been level ones, twos, threes." On involvement, the same file noted, "If they were in the jurisdiction, Shannon and April were very involved. Outside the jurisdiction, they haven't been as involved." Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx echoed limited direct involvement: "There might have been a level one or level two, but we were never even involved with it." In contrast, Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx emphasized standby and participation: "The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment)." These verbatim statements together depict a region experiencing mainly lower‑severity incidents, with CAP participation clearly active in some contexts but less involved outside its jurisdiction; again, respondents did not present before/after data tying any change in outside‑jurisdiction Level 1/2 responses to CAP’s launch.  
  
This paragraph presents the shared viewpoint from Lake IN that partner willingness to mobilize is strong but that local experience sometimes reflects only fire incidents rather than non‑fire Level 1/2 events. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx expressed confidence in partners: "I definitely think our partners will. Without a doubt they will come out for their community." By contrast, Transcript Region\_Chapter\_Staff\_\_Steady\_State\_\_Terry\_Stigdon\_2025\_0825.docx reported an operational reality in that jurisdiction: "Okay, so we're all been fires." The juxtaposition of these verbatim quotes shows one local actor perceives ready partner mobilization while another reports that their operational experience has so far been dominated by fire incidents — both perspectives explain why it is difficult to observe or document CAP‑related changes in Level 1/2 non‑fire responses outside CAP boundaries.  
  
This paragraph presents the shared viewpoint from Chatham GA that volunteer pre‑positioning and out‑of‑area Level 2 storm responses have occurred, and that some of those events were outside the CAP area. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx recalled readiness: "They had volunteers already ready to go, ready to stand Up." Transcript Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx reported, "We had level two, we had some storms, but they were outside of the cap area." The two verbatim quotes show both operational volunteer readiness and the geographic fact that recent Level 2 storm work in that region occurred outside CAP jurisdictions; neither passage provides longitudinal comparison or asserts CAP caused a change outside its boundary.  
  
This paragraph presents the shared viewpoint from Yazoo MS that the region has seen predominantly low‑severity incidents, that coordination/communication at Level 2 can be incomplete, and that those organizational issues complicate assessment of change outside CAP jurisdiction. For example, Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx summarized incident patterns: "Most of ours have been level ones, twos, threes." Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx highlighted a communication gap and a desire for formal inclusion of CAP partners at Level 2: "We haven't had that level two and that again that communication piece because I knew that Dr. Jones and her team were out and about out," and recommended, "So just adding them somewhere in there so that we're knowing, you know, hearing a little bit more of what they're doing, I guess, so to speak." Together, these verbatim statements portray a region with steady lower‑level incidents and a structural communication shortfall that prevents clear visibility into partner activities — which in turn limits respondents’ ability to assert any change in Level 1/2 responses outside CAP since launch.  
  
This paragraph presents the shared viewpoint from Madison TN that geographic distance and early replication status limit first‑hand visibility into outside‑jurisdiction activity and therefore impede observing post‑CAP changes. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx explained limited proximity to CAP operations: "It's 120 miles away. So I don't see the daily stuff from a volunteer standpoint." Joel Sullivan also described replication being nascent: "Not yet. We just started, so." These verbatim quotes show why the respondent cannot report changes outside CAP areas—distance and early stage replication mean there is limited practical experience to observe change since CAP launched.  
  
This paragraph presents the shared viewpoint from Lee FL (and Warren KY as reported in the same transcript) that chapters not yet integrated into regional structures lack knowledge of out‑of‑county Level 1/2 activity. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx states directly, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." The same respondent also described local absence of L1/L2 activity: "We haven't even had any responses here other than the floods in April. That was a level 5 and it was regional and we weren't." These verbatim quotes underline a consistent local perspective: without regional integration or regular cross‑county operations, respondents cannot discern whether Level 1/2 responses outside CAP jurisdictions have changed since CAP's launch.  
  
This paragraph presents the shared viewpoint from the documents mapped to Monterrey CA and similar California subcategories that there is no relevant evidence in the reviewed transcripts to answer whether Level 1/2 non‑fire responses outside the CAP jurisdiction have changed since CAP launched. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx contain no participant quotations addressing changes in Level 1/Level 2 non‑fire responses outside CAP areas. Therefore, there are no verbatim quotes to provide here from those files on this topic.  
  
This paragraph presents the shared viewpoint for Terrebonne LA, Tulare CA, Lake CA, Monterrey CA (other CA county mappings), Mississippi AR, and several other listed geographies for which the reviewed documents contained no relevant quotes about changes in Level 1/2 non‑fire responses outside CAP jurisdictions. Specifically, the reviewed transcripts mapped to these sub‑categories include no participant statements describing before/after or trend evidence about Level 1/2 non‑fire responses outside CAP. Because the documents do not contain relevant excerpts on this question, there are no verbatim quotations from those files to include here.  
  
Cross‑category comparison and hypotheses about variance in perspectives  
  
This comparison presents the shared, cross‑regional pattern that flooding is the most frequently cited non‑fire trigger for Level 1/2 (and higher) activations across multiple geographies, while simultaneously noting a pervasive lack of temporal data tying any changes to the CAP launch. Multiple documents across different geographies illustrate the flood theme: Atlantic NJ noted "We had a Level three last month because of flooding" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx); Cameron TX noted "Oh, yeah, plenty of good floods and some other stuff. Yep." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx); Butte CA framed its hazard succinctly: "But really for us it's probably only flooding." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Those verbatim excerpts across Atlantic NJ, Cameron TX, and Butte CA converge on flood exposure as the principal non‑fire driver. Yet despite this shared hazard focus, the corpus repeatedly lacks before/after measures: respondents say they cannot see change ("No, not really." — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx), have insufficient events to compare ("we haven't had other disasters than the one that we had from March." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), or lack regional visibility ("what the larger region is doing in volunteers, I would not have a clue." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Thus, while floods drive activations in multiple geographies, the documents do not collectively demonstrate measurable post‑CAP changes in Level 1/2 non‑fire responses outside CAP areas.  
  
This comparison presents the shared cross‑regional pattern that CAP involvement outside its jurisdiction tends to be anecdotal and often targeted toward larger incidents, with limited routine engagement in smaller Level 1/2 events. For instance, Shawn Schulze observed, "Most of the stuff that happens in South Texas is level three and above. They've had some fires, but they really haven't supported in those and the smaller ones." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Rachel Lipoff (Atlantic NJ region documents) provided an example of CAP members and partners deploying regionally: "Yeah, so we had a level 2 recently in Central New Jersey. And while the team, I don't know if the team deployed, but I know members of the team deployed in Central Jersey and were able to bring their expertise." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Those two verbatim quotes together show CAP acting as a regional resource in some cases, but respondents more commonly characterize CAP as focused within its jurisdiction and not systematically engaged in smaller out‑of‑jurisdiction L1/L2 work. Where CAP has engaged outside its areas, the evidence is described as anecdotal rather than systematic.  
  
This comparison presents the shared cross‑regional pattern that organizational factors—limited regional integration, role confusion, volunteer capacity, and communication gaps—consistently constrain both cross‑jurisdictional involvement and the ability of staff to observe changes. For example, Caedy Minoletti said, "The region doesn't know the difference between CAP and cep. So we need education there." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Josh Riddle observed, "We're not integrated into the region yet, so we have very little knowledge of anything outside of our county." (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). Tamica Jeuitt recommended adding CAP players into Level 2 communications: "So just adding them somewhere in there so that we're knowing, you know, hearing a little bit more of what they're doing, I guess, so to speak." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). These verbatim excerpts show recurring structural and informational barriers that explain why respondents across geographies cannot assert CAP‑driven changes in out‑of‑jurisdiction Level 1/2 responses.  
  
This comparison presents the shared cross‑regional nuance that where evidence of CAP activity beyond jurisdiction exists, it is framed as readiness or occasional deployment rather than an established, measurable shift. For instance, Maria Center reported out‑of‑region deployments: "The cap manager has deployed outside of the region on numerous occasions. I think she's been on three different deployments. She was recently in Texas for the floods." (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Rachel Lipoff described partner mobilization: "the CAP team can call on Jewish Family Services and say these, these are communities where they're going to need your services and they can bring the mobile unit and just have people come in." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Both quotes illustrate capability and occasional activity beyond local boundaries, but neither includes counts or time‑series data that would demonstrate a systematic change since CAP launch.  
  
Incorporating the documented frequency counts and the largest count differences reinforces these interpretations and helps explain geographic variance. The analytic summary provided alongside the transcripts highlighted that flooding drives many non‑fire Level activations and that the reviewer set contained 16 overall mentions relevant to "Factors contributing to changes in Level 1 and Level 2 responses." By geography, the counts reported were: Montgomery AL (3), Cameron TX (2), Jackson OR (2), Butte CA (2), Lake IN (2), Chatham GA (2), and others with 1 or 0 (e.g., Yazoo MS 1, Lee FL 1, Atlantic NJ 1, Warren KY 1), while multiple geographies recorded zero mentions (e.g., Tulare CA: 0, Sarasota FL: 0, Terrebonne LA: 0, Monterrey CA: 0, Mississippi AR: 0, Lake CA: 0). These count differences are consequential: geographies with multiple documented mentions (Montgomery AL, Cameron TX, Jackson OR, Butte CA, Lake IN, Chatham GA) tended to yield specific operational or hazard observations (flood frequency, partner mobilization, deployment examples, communication gaps), while many other geographies lacked any transcript evidence addressing the question. That pattern suggests two hypotheses:  
  
- Hypothesis 1 — Hazard exposure and recent events drive reporting: Geographies that are flood‑prone or recently experienced notable weather incidents produced more respondent commentary relevant to Level 1/2 non‑fire activity (for example, Atlantic NJ, Cameron TX, Butte CA). When an area has recent activations, staff can cite concrete incidents and operational responses; absent recent events, respondents report no change or cannot observe change.  
  
- Hypothesis 2 — Program maturity and regional integration determine observable cross‑jurisdictional effects: Where CAP (or local chapters) have built partnerships, readiness mechanisms, or have explicitly deployed outside their jurisdiction (e.g., Montgomery AL references of standby and participation; Rachel Lipoff on team members deploying in Central New Jersey; Maria Center on cap manager deployments), respondents can cite operational examples. By contrast, in chapters not yet integrated regionally or in early replication phases (e.g., Jackson OR, Lee FL, many zero‑count geographies), respondents repeatedly report limited visibility ("I would not have a clue" — Katrina Long) and thus cannot assert measurable change.  
  
Finally, this comparison highlights why the corpus as a whole cannot credibly claim a general post‑CAP effect on Level 1/2 non‑fire responses outside CAP jurisdictions. The evidence is dominantly anecdotal: many respondents described individual deployments, partner mobilizations, or steady patterns of flood‑driven activations (for example, "they had volunteers already ready to go, ready to stand Up." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx; "the CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment)." — Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx). At the same time, multiple respondents explicitly said they observed no change ("No, not really." — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx), lacked events to compare ("we haven't had other disasters than the one that we had from March." — Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), or lacked regional knowledge ("what the larger region is doing in volunteers, I would not have a clue." — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). These verbatim quotations, taken together with the geography counts, indicate that where change is asserted it is local and anecdotal; where change is not asserted, respondents attribute that to either absence of events, limited integration, or program focus. Therefore, the most defensible overall conclusion across the geographic categories is: flooding is the principal non‑fire driver of L1/L2 activations in multiple areas, CAP has enabled some cross‑jurisdictional deployments and partner mobilization in individual instances, but the documents do not provide systematic, comparable before/after data demonstrating that Level 1 and Level 2 non‑fire responses outside CAP jurisdictions have changed since CAP’s launch.  
  
Summary paragraph synthesizing cross‑category implications and practical next steps (based on the documents)  
  
This synthesis presents the shared implication across geographies that operational conclusions about CAP’s impact outside its jurisdiction are limited by event frequency, program maturity, and information flows. Multiple transcripts agree on flood‑driven activations ("We had a Level three last month because of flooding." — Rose Taravella; "But really for us it's probably only flooding." — Nate Millard). Several documents document ad hoc deployments or partner mobilization but not systematic trends ("the CAP team can call on Jewish Family Services..." — Rachel Lipoff; "The cap manager has deployed outside of the region on numerous occasions..." — Maria Center). Many respondents explicitly reported inability to see or measure changes outside CAP due to distance, lack of integration, or absence of incidents ("It's 120 miles away. So I don't see the daily stuff..." — Joel Sullivan; "We're not integrated into the region yet, so we have very little knowledge..." — Josh Riddle; "we haven't had other disasters than the one that we had from March." — Hansel Ibarra). Taken together — and informed by the frequency counts showing several geographies with zero mentions on this topic — the practical implication is that assessing CAP’s cross‑jurisdictional effect on Level 1/2 non‑fire responses would require (a) systematic event and deployment records across chapters and regions, (b) clearer role definitions and communications so CAP vs. CEP/partner activities are distinguishable (as Caedy Minoletti recommends: "The region doesn't know the difference between CAP and cep. So we need education there."), and (c) measurement of partner mobilization and response timing to detect any changes in recovery speed or response patterns that stakeholders anecdotally attribute to CAP.  
  
(End of essay — no further questions offered.)

#### Code frequency by document/respondent

Frequency Chart



### To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?

#### Summary across all documents

Summary  
Overall, the documents show CAP strategies and resources demonstrably improved coordination, referral capacity, partner pre‑positioning, and rapid resource matching in many Level 1 and Level 2 non‑fire incidents, with verbatim examples of spreadsheets connecting donors to schools, partner mobile units being called in, and pre‑positioned volunteers ready to stand up. However, evidence of impact is largely qualitative and episodic: many accounts are case examples rather than systematic outcome metrics, and several jurisdictions reported no L1/L2 non‑fire activations to test CAP effects. The realized reach was constrained by under‑utilization, role confusion, administrative rules (e.g., perceived volunteer 'saturation'), and low event frequency in some areas, which together limited consistent operational integration. Given these patterns, CAP appears to offer clear, practical mechanisms to improve L1/L2 non‑fire responses (coordination tools, partner lists, training, and pre‑positioning), and addressing role clarity, formal activation pathways, and broader deployment of trackers and fast‑track training would likely expand measurable impact.  
Analysis  
CAP strategies materially improved coordination and the ability to match offers to needs in L1/L2 non‑fire incidents. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx reported that 'So they were able to take this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school,' and Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx described that 'The partners were there as we were getting there because we notified them, hey, we could use your help. And so they were there before. I think they were actually there before us getting there.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-s-link1"><sup>[1]</sup></a>' These verbatim examples show CAP acts as a rapid broker—centralizing offers/needs into shareable lists and pre‑notifying partners so assistance arrives quickly—demonstrating a clear, operational pathway by which CAP can influence Level 1 and Level 2 non‑fire responses even when formal metrics are not supplied.  
1. were there as we were getting there because we notified them, hey, we could use your help. And so they were there before. I think they were actually there before us getting  
CAP invested in practical referral and coordination tools that enable faster, more targeted partner activation. For instance, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx recorded that 'It's a listing of our partners with their contact information and contact names,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted 'We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-s-link2"><sup>[2]</sup></a>' Together these verbatim lines illustrate the concrete toolset CAP has deployed—curated partner lists and trackers (Power App/CEP tracker)—which plausibly shortens referral time and improves match quality during Level 1/2 non‑fire events even though quantitative usage and outcome data are not provided.  
1. We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there.  
CAP emphasized fast‑track partner training and volunteer pre‑positioning to increase local mass‑care and surge capacity for L1/L2 non‑fire incidents. As described in Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx, 'This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding,' and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx observed that 'They had volunteers already ready to go, ready to stand Up.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-s-link3"><sup>[3]</sup></a>' These verbatim statements indicate CAP supplies concrete preparedness inputs—short trainings and standby volunteers—that create readiness for routine floods, snowstorms, and other small‑scale events, although the documents do not quantify trainees, deployments, or measured performance improvements.  
1. They had volunteers already ready to go, ready to stand Up.  
The realized extent of CAP's impact was often modest because teams reported under‑utilization, role confusion, and administrative barriers. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx stated, 'A tiny bit. I don't think we're utilizing them still, though, to their potential,' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recorded 'I was told, no, that this, we were saturated and did not need any more DAP volunteers.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-s-link4"><sup>[4]</sup></a>' These verbatim comments point to cultural, policy, and operational constraints—including perceptions of saturation, unclear distinctions between CAP and other programs, and limits on using partners for non‑official activities—that reduce CAP's consistent operational penetration into Level 1/2 non‑fire responses despite demonstrable capabilities.  
1. I was told, no, that this, we were saturated and did not need any more DAP volunteers.  
Additional Insights  
In several jurisdictions there were simply no Level 1/2 non‑fire activations, so CAP had no observable operational impact there. For example, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx said, 'Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-u-link5"><sup>[5]</sup></a>' This verbatim acknowledgement highlights a boundary condition: where events do not occur, CAP cannot demonstrate effect, which limits evaluative evidence and explains part of the patchwork of observed impacts across regions.  
1. Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of.  
Beyond discrete deployments, CAP has been credited with shifting practices and providing external‑relations capacity that chapters now rely on. As Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx observed, 'already positioned because of the strategies that they employ in their, their day to world to be out there and we can trust them to be in contact with. They can speak to media like there are so many things they can do because of the work they do that is just. It's absolutely invaluable. I think that CEP piece is huge. External relations is huge. They are poised to be able to do that on a regional level as far as I'm concerned.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-u-link6"><sup>[6]</sup></a>' This verbatim passage describes a qualitative, systemic influence—a mindset and trusted liaison role—that complements on‑the‑ground actions even when quantitative impact measures are absent.  
1. already positioned because of the strategies that they employ in their, their day to world to be out there and we can trust them to be in contact with. They can speak to media like there are so many things they can do because of the work they do that is just. It's absolutely invaluable. I think that CEP piece is huge. External relations is huge. They are poised to be able to do that on a regional level as far as I'm concerned.  
CAP involvement has sometimes extended to formal Level 2/DRO activations, but such cases were isolated. For instance, Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reported, '1 level 2. And it was, it was our first time ever, like, being a part of a dro.<a href="#To what extent did/could CAP strategies or resources impact Level 1 and Level 2 responses not related to fire?-u-link7"><sup>[7]</sup></a>' That verbatim line documents a concrete Level 2 engagement, confirming CAP can and did operate in DRO contexts, but the rarity of such activations limits conclusions about consistent Level 2 impact.  
1. 1 level 2. And it was, it was our first time ever, like, being a part of a dro.

#### Comparison across segments

Analysis across Groups occupation

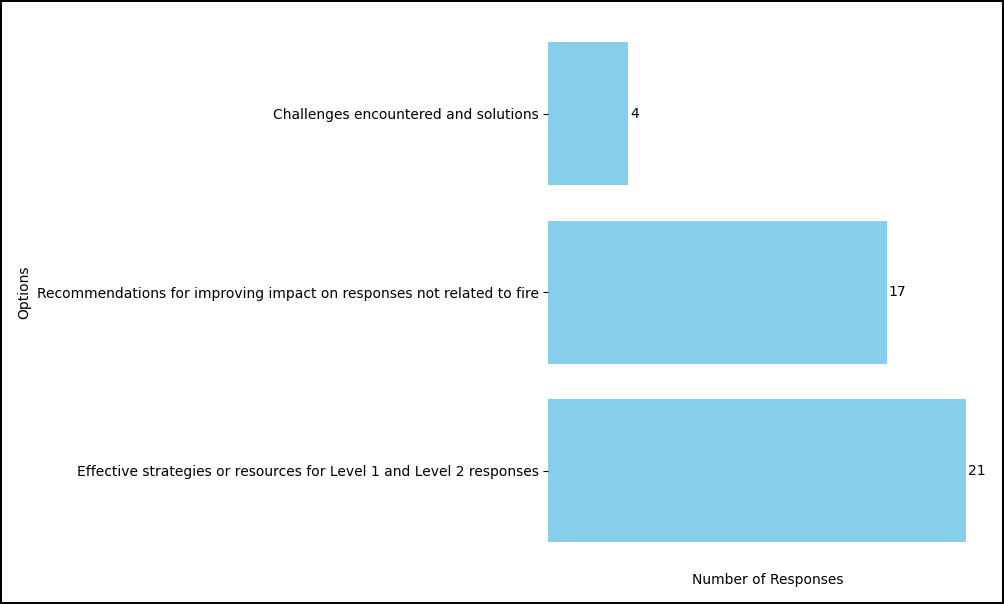
CAP Staff share a strong emphasis on preparedness, partner training, and episodic operational support as the primary ways CAP strategies could affect Level 1 and Level 2 non‑fire responses. CAP staff repeatedly describe CAP as a readiness builder—training partners for sheltering and feeding, pre‑positioning materials, and enabling partner-led damage assessment and supply distribution—while also acknowledging many jurisdictions had few or no L1/L2 activations and that administrative or cultural barriers limit fuller operationalization. For example, CAP staff state their training focus plainly: Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx says, "This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding." Several CAP staff report limited local activations that constrain measurable impact: Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx states, "No, none in our area. So no, we hadn't respond." Others document concrete partner-enabled operational actions: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx reports, "I know one of the things that we were able to do was station sandbags at partners locations." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx records partner deployments: "we had some of our partners come out and do damage assessment. We had them come and help deliver and distribute supplies." At the same time CAP staff surface constraints: Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recalls being turned back by policy, "I was told, no, that this, we were saturated and did not need any more DAP volunteers." And some CAP staff explicitly note absence of Level‑1/2 activation to evaluate impact: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx says, "Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of." These aligned statements across CAP Staff documents—together with the dataset counts showing CAP Staff referenced "Effective strategies or resources for Level 1 and Level 2 responses" more often than other occupational categories (10 CAP Staff mentions versus 7 Region Staff and 4 Chapter Staff)—signal CAP staff orientation toward capacity building and partner preparation while acknowledging their observed impacts are often episodic or limited by policy and low event frequency.  
  
Region Staff share a consistent perspective that CAP primarily operates as a systems enabler—providing on‑the‑ground representation, curated partner/resource lists, activation of partner assets, and data/tracker tools that improve coordination—while also noting uneven jurisdictional coverage and low incident frequency that limit measurable, region‑wide demonstration of impact. Region Staff commonly describe CAP as a mobilizer and liaison that routinely shows up or makes it easier to bring partner assets into place: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx states, "I can say that the CAP team shows up for all of the. At least one representative shows up for those responses." The same Region Staff document details referral tools: "It's a listing of our partners with their contact information and contact names." Region staff emphasize pre‑notification and early partner presence: Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reports, "were there as we were getting there because we notified them, hey, we could use your help. And so they were there before. I think they were actually there before us getting there." Region Staff also highlight investments in coordination technology: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes, "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." At the same time Region Staff point to event scarcity or jurisdictional unevenness that constrains evaluation: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx estimates, "If you were to ask me our number of kind of level ones and twos that weren't related to fire, I'm guessing we're talking less than 10 in an annual basis that I can think of." And jurisdictional concentration is emphasized by Transcript Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "the jurisdiction, Shannon and April were very involved. Outside the jurisdiction, they haven't been as involved." These shared Region Staff perspectives portray CAP as a strategic connector and communications/representation asset that improves referral speed and ability to mobilize partners, but they also reflect limits created by sparse L1/L2 event volumes and patchy geographic coverage.  
  
Chapter Staff consistently emphasize hyperlocal, tactical benefits of CAP—improved flood/frequent‑L1/2 readiness, rapid resource‑matching, and community discovery/data supports—while also reporting under‑utilization, internal role confusion, and some interpersonal friction that reduce CAP’s realized impact. Chapter Staff frequently point to flooding and recurrent small events as the practical domain where CAP matters: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx says, "The majority of it is flooding." and "We're constantly in a one or two. Constantly." They describe immediate operational value in CAP’s resource‑matching and information consolidation: the same file explains, "So they were able to take this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." Chapter Staff value CAP’s community data and discovery tools: Caedy Minoletti adds, "they have taught me a great deal about, what do they call it, not just community discovery, but like data mining about our communities." Chapter Staff also report direct volunteer readiness: Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx says, "They had volunteers already ready to go, ready to stand Up." Yet they identify uptake problems and confusion: Caedy Minoletti concedes, "A tiny bit. I don't think we're utilizing them still, though, to their potential," and warns about role confusion: "The region doesn't know the difference between CAP and cep. So we need education there." Chapter Staff also describe positive trends around recruitment and on‑site representation—Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx notes, "they're all beginning to intentionally involve CAP in more of their efforts to recruit"—but the overall Chapter Staff body of documents (smaller in count than CAP and Region mentions in the provided frequency data) conveys that CAP’s hyperlocal promise is real yet unevenly realized because of organizational and communication frictions.  
  
Comparison and contrast across occupational categories: all three occupational categories converge on the core idea that CAP strengthens readiness, partner coordination, and resource matching for Level 1 and Level 2 non‑fire responses—but they frame that contribution at different levels and with distinct emphases. A clear commonality is the emphasis on partner networks, training, and referral tools. For example, CAP Staff emphasize training as a primary mechanism ("This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx), Region Staff emphasize systemic referral and activation tools ("It's a listing of our partners with their contact information and contact names." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), and Chapter Staff emphasize immediate, local resource‑matching ("So they were able to take this spreadsheet and immediately connect the dots and go, okay..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Each category therefore attributes CAP impact to partner mobilization, but at distinct scopes: CAP Staff discuss tactics and training; Region Staff discuss representation, media, and platform tools; Chapter Staff focus on community data and immediate redirection of donations and supplies.  
  
Differences in emphasis align with occupational roles and lived experience. CAP Staff reports more frequent commentary on "effective strategies or resources" (10 CAP Staff mentions in the provided counts) and on "recommendations for improving impact" (8 CAP Staff mentions), consistent with their proximate role in designing and delivering training, pre‑positioning, and partner engagement. Region Staff take a more structural lens—tools, CEP tracker, external relations and representation—appropriate to their responsibility for coordinating across chapters ("We have a CEP tracker that we've built..." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; "they're kind of our go tos now... they can speak to media... It's absolutely invaluable." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Chapter Staff are grounded in frequent local incidents (notably floods) and thus emphasize immediate, tactical resource matching and information use ("The majority of it is flooding." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; "They had volunteers already ready to go, ready to stand Up." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
  
Hypotheses explaining why categories produced diverse perspectives (or why they did not):  
  
- Role‑based vantage points: CAP Staff are program implementers and thus focus on training, pilot activities, and partner recruitment ("I think there's a pivot towards recruiting specific, the most needed volunteers..." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx). Region Staff coordinate across geographies and therefore emphasize data platforms, external relations, and formal representation ("We have a CEP tracker... They're using Power App." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; "External relations is huge." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). Chapter Staff operate where incidents occur and thus report immediate operational benefits and friction points (resource‑matching, local readiness, and role confusion: "The region doesn't know the difference between CAP and cep. So we need education there." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
- Event frequency and geography: Low frequency of L1/L2 non‑fire events in many jurisdictions limits opportunities to observe CAP impact, producing more speculative or preparatory commentary in some documents. For example, Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx estimates "less than 10" such events annually, and CAP staff in multiple jurisdictions say they simply haven't had L1/L2 activations ("No, none in our area. So no, we hadn't respond." — Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx; "Yeah, we haven't had any level one or level two responses in our... cap jurisdiction" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx). Where incidents are more common (flood‑prone areas), Chapter Staff present more concrete examples of CAP action and immediate effects ("We're constantly in a one or two. Constantly." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
- Structural/administrative constraints and culture: Administrative policies, perceived saturation, and territoriality shape whether CAP resources are allowed to scale local capacity. Katrina Long (CAP Staff) reports decision‑level restrictions: "I was told, no, that this, we were saturated and did not need any more DAP volunteers." Region and Chapter staff describe internal ownership ambiguity and friction ("it just instilled a complete fear and bitterness in them..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; "So again, it's been a little rocky... internally we think somebody needs to own a relationship..." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). These governance and interpersonal dynamics plausibly explain why CAP’s strategies translate to measurable operational impact in some places and not in others.  
  
- Shared organizational mission driving convergence: Despite differences, a shared Red Cross/ CAP mission and similar training/partnering toolkit produce substantial overlap in perspectives—across categories respondents consistently note partner activation, pre‑event relationship building, and referral tools as the mechanisms by which CAP could influence L1/L2 non‑fire outcomes. For instance, CAP Staff’s training claim ("This program is basically training folks...") dovetails with Region Staff’s tool deployment ("We have a CEP tracker...") and Chapter Staff’s field application ("So they were able to take this spreadsheet..."), illustrating a common logic chain (train and equip partners → share partner/resource data → accelerate local response).  
  
Implications from frequency differences and selected evidence: the provided summary counts show that mentions of CAP’s “effective strategies or resources for Level 1 and Level 2 responses” are concentrated in CAP Staff documents (10), followed by Region Staff (7), then Chapter Staff (4). That distribution suggests CAP Staff are the principal reporters of near‑term, implementable tactics (training, prepositioning, sandbags, fast‑track sheltering) while Region Staff surface platform‑level enablers (trackers, external relations) and Chapter Staff report operational instances and gaps in utilization. The practical implication is that improving measurable CAP impact on L1/L2 non‑fire responses will likely require bridging CAP Staff tactics with Region Staff systems and Chapter Staff operational uptake—explicitly addressing administrative limits, clarifying roles (Caedy Minoletti: "The region doesn't know the difference between CAP and cep. So we need education there."), and increasing opportunities to exercise CAP capabilities in gray‑sky or more frequent flood contexts.  
  
Synthesis conclusion: across occupations, the documents form a coherent narrative: CAP strategies and resources create plausible and observable pathways to influence Level 1 and Level 2 non‑fire responses—training partners for sheltering and feeding, prepositioning supplies (sandbags), compiling partner/resource lists for rapid referrals, activating mobile partner assets, and supplying community discovery/data tools—but the realized scale and measurable effect of that influence vary materially by place, governance, and the frequency of events. Representative verbatim evidence across categories captures that pattern: CAP Staff describe training and episodic operational examples ("This program is basically training folks..." — Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx; "we had some of our partners come out and do damage assessment..." — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx), Region Staff emphasize systemic enabling functions ("We have a CEP tracker..." — Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx; "the CAP team shows up... At least one representative shows up for those responses." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), and Chapter Staff highlight immediate local matching and uptake barriers ("So they were able to take this spreadsheet and immediately connect the dots..." — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx; "A tiny bit. I don't think we're utilizing them still, though, to their potential." — same). Together these occupational perspectives indicate CAP’s greatest near‑term value for non‑fire L1/L2 responses lies in pre‑event relationship building, partner training, and data/communication tools—but to convert that value into consistent, measurable operational impact requires clarifying roles, reducing administrative constraints, expanding localized readiness guidance, and creating more routine opportunities (exercises or gray‑sky activations) to integrate CAP functions into DAT/DRO workflows.

Analysis across Groups Geography

I will summarize, by geography, the shared perspectives in the transcripts about the extent to which CAP strategies or resources impacted Level 1 and Level 2 responses not related to fire. Each paragraph begins with the shared viewpoint/topic, elaborates on it, and then cites verbatim quotes (with document names) that illustrate the viewpoint. After the geography paragraphs I compare and contrast categories and offer hypotheses explaining differences. Note: where the specified transcript was not included in the provided material, I state that no relevant quotes were available.  
  
Butte, CA — Shared viewpoint: CAP enabled rapid coordination, resource staging, and tool-building for frequent flood-related Level 1/2 incidents but impact evidence is largely anecdotal. The region’s interviews frame frequent flooding as the primary L1/L2 workload and describe CAP’s practical contributions—resource-matching and tools such as a CEP tracker and partner staging (sandbags). For example, Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx stated, "The majority of it is flooding." That same file also described resource-matching: "So they were able to take this spreadsheet and immediately connect the dots and go, okay, yeah, the Red Cross didn't need a case of Water this morning, but guess who does? The school." Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx added an example of staging supplies: "I know one of the things that we were able to do was station sandbags at partners locations." Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx noted tool development: "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there." Together these quotes illustrate a consistent local view that CAP’s coordination, partner staging, and data/tracker tools improve practical L1/L2 flood responses, while the documentation remains qualitative and episodic rather than numeric.  
  
Madison, TN — Shared viewpoint: CAP improved notification and pre‑arrival partner mobilization but was under‑utilized operationally in some local incidents. Interviews describe clear partner-notification mechanics and intentional recruitment uses of CAP, while also noting jurisdictions where CAP wasn’t activated. For example, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx said, "No, none in our area. So no, we hadn't respond." Yet Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx reported partner arrival because of CAP notification: "were there as we were getting there because we notified them, hey, we could use your help. And so they were there before. I think they were actually there before us getting." Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx emphasized recruitment integration: "our disaster cycle services and volunteer recruitment and engagement specialists, they're all beginning to intentionally involve CAP in more of their efforts to recruit." These quotes show a shared view that CAP clarifies and speeds partner arrival and can support recruitment, but local operational uptake varies, limiting measured impact.  
  
Butte / Lake CA (Jacquelyn Clites) — Shared viewpoint: CAP-enabled wraparound services and coordination were deployed during floods, but internal ownership and coordination created uneven integration. The region described CAP-linked partner support (showers, food) and also acknowledged "rocky" internal handoffs that limited consistency. For example, Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx said, "We've had some. We had floods last year, Spring." and "They've definitely done supported the wraparound services. I know they've brought in shower trailers, food, different things." The same file also cautioned: "So again, it's been a little rocky at times, I think, but it's more because internally we think somebody needs to own a relationship or whatever." These paired quotes demonstrate CAP’s material contributions but highlight coordination/ownership problems that constrain consistent impact.  
  
Atlantic, NJ — Shared viewpoint: CAP provides on‑site representation, partner contact lists, and helps mobilize external partner assets (mobile units), contributing to faster recovery in CAP jurisdictions. Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx emphasized consistent presence and referral tools: "I can say that the CAP team shows up for all of the. At least one representative shows up for those responses," and described resource guides: "It's a listing of our partners with their contact information and contact names." Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx suggested speed-to-recovery benefits: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." These statements reflect a shared perspective that CAP’s presence, referral lists, and partner activations (e.g., mobile units) materially enhance L1/L2 non‑fire responses, though the evidence is qualitative rather than quantified.  
  
Monterrey, CA — Shared viewpoint: CAP focuses on fast‑track, practical trainings (sheltering and feeding) to build partner capacity in steady state, with limited real‑event activations to test that capacity. CAP staff framed the program as "training folks in fast track mode for emergencies," aimed at sheltering/feeding. For example, CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx stated, "This program is basically training folks in fast track mode for emergencies. And this is basically sheltering and feeding." Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx noted increased partnerships and volunteerism (no direct activation quote provided in that file for L1/2), but the overall view is that CAP invests in blue‑sky training to enable gray‑sky responses, with limited event evidence in the transcripts to quantify operational outcomes.  
  
Butte CA (Caedy Minoletti) — Shared viewpoint: CAP’s community discovery and data mining help identify needs and redirect donations/funding, enabling rapid resource-matching in L1/L2 events. The Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx interview explicitly described CAP turning community information into action: "they have taught me a great deal about, what do they call it, not just community discovery, but like data mining about our communities," and gave a funding reallocation example: "And I don't know the specific details, but they also helped this help do the exact same thing with kind of a funding opportunity." Together these quotes show a shared view that CAP’s data and community-discovery capabilities expand the practical reach of partner resources during L1/L2 incidents, though the accounts are illustrative rather than systematically measured.  
  
Yazoo, MS — Shared viewpoint: CAP partners have been engaged and there is intentional recruitment and involvement inside CAP jurisdictions, but evidence of broader operational impact remains limited. Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx provided frequency context, "Last year we had 23," and described jurisdictional involvement: "the jurisdiction, Shannon and April were very involved. Outside the jurisdiction, they haven't been as involved." CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx framed CAP as "the calm before the disaster, before something serious happens." These quotes together reflect a common perspective that CAP increases readiness and in‑jurisdiction engagement, with counts showing opportunities (23 events) but without quantified attribution of outcomes to CAP.  
  
Mississippi, AR — Shared viewpoint: CAP’s post‑integration coalition-building expanded potential gray‑sky partner mobilization, but low event frequency constrains measurable L1/L2 impact. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx observed low annual L1/L2 frequency: "If you were to ask me our number of kind of level ones and twos that weren't related to fire, I'm guessing we're talking less than 10 in an annual basis that I can think of." CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx provided an example of partner-driven assessment and distribution: "we had some of our partners come out and do damage assessment. We had them come and help deliver and distribute supplies." The shared view is that CAP builds partnerships useful for gray‑sky responses, but the small number of events makes it hard to produce robust causal evidence.  
  
Madison, TN (Joel Sullivan / Curtis Morman / David Hicks) — Shared viewpoint: CAP is useful for pre‑event partner notification and recruiting caseworkers/case management capacity, though local deployments vary. Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx stated partners "were there as we were getting there because we notified them, hey, we could use your help. And so they were there before." CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx reported no local responses in one area ("No, none in our area. So no, we hadn't respond."), while Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx described recruitment integration: "they're all beginning to intentionally involve CAP in more of their efforts to recruit." The shared perspective is that CAP improves notification and recruitment opportunities, but practical deployment evidence varies by jurisdiction.  
  
Lee, FL / Warren, KY — Shared viewpoint: Local jurisdictions had few L1/L2 non‑fire activations to test CAP and face partner capacity constraints for on‑call responses; CAP’s potential role (e.g., housing lists) remains largely hypothetical. CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx explained limited incident history: "We haven't even had any responses here other than the floods in April." He proposed a role: "us being able to provide maybe a list of temporary or transitional housing for people." The shared viewpoint is that low event frequency and partner availability (many nonprofits lack on‑call staff) limit CAP’s realized operational impact, leaving potential supportive roles (resource lists) largely conceptual.  
  
Jackson, OR — Shared viewpoint: Administrative and saturation constraints limited use of partner volunteers for non‑official or additional DAP/DAT activity, restricting CAP’s expansion. CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx reported denied partner use: "We would say, like, for example, there's going to be a food. Big food drive... And we were told no because it wasn't an official Red Cross activity." The file also quoted administrative saturation: "I was told, no, that this, we were saturated and did not need any more DAP volunteers." The shared view is that formal policies and administrative rationales curtailed CAP’s ability to scale partner engagement for L1/L2 non‑fire responses.  
  
Sarasota, FL — Shared viewpoint: Incidents remained within regional steady‑state capability rather than DROs, and CAP acted as a facilitator to mobilize partners and supplies during flood responses. CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx said, "I think it stay within regional capability. The June flooding state within the region, we did not have a DRO for that." The same file affirmed partner help: "Oh, yes. I mean, immensely. We got our partners to help us with families that needed either dry clothing." The shared perspective is that CAP supports regional-level, partner-based material assistance even when events do not escalate to DROs.  
  
Terrebonne, LA — Shared viewpoint: No Level 1/2 non‑fire activations occurred in the CAP jurisdiction, so CAP’s operational impact could not be observed there. CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx stated plainly, "That hasn't happened in our jurisdiction. We haven't had any level ones or twos in the CAP jurisdiction." The file went on to explain evaluation limits: "we're not going to be able to tease that out... we can't do a regression analysis on CAP activities," which reinforces the shared view that absence of events prevents assessment of CAP’s effect.  
  
Chatham, GA — Shared viewpoint: CAP pre‑positioned volunteers and established trusted relationships that increase readiness and the likelihood of partner response in storms and floods, tempered by possible territoriality or role friction. Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx observed readiness: "They had volunteers already ready to go, ready to stand Up." It also flagged potential barriers: "The only barrier I would see potentially is if there's some territoriality going on..." The shared view is that CAP builds deployable volunteer readiness and trusted partners, though interpersonal or organizational frictions could inhibit full integration.  
  
Lake, IN — Shared viewpoint: CAP participated in at least one Level 2 DRO and mobilized partners for material relief, showing capability but limited evidence of systemic change. CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx said, "1 level 2. And it was, it was our first time ever, like, being a part of a dro," and described partner relief: "Our partner stepped up right away... they helped give them food baskets and food kits." The shared perspective is that CAP can operate in L2 DROs and leverages partners for material relief, but documentation is of isolated events rather than sustained, measurable regional shifts.  
  
Monterrey CA (Michelle Averill backup) — Shared viewpoint: Increased partnerships and volunteerism and new partner assets were observed (e.g., EVs) but no local L1/L2 events were reported to test CAP’s operational impact. Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx answered when asked about L1/L2 incidents: "Yeah. No, no." It nevertheless noted, "we've definitely have increased partnerships and volunteerism ... we just got some electric vehicles for partners." The shared view is that CAP has built potential enabling assets, though event absence prevents demonstrated L1/L2 impact.  
  
Cameron, TX — Shared viewpoint: Regional incident profile skews higher (level 3+), limiting CAP’s routine L1/L2 participation; where CAP engaged, information-sharing and partner notification helped recovery and trust-building in flooding. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed, "Most of the stuff that happens in South Texas is level three and above," and Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx stated, "CAP has definitely played a role in being able to support that goal that we've had with just sharing information." The shared perspective is that CAP’s opportunities for routine L1/L2 non‑fire engagement are fewer due to the incident mix, but its information‑sharing and partner work can aid trust and outreach when floods occur.  
  
Montgomery, AL — Shared viewpoint: CAP maintains a standby posture and participates in assessments (e.g., tornado damage), demonstrating operational readiness to support non‑fire responses when activated. Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx asserted, "The CAP team is always on standby and has actively participated in larger disaster responses (e.g., tornado damage assessment)." The shared view is that CAP provides standby operational capacity and partner assistance for L1/L2‑scale disaster assessments.  
  
Lake, CA — Shared viewpoint: CAP’s trackers and Power App are intended to centralize CEP/partner data to help case managers during DAT calls, enabling faster partner referrals during non‑fire incidents. Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx said, "We have a CEP tracker that we've built and it includes everything that the cdpms want to put in there," and added "They're using Power App." The shared perspective is that CAP invests in coordination tools to make L1/L2 responses more targeted and faster.  
  
Lee, FL (Cindy Magnuson) — Shared viewpoint: No observed L1/L2 responses in the CAP jurisdiction yet, but blue‑sky investments in partner capacity building are expected to multiply gray‑sky service reach. CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx reported, "Yeah, we haven't had any level one or level two responses in our, in our cap jurisdiction at all that we've been pulled into or even are aware of." The file also framed blue‑sky investments: "We will be prepared for Gray Skies and we will help really, really make those numbers multiply." The shared view: CAP builds partner capacity in steady state even where L1/L2 events have not yet tested the model.  
  
Warren, KY — Shared viewpoint: Few local L1/L2 activations and community self‑response limited outside involvement, reducing observable CAP impact. CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reported, "We haven't even had any responses here other than the floods in April," and "So we did open a shelter. No one came to the shelter." The shared perspective is that low utilization and strong community self-response reduce opportunities for CAP to demonstrate impact.  
  
Tulare, CA (Margarita Moreno) — Shared viewpoint: No relevant quotes available in the provided material for this document, so no evidence was present to assess CAP’s impact in Tulare CA.  
  
Sarasota, FL (Krista Coletti) — Shared viewpoint: The specific Krista Coletti transcript referenced in the user’s list was not included in the provided material, so no relevant quotes from that file are available to assess Sarasota‑Krista’s perspective.  
  
Monterrey CA (Michelle Averill backup) — Shared viewpoint: (If treated separately from the earlier Monterrey CA paragraph) the Michelle\_Averill file in the corpus mentioned increased partnerships/volunteerism—see Monterrey paragraph above.  
  
Jackson, OR (Katrina Long) — Shared viewpoint: (See Jackson OR paragraph above—administrative saturation limited expansion of DAP volunteers and partner activation for non‑official events).  
  
Chatham GA (Alex Taylor / Alicia Dougherty transcripts referenced) — Shared viewpoint: Alex Taylor’s transcript (Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) pointed to CAP partners providing language access and mental‑health disaster support: "We've had CAT partners be involved with, like, down trees on people's homes after a storm because they're Spanish speaking..." and "She just happened to know that we have a cat partner that does mental health disaster training... they said, absolutely." These quotes show CAP’s partner network fills language and mental‑health gaps in L1/L2 non‑fire incidents, though one related transcript said "No, we haven't" for L1/L2 in some jurisdictions. The shared perspective is that CAP’s partners can provide culturally appropriate, on‑site services when needed.  
  
Tulare CA (duplicate) — Shared viewpoint: as above, no relevant quotes available.  
  
Warren KY duplicate — covered above.  
  
Other specified geographies where the referenced transcript was not present in the provided corpus (explicitly noted): Transcript files referenced for Tulare CA (Margarita\_Moreno), Sarasota FL (Krista\_Coletti file named in list), and several others listed by the user were not included in the material supplied. For those, there are no relevant quotes in the provided dataset to include.  
  
Cross‑category comparison and hypotheses about differences  
  
Shared patterns across geographies  
- Shared emphasis on CAP as a coordination, partner‑mobilization, and preparedness mechanism: Across multiple jurisdictions (Butte, Atlantic NJ, Madison TN, Monterrey CA, Chatham GA, Lake IN), transcripts repeatedly described CAP enabling partner notification, referral/resource lists, partner training (sheltering/feeding), and the staging or redirection of supplies (e.g., sandbags, tarps, shower trailers). Representative quotes: "So they were able to take this spreadsheet and immediately connect the dots..." (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and "It's a listing of our partners with their contact information and contact names." (Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx). These show a consistent cross‑category view that CAP strengthens readiness and partner coordination.  
- Shared limitation: evidence is anecdotal and event frequency is often low: Many transcripts pointed out that L1/L2 non‑fire incidents are infrequent in a given jurisdiction (e.g., "less than 10 in an annual basis" — Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; "We haven't even had any responses here other than the floods in April" — CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). This low frequency reduces opportunities to accumulate systematic, quantitative evidence of CAP’s effect, so most impact statements are event-based anecdotes rather than statistically attributable outcomes (as Gilda\_Ebanks noted, "we're not going to be able to tease that out... we can't do a regression analysis on CAP activities" — CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx).  
  
Key differences between categories and plausible explanations  
- Jurisdictions with repeated flood or frequent L1/L2 events (Butte CA, Mark Beddingfield’s area with "Last year we had 23") produced more concrete operational examples (resource-matching, sandbags, showers). Hypothesis: where incident frequency is higher, CAP has more opportunities to practice and demonstrate operational roles, produce trackers/tools, and iterate partnerships; that leads to more content in interviews and higher counts in the coding (Butte CA and areas reporting dozens of events show more examples).  
- Jurisdictions skewed toward higher‑severity incidents (South Texas/Cameron TX with "Most of the stuff that happens in South Texas is level three and above" — Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx) reported less routine L1/L2 engagement by CAP. Hypothesis: a regional incident profile dominated by larger events channels CAP resources into DROs or higher-level responses and leaves fewer steady‑state L1/L2 opportunities, so transcripts emphasize different functions (e.g., DRO support or readiness for larger responses) rather than steady L1/L2 activation.  
- Some jurisdictions reported administrative or policy barriers (Jackson OR: "I was told, no, that this, we were saturated and did not need any more DAP volunteers." — CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx), leading to constrained partner activation. Hypothesis: local administrative rules and perceptions about "saturation" limit CAP’s ability to expand volunteer rosters or use partners for non‑official activities, lowering observable CAP impact despite willing partners.  
- Jurisdictions with CAP‑driven tool development and integration (Butte CA: CEP tracker; Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) reported a focus on data/discovery; jurisdictions lacking such infrastructure described reliance on ad hoc notification and relationship networks. Hypothesis: investment in shared technical tools correlates with more systematic partner-referral capability and more frequent examples of resource-matching; where those tools are absent, CAP work remains more relational and episodic.  
- Where CAP had clear in‑jurisdiction presence and named staff involvement (Mark Beddingfield’s note: "the jurisdiction, Shannon and April were very involved" — Region\_Chapter\_\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx; Rachel Lipoff: "At least one representative shows up for those responses" — Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx), respondents more readily ascribed faster recovery and better partner mobilization to CAP. Hypothesis: visible, embedded CAP personnel increase local awareness and trust, which accelerates partner activation and gives respondents clearer anecdotes to attribute to CAP.  
  
Interpreting the frequency differences provided by the user  
- The user-supplied frequency table indicates "Effective strategies or resources for Level 1 and Level 2 responses" was coded 21 times overall, with CAP Staff contributing 10, Region Staff 7, and Chapter Staff 4. Geographically, the highest counts were Butte CA (3) and Madison TN (3), with Tulare CA at 0. This aligns with the textual evidence above: Butte and Madison produced multiple, concrete examples (sandbag staging, spreadsheets, partner arrival). Hypothesis: greater counts reflect both higher local L1/L2 incident frequency and stronger documentation of CAP activities there; Tulare CA’s zero suggests either the transcript wasn’t in the corpus or there were no relevant L1/L2 occurrences to document CAP impact in that jurisdiction.  
  
Synthesis: overall extent of CAP’s impact on non-fire L1/L2 responses  
- Across geographies, CAP strategies and resources consistently show plausible and observable mechanisms to affect Level 1/Level 2 non‑fire responses: partner notification/activation, resource matching (donations, sandbags, tarps), pre‑positioning of supplies, training (fast‑track sheltering/feeding), development of partner/CEP trackers, and activation of mobile partner units for on‑site social services. Representative verbatim lines include: "So they were able to take this spreadsheet and immediately connect the dots..." (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and "We have a CEP tracker that we've built..." (Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx).  
- However, the empirical extent of impact (measurable changes in speed, coverage, cost containment, or outcomes) is rarely quantified in the transcripts. Multiple respondents explicitly noted either a lack of L1/L2 events in their jurisdiction ("That hasn't happened in our jurisdiction" — CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) or the low annual frequency ("less than 10" — Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), which constrains rigorous measurement and causal attribution ("we're not going to be able to tease that out... we can't do a regression analysis on CAP activities" — CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx).  
- The strongest qualitative claims of impact come from jurisdictions where CAP had: (a) multiple L1/L2 occurrences to practice and refine roles (Butte; Mark Beddingfield's area with 23 events), (b) embedded CAP presence or named local staff who show up to incidents (Rachel Lipoff: "At least one representative shows up for those responses"), and (c) coordination tools and partner lists (CEP tracker, Power App). Conversely, jurisdictions with administrative barriers, few incidents, or incident mixes skewed to higher severity reported less evident CAP impact.  
  
Concluding hypotheses (why perspectives diverged or converged)  
- Incident-profile hypothesis: jurisdictions with frequent, small weather events (flood-prone areas) produce more opportunities for CAP to operate in L1/L2 space; thus those jurisdictions show more concrete, operational examples and higher coded counts.  
- Integration and tool hypothesis: jurisdictions that invested in CAP‑related coordination tools (CEP trackers, Power Apps) and embedded CAP staff had more systematic partner activation and therefore clearer observable impacts; those without such investments reported more ad hoc or limited impacts.  
- Administrative/role‑clarity hypothesis: where local policies restrict partner participation in non‑official activities or where role confusion exists ("The region doesn't know the difference between CAP and cep" — Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), CAP’s impact is reduced regardless of incident frequency, producing more fragmented or under‑utilized results.  
- Data and measurement hypothesis: low frequency of L1/L2 non‑fire events in many jurisdictions reduces statistical power to attribute outcome changes to CAP, explaining why most evidence is anecdotal and respondents emphasize qualitative mechanisms rather than quantified impacts.  
  
Summary statement  
- In short, across the geographic categories the transcripts consistently portray CAP as strengthening readiness, partner coordination, and resource‑matching for Level 1 and Level 2 non‑fire incidents; however, documented impact is episodic and largely qualitative. The richest evidence of operational impact appears where event frequency, embedded CAP presence, and coordination tools coincide (e.g., Butte CA, certain Madison TN transcripts, Atlantic NJ), whereas jurisdictions with no events, administrative constraints, or an incident mix skewed to larger disasters reported little to no observable CAP effect.  
  
(Where a listed document from the user’s initial mapping was not present in the provided corpus, I noted above that no relevant quotes were available for that geography. I have not included invented quotes or any statements not present in the supplied transcripts.)

#### Code frequency by document/respondent

Frequency Chart



### What CAP strategies or practices should be continued or expanded to other areas?

#### Summary across all documents

Summary  
Overall, interviewees consistently recommend continuing CAP's convening/coalition role, community‑centered mobilization and visible presence, partner resourcing (micro‑grants and small capital), partner‑led service delivery, practical training and coaching, shared coordination tools and simple referral mechanisms, and pilot‑driven regional scaling (hub/CMT models). Many also emphasized communications, storytelling and embedding CAP staff through formal onboarding and regular cross‑team coordination as enablers for successful replication. Unique cautions include prioritizing depth over unfunded breadth and addressing capacity or cultural barriers (including hesitancy to invest in shared CRMs) before broad rollouts. In practice, recommended expansion should follow phased pilots, clear quality metrics, modest but flexible resourcing for partners, and concrete toolkits (orientation templates, referral forms, SME coaching roles) to preserve CAP's relationship-driven impact as it scales.  
Analysis  
Sustain and expand CAP's neutral convening and coalition-building role because it creates the partnerships needed to deliver at scale. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx stated 'Well, I mean, I think the biggest work is that kind of collaborative building, coalition building. To me that's just awesome.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link1"><sup>[1]</sup></a>' and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx observed 'I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building. I think if, if we can go into each county and assist all the nonprofits and emergency management and everyone involved in that county to cooperate as one singular group, that's going to be the biggest change maker in that county.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link2"><sup>[2]</sup></a>' Together these statements show a clear, replicable practice: CAP acting as a neutral convener and facilitator to assemble cross‑sector coalitions and coordinate joint campaigns, which should be continued and deliberately replicated in new jurisdictions while pairing convening with modest resourcing and clear role definitions.  
1. Well, I mean, I think the biggest work is that kind of collaborative building, coalition building. To me that's just awesome.  
2. I think the biggest cap thing that we will be able to take to other geographic areas is the coalition building. I think if, if we can go into each county and assist all the nonprofits and emergency management and everyone involved in that county to cooperate as one singular group, that's going to be the biggest change maker in that county.  
Keep prioritizing a listening-first, community-centered mobilization approach combined with a visible, routine local presence. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx stated 'so essentially that's what the CAP teams are doing, right? They're mobilizing,<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link3"><sup>[3]</sup></a>' and Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx emphasized 'say, presence is a mission.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link4"><sup>[4]</sup></a>' These linked perspectives recommend continuing CAP's methodology of deliberate community selection, listening to unmet needs, mobilizing around community priorities, and maintaining sustained, familiar presence so trust and referrals grow; this combination should be part of any expansion playbook and adapted to local culture and timelines.  
1. so essentially that's what the CAP teams are doing, right? They're mobilizing,  
2. say, presence is a mission.  
Continue and scale modest, flexible partner resourcing (micro‑grants and targeted equipment) and explore a national pool for larger projects. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx described 'maybe 80% of my budget was going to be Butte county, but 20% I can do some micro funding to CDPMS to build relationships...' while Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx offered the concrete example that 'one of the newest enhancements ... is a purchasing of ice machines.' Together these examples support a two‑tier resourcing model — small rapid micro‑grants to unlock partner capacity and a reserved fund for higher‑impact capital projects — to be continued when expanding CAP.  
Scale CAP's practice of training and enabling trusted local organizations to deliver services directly. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx illustrated 'this idea of an organization sort of volunteering... they are a Red Cross organization who is now trained and they can do CPR and Pedro and sound the alarm.' Complementing that, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described a clear sequence: 'we're going to do an education portion... then we're going to teach them how to install alarms... then the partner going out and installing alarms.' These accounts support expanding partner‑led delivery, so CAP can multiply reach while investing in quality assurance, data capture and counting conventions for partner‑delivered outputs.  
Invest in workshops, shadow deployments and division‑level subject‑matter experts to grow local training capacity. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx noted that 'I think the grant writing kind of workshops... have been really, really great,' and Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx suggested 'each division having a subject matter expert' to support regions. These insights recommend continuing a mixed training portfolio (classroom + experiential shadowing) and formalizing SME/coaching roles to accelerate adoption and sustain practices as CAP expands.  
Expand low‑friction coordination tools and simple referral mechanisms so partners and case managers can route needs quickly. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx described 'a Microsoft Teams app, a power app, to put all partners in that vault...' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx explained 'Joe came up with a form that the case managers can fill out to engage our team to help.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link5"><sup>[5]</sup></a>' Combined, these examples recommend continuing investment in shared partner registries, lightweight CRM/referral forms, and resource maps that make partner capacities discoverable and referrals routine during steady state and response.  
1. Joe came up with a form that the case managers can fill out to engage our team to help.  
Adopt a deliberate, pilot‑driven scaling approach (hub counties and CMTs) that uses tested staffing models and CAP mentors. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx proposed 'do a pilot of a manager... give them two counties adjacent... and then do two coordinators on each county,' while Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx described 'CMTs are the evolution of CAP' to replicate CAP methods across many counties. These perspectives support expanding via phased pilots, mentoring by existing CAP members, and hub‑county or CMT structures that balance reach with depth.  
Keep investing in communications capacity and use CAP storytelling as a fundraising and partner‑amplification tool. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx noted that 'One of the positions... is a dedicated person to CAP within the comms...' and Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx reported 'We just hit the largest chapter fundraising goal in the history of our chapter.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link6"><sup>[6]</sup></a>' Together these points argue for sustaining dedicated CAP communications roles, consistently producing concise human‑centered stories and milestone products, and aligning CAP messaging with development teams to attract support when scaling.  
1. We just hit the largest chapter fundraising goal in the history of our chapter.  
Institutionalize mandatory regional orientation, routine cross‑department meetings and early embedding of CAP staff to ensure smooth integration. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx argued 'I think there should have been a mandatory orientation...' and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx described 'I have a weekly team meeting where I bring in... all of our department managers.' These items support adopting standard onboarding, regular coordination cadences and early involvement of local leadership so CAP is perceived as an integrated partner rather than an external program.  
Continue replicable, low‑barrier tactics such as appointment‑based mini campaigns and co‑location at community events. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explained 'So we host what's called a mini smoke alarm campaign... have the community sign up for slots,' and the same file emphasized 'I think if it works in our most marginalized communities, it's a tactic that we should be employing in other communities.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-s-link7"><sup>[7]</sup></a>' These compact, predictable events and co‑location strategies lower access barriers and are well suited for scale when paired with partner training and simple scheduling systems.  
1. I think if it works in our most marginalized communities, it's a tactic that we should be employing in other communities.  
Additional Insights  
Be cautious about spreading CAP too quickly; prioritize focused depth to preserve impact. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx stated 'We are going to have to choose between quality or quantity.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-u-link8"><sup>[8]</sup></a>' This cautionary viewpoint highlights a recurring tension: stakeholders favor expansion but warn that shallow, under‑resourced rollouts can undermine the relationship‑based gains CAP achieves. Any expansion plan should therefore embed clear quality metrics, phased pilots, and resourcing commitments to prevent dilution of outcomes.  
1. We are going to have to choose between quality or quantity.  
Recognize that geographic expansion imposes capacity trade‑offs and must be matched with resources. Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx observed 'And so that's really the only drawback is now we got to share our good thing with others.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-u-link9"><sup>[9]</sup></a>' That pragmatic concern underscores the need to plan staffing, funding and operational models (e.g., hub counties, pilots, shared tools) so that expansion extends impact rather than simply redistributing limited benefits.  
1. And so that's really the only drawback is now we got to share our good thing with others.  
Address cultural or budgetary reluctance toward shared coordination technologies when scaling. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx noted 'I know that there's no desire for some reason to invest in like a shared customer relationship management software.<a href="#What CAP strategies or practices should be continued or expanded to other areas?-u-link10"><sup>[10]</sup></a>' This comment signals a practical barrier: without agreed governance and resourcing, shared CRMs or CRP tools may face resistance. Expansion plans should therefore combine lightweight, demonstrable use‑cases (e.g., referral form + small registry) with clear privacy and governance rules to build buy‑in before larger tech investments.  
1. I know that there's no desire for some reason to invest in like a shared customer relationship management software.

#### Comparison across segments

Analysis across Groups occupation

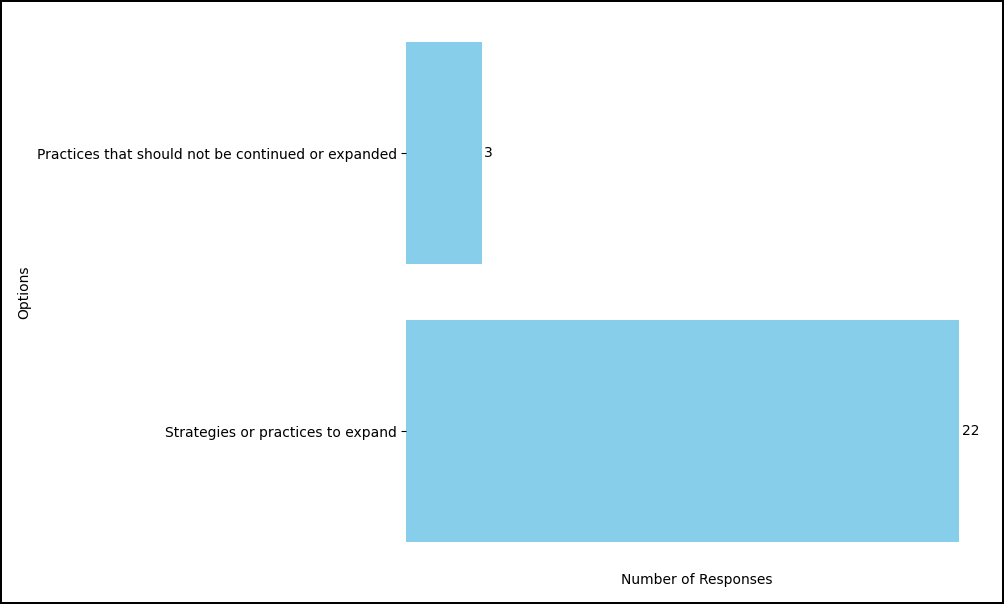
CAP Staff: shared viewpoint — continue CAP’s on-the-ground, partner-facing tactics (presence, partner training/resourcing, simple coordination tools, and piloted staffing). CAP staff statements converge on operational, relationship‑level practices that produce immediate community access and partner capacity. They describe CAP as a convenor and trainer that should keep showing up, train partners to deliver services, fund modest partner needs, and use low‑burden referral/coordination tools so case managers and community partners can activate CAP quickly. For example, Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx frames the convening role plainly: "Well, I mean, I think the biggest work is that kind of collaborative building, coalition building. To me that's just awesome." The same file connects outreach to relationship‑metrics rather than raw outputs: "we shouldn't think of smoke alarm as how many smoke alarms did you install, but how many relationships did you build today." Operational partner enablement appears across CAP staff interviews: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx describes training partners and creating surge reserves—"we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers"—and also targeted resourcing, "one of the newest enhancements ... is a purchasing of ice machines." Practical referral mechanisms and embedded operations recur: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx documents a simple intake form—"Joe came up with a form that the case managers can fill out to engage our team to help"—and embedding account staff—"I then brought the account manager onto the CAP team." CAP staff also advocate experimentation in staffing: Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx recommends a pilot staffing model, "Then do a pilot of a manager similar to what Nate is in California." Across CAP staff quotes the emphasis is practical, tactical, and inwardly focused on making partner‑facing work replicable and low friction.  
  
Region Staff: shared viewpoint — continue CAP’s methodology as a replicable, coached model (listening-first, pilots, regional integration, training/SME support). Region staff statements consistently emphasize systems and scaling mechanics: formalizing CAP methods into regional roadmaps, building training capacity (train‑the‑trainer or division SMEs), preserving implementation tools, and using pilots with deliberate evaluation windows. For example, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx foregrounds the listening‑first methodology and regional integration: "so essentially that's what the CAP teams are doing, right? They're mobilizing, we're mobilizing communities," and stresses embedding the region into CAP planning: "And build the region into that roadmap. Have there be some strategic activity, at least one strategic activity for each of those CAP partnerships to have the region to play a role in." Region leadership also advocates staged scaling and preserving tools: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx supports the pilot approach, "I think the way you're doing it right now is the right way with these initial groups that have integrated, being the pilot or, you know, and learning from that," and insists "we were given tools. We were given tools. So those tools were critical and they need to stay in place for sure." Region staff call for bespoke supports for chapters that lack capacity: Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx urges "each division having a subject matter expert that sort of supports the region" and notes "we have opportunities around training services" in areas with trainer shortages. Region perspectives are therefore oriented to governance, capacity building at scale, and knowledge transfer — turning CAP practice into replicable regional programs and coaching.  
  
Chapter Staff: shared viewpoint — continue CAP’s visible presence, partner resourcing, and localized campaign/communication tactics (resource guides, chapter success plans, fundraising alignment). Chapter staff emphasize community trust, local storytelling/visibility, and immediate fundraising and partner outcomes that follow CAP presence. For instance, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx highlights CAP’s fundability: "I just think that it's an attractive model that can attract support, financial support." Local impact and visibility are linked to concrete chapter results in Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "We just hit the largest chapter fundraising goal in the history of our chapter," and that "They're on the news constantly, to be honest with you." Chapter-level coordination practices appear in Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx where a recurring "chapter success plan" meeting is used to align weekly activities: "we put together, we call it a chapter success plan... every Tuesday at 11 o' clock, the team and I ... we sit at a table, we discuss ... How can we support each other and really trying to leverage ... the partnerships that CAP has." Chapter staff also value pragmatic information products and tangible supports: Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx documents "have compiled their. A resource guide and a resource listing using all of their partners." Chapters therefore prioritize visible presence, immediate partner enablement, and use CAP as a lever for fundraising and community awareness.  
  
Cross‑category comparison and contrast: shared emphases and distinctive orientations. All three occupational categories converge on a core cluster of practices to continue or expand: (1) partner‑centered engagement and capacity building (train partners, enable partner delivery, micro‑resourcing), (2) consistent, visible community presence and relationship building, (3) pilot‑and‑learn approaches tied to regional/chapter scaling, and (4) simple coordination tools (referral forms, resource guides, spreadsheets). This cross‑category alignment is evident from across the corpus: CAP staff urged partner training and micro‑grants—Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "maybe 80% of my budget was going to be Butte county, but 20% I can do some micro funding to CDPMS to build relationships"; Region staff insisted on pilot scaling and tool preservation—Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx: "we were given tools ... they need to stay in place"; Chapter staff highlighted fundraising/visibility benefits—Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx: "They've just enhanced everything we do ... We just hit the largest chapter fundraising goal."  
  
Where categories diverge is in vantage, emphasis, and recommended level of intervention. CAP Staff repeatedly surface tactical, frontline mechanics: intake forms, partner volunteer pools, mini‑campaigns, and immediate equipment purchases. For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx describes a concrete referral channel: "Joe came up with a form that the case managers can fill out to engage our team to help." Region Staff frame CAP as a scalable model requiring governance, coaching, and capacity supports: Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx says, "we actually took a lot of that work and put it in the context of South Florida ... pick our other priority communities," and calls for "doing some CAP like pilots" and allowing time for outcomes to emerge. Chapter Staff speak from the receiving and partnership end: they value CAP’s visibility and donor appeal and want CAP embedded into chapter routines—Transcript Region\_Chapter\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx: "we put together... the chapter success plan"—and practical outputs—Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx: "the fact that they have funding to be able to give money to these organizations ... electric vehicles, these panel vans."  
  
Hypotheses for why occupational categories produced different emphases (or why they did not): role proximity, accountability, and resource control shape perspectives. First, CAP Staff operate at the operational interface; they are measured by partner activation and immediate program outputs, so they privilege implementable, low‑friction tools and partner training. That explains why CAP Staff quote the intake form ("Joe came up with a form...") and partner training examples so often. Second, Region Staff are accountable for multi‑chapter alignment and sustainability; they therefore emphasize pilots, tooling, and SME/training investments so CAP can be institutionalized regionally—their language is about "roadmaps," "tools," and "division subject-matter experts" (Krista Coletti and Jacquelyn Clites). Third, Chapter Staff are locally accountable for fundraising, community relationships, and chapter reputation; thus they strongly appreciate CAP's visibility and resource leverage—evidenced by David Hicks’ fundraising quote and Maria Center calling CAP an "attractive model that can attract support." These role-driven incentives explain systematic differences in framing and priority.  
  
Why categories sometimes did not influence perspectives: when an activity has clear cross‑cutting benefits (e.g., listening‑first engagement, partner capacity building, and cautious piloting), all occupational groups converge because those practices both improve immediate outcomes and enable sustainable scale. For instance, listening-first shows up in Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx ("And now really, this is a listening year") and is mirrored at the CAP staff level in Nate Millard’s community‑framing statements. The shared empirical experience that partner training yields more reach (partners installing alarms, partners running smoke‑alarm events) creates cross‑role buy‑in, reducing occupational divergence.  
  
Incorporating frequency differences into interpretation: the coded frequency data show "Strategies or practices to expand" were tallied 22 times overall, distributed across occupation as CAP Staff: 8, Region Staff: 6, Chapter Staff: 8. This roughly even distribution signals broad, cross‑occupational endorsement of expansion items; CAP and Chapter Staff registered slightly higher counts (8 each) indicating a somewhat stronger operative and recipient emphasis on expanding CAP tactics, while Region Staff slightly lagged (6) as they focus on systematizing and resourcing scale rather than enumerating individual tactics. The smaller set of "Practices that should not be continued" (overall 3; CAP Staff 2, Chapter Staff 1, Region Staff 0) highlights that cautionary voices are rare and concentrated among implementers wary of undisciplined expansion—e.g., Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx bluntly warns, "We are going to have to choose between quality or quantity." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx also notes a trade‑off: "And so that's really the only drawback is now we got to share our good thing with others." These cautionary quotes show CAP and Chapter practitioners most acutely feel the dilution risk of scaling without resourcing.  
  
Synthesis: practical implications for continued expansion. Across occupations the practical priorities that should be continued or extended are consistent and mutually reinforcing if implemented with role‑sensitive designs: (1) retain and scale CAP’s listening‑first, presence‑based relationship building (documented in Krista Coletti: "this is a listening year"; echoed by Alex Taylor: "we just put our foot in the door"); (2) institutionalize low‑burden operational tools and simple referral pathways (Kristi Collins: "a form that the case managers can fill out"; Caedy Minoletti: "create kind of a spreadsheet of needs and resources"); (3) invest in partner resourcing and modest capital supports (Hansel Ibarra: "purchasing of ice machines"; Maria Center: "pop up kitchens, panel trucks, with generators"); (4) expand training and coaching capacity (Jacquelyn Clites: "each division having a subject matter expert"; Katrina Long: "train‑the‑trainer"); (5) scale through deliberately resourced pilots and documented playbooks (Mark Beddingfield: "the way you're doing it... pilot... learning from that" and Lisa Johnson’s CMT proposal: "CMTs are the evolution of CAP"); and (6) preserve careful, resourced scaling guardrails to avoid quality erosion (Glama Carter: "We are going to have to choose between quality or quantity"; David Hicks: "now we got to share our good thing with others").  
  
Taken together, CAP Staff supply the tactical ingredients for replication, Region Staff supply the governance and coaching scaffolding to make replication durable, and Chapter Staff provide the real‑world accountability and outcomes (visibility, fundraising, partner uptake) that validate CAP’s value. The verbatim evidence above shows all three occupational groups largely agree on what practices to continue—presence, partnership, training, modest resourcing, pilots and tool preservation—while differing in emphasis because of their distinct roles and incentives. Implementing expansion successfully therefore requires bundling those perspectives into a coordinated plan: empower CAP teams to keep operating at the community level, resource regional coaching and SME functions to transfer skills and preserve tools, and align chapter expectations and reporting so local benefits (fundraising, awareness, operational partners) are acknowledged and sustained — while explicitly monitoring for the dilution risks voiced by on‑the‑ground staff.

Analysis across Groups Geography

Essay: Cross‑Category Comparison of Geography — Which CAP Strategies or Practices Should Be Continued or Expanded  
  
Tulare, CA — Shared viewpoint: continue short trainings, launch communications, discovery-phase outreach and appointment-based fairs as replicable tactics. In the Tulare‑mapped file (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) the speaker framed launch and training as core to replication: "It made me think maybe we should be offering more sort of training or learning opportunities that tie into that, like, how do you, how do you engage with communities? ... I think there's interest." The same document reported a concrete outreach tactic and equity concern: "a preparedness fair and at the fair took appointments and so only went back out to the homes where people had expressed" and noted equity adjustments: "more questions about how do we provide this service delivery in a more equitable fashion and leaning in to partners." These quotes show Tulare’s perspective: package launch materials, run short trainings for responders and partners, use appointment-based follow-ups to concentrate resources, and pair those tactics with deliberate equity questions before scaling.  
  
Sarasota, FL — Shared viewpoint: preserve the community‑selection methodology, listening-first mobilization, and consider manager-plus‑coordinator pilot staffing to scale. Krista Coletti (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) emphasized methodology and listening: "so essentially that's what the CAP teams are doing, right? They're mobilizing, we're mobilizing communities," and "And now really, this is a listening year. Going into those priority communities and saying, what are the unmet needs of this community?" Glama Carter (Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx) recommended a staffing pilot: "Then. Then do a pilot of a manager similar to what Nate is in California. Just do a manager of a pilot and give them, I don't know, two counties adjacent... and then do two coordinators on each county and let's test." Together these quotations show Sarasota‑area respondents want to export CAP by preserving the method (listening + mobilizing) and testing scalable staffing models before broad rollout.  
  
Sarasota / Lee, FL (shared Lee pairing) — Shared viewpoint: continue mobilization, multi‑service talking points and co‑locating at events. Krista Coletti noted adaptation for South Florida: "We actually took a lot of that work and put it in the context of South Florida and we said, okay, let's pick our other priority communities outside of Lee and Sarasota," and Kristi Collins (Atlantic NJ example but relevant model elsewhere) advocated simple referral forms: "Joe came up with a form that the case managers can fill out to engage our team to help." These excerpts illustrate a regionally adaptable model: carry the CAP mobilization methodology into adjacent counties, equip teams with succinct multi‑service messaging and light referral tools for rapid integration.  
  
Cameron, TX — Shared viewpoint: prioritize partner training, partner‑led delivery, Shelter Heroes reserves, and modest asset purchases to strengthen local operational capacity. Hansel Ibarra (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) recommended partner shelter volunteering and reserve pools: "we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers" and described "Shelter Heroes, which is basically that reserve of a volunteers that you can only that you only tap on in times of disaster." He also gave an asset example: "one of the newest enhancements ... is a purchasing of ice machines. So now with that purchase of an ice machine, now DCS has access to the ice." Kayla Gonzalez (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx) captured partner autonomy: "they have a couple of partners. I believe it's one or two that has actually held their own. Smoke alarm camp, smoke alarm event where they're going out, they're identifying the area, we're going out and supporting and they're actually doing the installations by themselves." These quotes show Cameron stakeholders favor empowering partners through training, small capital investments, and building surge volunteer pools that can be activated locally.  
  
Terrebonne, LA — Shared viewpoint: data‑guided targeting plus listening and asset‑based approaches should be preserved. (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx). Gilda Ebanks urged combined data use and local validation: "Two of the things that I think is very valuable to what we do is, number one, looking at the data ... being able to use the data that we have available to us to tell part of the story" and "we ought to also look at what the data isn't telling us and then going into the communities and learning for ourselves ..." This pair of statements underlines a Terrebonne view favoring mixed methods—analytics to prioritize, in‑person discovery to refine and adapt.  
  
Yazoo, MS — Shared viewpoint: sustain visible local presence, partner capacity building and leave trained partner volunteers in place. April Jones (Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx) emphasized presence: "Having a presence within the communities, I think is key." Tamica Jeuitt (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) succinctly stated, "say, presence is a mission," and Mark Beddingfield (Transcript Region\_Chapter\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx) recommended pilot rollouts ("we have selected eight additional communities..."). These quotes show Yazoo contributors coalesce around a practical model: sustained local visibility, deliberate partner training, and staged pilot expansion.  
  
Madison, TN — Shared viewpoint: leverage CAP visibility for fundraising and ensure local integration to preserve quality over rapid expansion. David Hicks (Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) linked CAP presence to resources: "We just hit the largest chapter fundraising goal in the history of our chapter." He also cautioned on sharing the asset: "And so that's really the only drawback is now we got to share our good thing with others." Joel Sullivan (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx) framed CAP as mentors: "Not other than being seen as coaches on how to do this locally with chapter staff and volunteers." The combined perspective: use CAP’s visibility to unlock funding while expanding cautiously and through coaching so quality and local gains are not diluted.  
  
Atlantic, NJ — Shared viewpoint: embed CAP into chapter routines, compile shared resource guides, and hold structured joint outreach to officials and partners. Kristi Collins (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) recommended the referral form: "Joe came up with a form that the case managers can fill out to engage our team to help." Rose Taravella (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) recounted early meeting attendance: "The CAP team started coming to our quarterly all staff meeting from the get go." Rachel Lipoff (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) described a tangible product: "have compiled their. A resource guide and a resource listing using all of their partners." Atlantic stakeholders emphasize low‑burden tools (forms, resource guides), early integration into routines, and coordinated outreach to local leaders as key scalable practices.  
  
Montgomery, AL — Shared viewpoint: partner‑centered engagement, small targeted resourcing, and leaving partner volunteers trained are core replication strategies. Shannon Randolph (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx) stated: "local organizations that are already trying to do the work, partnering with them, working alongside them..." and Lisa Johnson’s scale model recommended CMTs: "CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties." Montgomery views combine hands‑on partner work, modest enhancements, and structural replication via Community Mobilization Teams (CMTs).  
  
Jackson, OR — Shared viewpoint: expand partner trainings, train‑the‑trainer models and DAT/DAT‑adjacent capacity building. Katrina Long (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx) argued for training partners and building local DAT capacity: "I have asked for the last two years, please train me to train them. ... I will go out and train them as kind of a way to pull them into Red Cross." She also urged formal workflows: "My goal for this coming year is to get some of these down in a workflow and in a written agreement so that we can build that volunteer base." These quotes show Jackson respondents favor formalized training pipelines and written agreements to make partner volunteers operationally usable.  
  
Lee, FL — Shared viewpoint: expand appointment‑based mini campaigns, co‑location at community events, and concise trainings to generate relationships. Cindy Magnuson (Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx) described "mini smoke alarm campaign" with sign‑ups: "So we host what's called a mini smoke alarm campaign. And, and we asked the partner to identify for us and have the community sign up for slots." Combined with Krista Coletti’s mobilization framing earlier, Lee’s perspective is pragmatic: targeted, appointment‑based events and co‑located outreach build relationships efficiently.  
  
Monterrey, CA — Shared viewpoint: invest in dedicated cross‑department meetings and embed CAP into chapter operations; use storytelling to show impact. Gaby Perez Albarracin (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx) recommended communications roles: "the positions that they have opened after CAP has joined is a dedicated person to CAP within the comms," and Michelle Averill (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx) said she runs weekly cross‑department meetings: "I have a weekly team meeting where I bring in... all of our department managers." Monterrey perspective favors institutional coordination, comms capacity that amplifies partners, and structured meetings to sustain CAP integration.  
  
Butte, CA — Shared viewpoint: maintain coalition building, micro‑grants and shared coordination tools (CEP Tracker/CRM), plus trainings. Nate Millard (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) urged coalition building: "I think the biggest work is that kind of collaborative building, coalition building... getting people in the room and talking and having that facilitation is really awesome." He also advocated micro grants and a national pool: "maybe 80% of my budget was going to be Butte county, but 20% I can do some micro funding to CDPMS..." Jacquelyn Clites (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx) flagged training gaps: "We have opportunities around training services. ... There's just a lack of trainers." Butte stakeholders highlight convening, small flexible partner funding, shared tech tools and workforce development as scalable building blocks.  
  
Mississippi, AR — Shared viewpoint: (from Matt Henry / Barry Falke mapping) continue integrated staffing and community mobilization training series. Barry Falke (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx) said CAP "has absolutely helped us to think about how to build relationships... in a way that is less transactional and more transformational," and described a community mobilization series the CAP team led. The county’s orientation stresses institutionalized training and integration of CAP practices into chapter staff learning.  
  
Lake, IN — Shared viewpoint: maintain regular cross‑department coordination and embed CAP into chapter activities (no direct quote available in provided excerpts for Lake IN). The files mapped to Lake IN (Simone Moore, Terry Stigdon) do not appear with verbatim quotes in the context provided. There are no relevant quotes in the supplied documents for Lake IN to cite.  
  
Chatham, GA — Shared viewpoint: expand CAP’s fundable model, pilot funding/resourcing, and deployable partner equipment/translation assets. Maria Center (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx) called CAP "an attractive model that can attract support, financial support." Alicia Dougherty (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) advocated for deployable communications/resilience assets: "they have a budget that they can help enhance services" and specifically mentioned "a pop out solar power charging station" and "translation devices." Alex Taylor (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) emphasized proactive presence: "we just put our foot in the door." Chatham’s view centers on CAP’s role in attracting funds, providing tangible resilience equipment to partners, and maintaining proactive field presence.  
  
Lake, CA — Shared viewpoint: build local training capacity and preserve practical tools (no direct quotes from Lake CA beyond Jacquelyn Clites’ Northern California comments). Jacquelyn Clites (same Northern California transcript) noted training shortfalls: "We have opportunities around training services... There's just a lack of trainers." For Lake CA specifically, the provided context contains no separate verbatim quotes; there are no relevant Lake CA‑specific quotes in the supplied documents to cite.  
  
Warren, KY — Shared viewpoint: replicate resiliency hub models (libraries) and partner enhancements to enable local disaster roles. Jennifer Capps (Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx) described library resiliency hubs: "CAP has empowered them and encouraged them. And then they've also become a resiliency hub with two other partners in Warren county as well." She also documented CAP purchasing equipment for partner events: "The CAP program purchased the smoke alarms and they also purchased weather radios and first aid kits." Warren stakeholders emphasize hub replication through libraries and provisioning partners so they can sustain local disaster roles.  
  
Chatham GA / (Maria again) — [already covered above as Chatham]  
  
Other mapped geographies with no or limited direct quotes in provided materials (Tulare counted earlier; Jackson OR and others included where quotes present). For several listed sub‑categories (e.g., Tulare CA had relevant quote; Mississippi AR had at least Barry Falke; Lake IN and some others had no quotes in the provided excerpts). Where the supplied document contained no relevant verbatim quote, I state that no relevant quotes were available for citation.  
  
Cross‑Category Comparison: similarities, differences, and hypotheses  
  
Shared emphases across geographies (convergence): A strong cross‑category convergence is visible around five interlocking practices: (1) sustained, visible community presence and relationship‑building; (2) partner‑centered capacity building (trainings, micro‑grants, equipment); (3) low‑burden coordination tools and referrals (simple forms, resource guides, referral lists); (4) pilot‑and‑learn scaling with coaching/mentorship; and (5) careful alignment of CAP with chapter/regional leadership and communications. Representative verbatim support across geographies includes: Nate Millard (Butte CA) calling out coalition building and facilitation—"I think the biggest work is that kind of collaborative building, coalition building"—which echoes Krista Coletti’s listening‑first mobilization ("they're mobilizing, we're mobilizing communities"); Cindy Magnuson (Lee FL) describing appointment‑based mini campaigns ("So we host what's called a mini smoke alarm campaign"); and Lisa Johnson (Montgomery AL) advancing CMTs as a structured expansion mechanism ("CMTs are the evolution of CAP, aiming to implement similar community mobilization strategies across all 16 counties"). These cross‑site quotes show a common blueprint: be present, center partners, use simple tools, pilot thoughtfully, and institutionalize via regional alignment.  
  
Differences in emphases between geographies (divergence): Although the core practices recur, geographies differ in which levers they spotlight:  
  
- Resource‑intensive resourcing vs. relationship‑lean scaling: Some locales (e.g., Maria Center in Chatham GA and Region\_Chapter\_\_Mark\_Beddingfield contexts) foreground direct resourcing and in‑kind assets as essential to replication: "the fact that they have funding to be able to give money to these organizations, that they get donated items like these electric vehicles, these panel vans" (Maria Center). By contrast, other areas (e.g., Katrina Long in Jackson OR; Joel Sullivan in Madison TN) emphasize coaching, train‑the‑trainer, and leveraging relationships to scale without identical funding: "Not other than being seen as coaches on how to do this locally with chapter staff and volunteers" (Joel Sullivan) and "The strategy for CMTs without direct funding is to leverage strong community relationships" (Lisa Johnson). Hypothesis: jurisdictions with visible donor traction and larger chapter fundraising gains (e.g., Madison TN's "We just hit the largest chapter fundraising goal") are more likely to see direct asset investment as feasible and desirable; resource‑scarce or rural contexts prioritize training and relationship leveraging as feasible scaling pathways.  
  
- Rapid geographic expansion appetite vs. caution about dilution: Several respondents urged broad rollout ("We need CAP everywhere" — Caedy Minoletti, Butte CA) whereas others counseled measured scaling to preserve depth ("We are going to have to choose between quality or quantity." — Glama Carter, Sarasota FL; "And so that's really the only drawback is now we got to share our good thing with others." — David Hicks, Madison TN). Hypothesis: chapters that have already experienced visible impact and fundraising wins perceive a replicable model and yearn to scale; chapters that worry about capacity dilution emphasize quality control. The frequency metadata supports this tension: "Strategies or practices to expand" was cited 22 times overall while "practices that should not be continued" had a smaller but notable presence (3 instances), including explicit cautions about scaling without capacity.  
  
- Technology and shared CRM adoption: Some respondents pushed for shared coordination tools (CEP Tracker, CRM) as a necessary enabler (Nate Millard: "a Microsoft Teams app, a power app, to put all partners in that vault cap" and "I know that there's no desire for some reason to invest in like a shared customer relationship management software"), while others emphasize low‑tech spreadsheets and resource guides (Caedy Minoletti: "create kind of a spreadsheet of needs and resources"; Rachel Lipoff: "have compiled their. A resource guide and a resource listing"). Hypothesis: chapters with more technical capacity or centralized IT support favor shared CRM investments to scale partner coordination; smaller chapters prefer pragmatic, low‑tech tools that are easy to adopt locally.  
  
Why geography sometimes influenced perspectives and sometimes did not  
  
- Local context and resource endowments drive tactical choices. When chapters or regions already have fundraising momentum or donor interest (e.g., Madison TN, Chatham GA), respondents emphasize using CAP as a fund‑attracting model and deploying in‑kind assets or pilot hub investments. In less‑resourced or more rural settings (e.g., Cameron TX, Jackson OR, many chapters mapped to Yazoo MS), the focus shifts to low‑cost, high‑leverage practices: partner training, micro grants, volunteer pools ("Shelter Heroes"), and leaving trained partners in place. Local political context, presence or absence of existing community organizations, and the size of the chapter’s operational budget rationally explain these differences.  
  
- Institutional readiness and existing chapter integration mediate whether respondents ask for orientation/refreshers or for expansion. Where CAP was already embedded in meetings and operations (Atlantic NJ, Monterey CA), the ask is for standardized referral forms, resource lists, joint outreach and early onboarding: "The CAP team started coming to our quarterly all staff meeting from the get go" (Rose Taravella). Where CAP was new or nascent, respondents stressed discovery, listening, and initial presence: "In terms of strategies, I say definitely keep the, like the discovery phase" (Margarita Moreno). Thus geography matters when it proxies how mature CAP‑chapter integration is.  
  
- Shared organizational culture reduces geographic effects. Despite local variations, many quotes reflect a broadly shared CAP mindset—community‑centered mobilization, listening first, partner empowerment—that transcended geography. The fact that similar recommendations (micro‑grants, partner training, presence, pilot approaches) recur across California, Florida, New Jersey, Texas, and Mississippi suggests CAP’s core practices have cross‑context appeal. Where geography did not strongly influence perspectives, it was often because the CAP model itself had already codified a set of principles (listening, presence, partner enablement) that apply across urban, suburban, and rural settings.  
  
Incorporating frequency differences into the interpretation  
  
The provided frequency chart shows "Strategies or practices to expand" were called out 22 times across many geographies (notably Cameron TX, Yazoo MS, Atlantic NJ, Montgomery AL, Butte CA, Chatham GA each with counts of 3 or so), while "Practices that should not be continued" were rare but significant in certain locations (Sarasota FL, Butte CA, Madison TN). This pattern reinforces the overall finding: stakeholders predominantly favor scaling CAP practices (22 signals) but several local leaders explicitly flagged trade‑offs—most commonly the risk of diluting quality if expansion is unfunded or poorly planned ("We are going to have to choose between quality or quantity." — Glama Carter). The largest geographic counts for expansion (Cameron, Yazoo, Atlantic, Montgomery, Butte, Chatham) correspond to respondents who provided specific, actionable expansion items (partner training, pilot rollouts, micro grants, resource guides), explaining why those locales produced many citations in the dataset.  
  
Synthesis and takeaways for scaling CAP geographically  
  
- Core practices to continue everywhere: (1) maintain sustained local presence and listening‑first mobilization (e.g., "presence is a mission" — Tamica Jeuitt); (2) train and enable partners to deliver services and form reserve volunteer pools (e.g., "we're working with our local volunteer services to try to get some of our CAB partners to become Red Cross shelter volunteers" — Hansel Ibarra); (3) use low‑burden coordination tools (referral forms, resource lists) to sustain referrals and partner activation (e.g., "Joe came up with a form that the case managers can fill out" — Kristi Collins; "have compiled their... a resource guide" — Rachel Lipoff); and (4) adopt a pilot‑and‑learn expansion approach with coaching and time to demonstrate results (e.g., "I think the way you're doing it right now is the right way with these initial groups that have integrated, being the pilot" — Mark Beddingfield; "Then do a pilot of a manager" — Glama Carter).  
  
- Customize the mix based on local capacity: In donor‑rich locations, emphasize asset investments and storytelling to attract support (Maria Center: "it's an attractive model that can attract support"); in resource‑constrained settings prioritize train‑the‑trainer, micro grants, and relationship building. Where technology resources exist, invest in shared CRMs and partner mapping; elsewhere, standardize spreadsheets, resource guides and simple forms that local teams can adopt quickly (Caedy Minoletti: "create kind of a spreadsheet of needs and resources").  
  
- Protect quality while scaling: Heed cautions about diluting impact—design expansion criteria, staffing models, and minimum resource thresholds before replicating (David Hicks: "we got to share our good thing with others"; Glama Carter: "choose between quality or quantity"). Use staged rollouts that require minimal viable prerequisites—local onboarding, at least one trained partner, an assigned CAP mentor—before declaring a new CAP site open.  
  
Conclusion (policy‑relevant distillation, no question posed): Across the geographies sampled, CAP practitioners consistently recommend continuing and expanding practices that center presence, relationships, partner enablement, simple coordination tools, and pilot‑based scaling. Local context shapes tactical emphasis—whether that be direct asset investments, shared CRMs, or low‑tech referral forms—but not the underlying CAP philosophy: listen, partner, train, and convene. The dataset’s highest frequencies for "Strategies or practices to expand" align with these recommendations and point to a coherent, modular playbook that can be adapted by chapters: preserve the CAP mindset and core operational components, then tailor the mix of funding, staffing, and tech to each chapter’s local capacity and donor landscape.

#### Code frequency by document/respondent

Frequency Chart



### What barriers do you see in continuing or expanding CAP strategies or practices to other areas?

#### Summary across all documents

Summary  
Overall, interviewees identify a consistent set of practical, organizational, and contextual barriers to continuing or expanding CAP strategies: insufficient and time‑limited funding, concentrated staffing models and local presence requirements, governance and territorial tensions, weak referral/data pathways, cultural and trust gaps in communities, and cumbersome volunteer onboarding. Many of these issues are interdependent (for example, funding affects staffing which affects in‑person presence and partner trust), which makes single fixes insufficient. Respondents offered converging remedies—streamlined onboarding, clearer governance and role definitions, seed funding or flexible partner grants, demonstration pilots, and emphasis on adapting strategies rather than exact replication—that together could lower barriers. Finally, while a few participants emphasized early optimism or context‑specific readiness, the dominant view is that expansion requires deliberate resourcing, coordination, and local tailoring rather than simple scale-up of the original model.  
Analysis  
Funding and sustainability are core constraints that limit replication beyond pilot sites. Several respondents connected CAP's intensive, often grant-backed investments to the program's successes and noted that those levels of spending are unrealistic to reproduce widely: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx said, 'It's super that we've been able to invest $1.2 million in this county of 50,000 people. You know, that that obviously is not replicable.' At the same time, stakeholders expressed that with more resources they would scale quickly—Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx stated, 'If I had all the money in the world, I would replicate it so many times they did such A great job here.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link1"><sup>[1]</sup></a>' Together these remarks show a shared understanding that initial seed/grant funding enabled deep local work but that absent predictable, sustainable funding mechanisms the CAP model cannot be straightforwardly continued or expanded.  
1. If I had all the money in the world, I would replicate it so many times they did such A great job here.  
Limited staff numbers and the need for an on-the-ground team make scaling difficult. Multiple interviewees emphasized that CAP relied on small, dedicated teams whose time and local presence enabled relationship-building and rapid action: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx argued, 'I mean, I think there should be some sort of CAP team in. In every community realistically, because we. There's three of us focus full time on engaging the community.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link2"><sup>[2]</sup></a>' That intensity was not inexpensive: Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx noted 'we had three FTEs focused on one county, for the most part, of 50,000 people,' highlighting how concentrated staffing produced results that would be costly to replicate across many counties. The consensus is that without additional staffing models or different coverage approaches, CAP cannot be simply extended everywhere.  
1. I mean, I think there should be some sort of CAP team in. In every community realistically, because we. There's three of us focus full time on engaging the community.  
Ambiguous reporting lines and perceptions of external ownership create friction that blocks scale. Interviews repeatedly described confusion over who manages CAP activities and concern that CAP operated as a separate thing, which produced territorial reactions and inhibited integration: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed, 'We have no say on what they do and how they do it... you have to go through, you know, another entity,' while Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx captured the identity problem: 'I just wish that there was more of an understanding of like, that this... what CAP has is Red Cross.' Those governance and identity problems generate resistance from regional leaders and chapter staff and make it harder to institutionalize CAP approaches in other areas.  
Deep community mobilization and culturally congruent outreach are prerequisites for CAP expansion. Staff emphasized that CAP's effectiveness depended on trusted local partners and sustained engagement: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx said, 'It's just having it happen... getting through the community mobilization and starting to build partners.' Practitioners also warned that outreach fails without cultural or linguistic alignment—Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx noted, 'if you don't look like someone from the valley, if you don't speak Spanish, they're more than likely not going to open the door for you.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link3"><sup>[3]</sup></a>' These points show that expansion requires time, local intermediaries, and adaptation to community norms; without them CAP activities will struggle to gain traction.  
1. if you don't look like someone from the valley, if you don't speak Spanish, they're more than likely not going to open the door for you.  
Inadequate pre-launch communication and weak two-way channels hinder local adoption and integration. Several respondents described a rushed rollout and poor onboarding that left chapters unclear about CAP's role and objectives: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx said, 'When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link4"><sup>[4]</sup></a>' That gap continued after launch as local staff reported poor alignment and mutual understanding—Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx observed, 'It feels sometimes like the Cascades region and the CAP are not talking the same language.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link5"><sup>[5]</sup></a>' Without structured orientation, shared expectations, and routine two‑way coordination, expansion efforts encounter avoidable resistance and confusion.  
1. When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate.  
2. It feels sometimes like the Cascades region and the CAP are not talking the same language.  
Operational gaps in referrals, notifications, and shared data limit partner-led delivery and replication. Practitioners pointed to fragile handoffs and inconsistent partner engagement as practical barriers: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reported case managers often ending interactions with 'do you need help? No, I think we're good. And then that's the end of it,' and Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx warned 'They haven't figured out how yet to narrow that down and do that, how to.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link6"><sup>[6]</sup></a>' These descriptions show that without reliable routing, clear expectations for referrals, and systems to share timely data with partners, scaling CAP's partner-mediated activities will produce missed opportunities and inefficiencies.  
1. They haven't figured out how yet to narrow that down and do that, how to.  
Cumbersome volunteer onboarding and the challenge of recruiting specialized CAP volunteers are persistent scaling barriers. Multiple staff urged simplifying volunteer processes—Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recommended, 'Making the the volunteer application service a little bit easier.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-s-link7"><sup>[7]</sup></a>' That plea echoes a longer description of procedural deterrents: Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx explained the signup steps 'became pretty tedious and involved ... it just became a roadblock and a barrier.' Because CAP roles are often hands‑on and require specific commitments, slow or complex onboarding and limited recruitment pipelines meaningfully constrain expansion unless administrative paths are streamlined and targeted recruitment strategies are developed.  
1. Making the the volunteer application service a little bit easier.  
Additional Insights  
A minority view is that major barriers are limited or not yet evident. At least one respondent conveyed that, from their vantage point, there were not substantial, overarching obstacles currently visible: Transcript Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx stated, 'I don't. Yeah, I don't really.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-u-link8"><sup>[8]</sup></a>' This reflects either early-stage experience where issues have not manifested fully or a local context where integration has been smoother; even so, it stands apart from the broader, more consistent accounts of funding, staffing, governance, and coordination barriers.  
1. I don't. Yeah, I don't really.  
Some practitioners argue barriers are best addressed by sharing adaptable practices rather than trying to duplicate the original model exactly. That perspective reframes the obstacle: instead of expecting identical replication, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx emphasized, 'It isn't replicating cap, it's not starting CAP program. It is sharing those strategies and practices across the region.<a href="#What barriers do you see in continuing or expanding CAP strategies or practices to other areas?-u-link9"><sup>[9]</sup></a>' This unique framing acknowledges resource and contextual limits and suggests a scaling path focused on translation and tailoring rather than direct transplant, which changes what counts as a 'barrier' and what solutions are appropriate.  
1. It isn't replicating cap, it's not starting CAP program. It is sharing those strategies and practices across the region.  
A practical barrier is limited firsthand exposure—stakeholders often need to see CAP in action before they support expansion. Several respondents highlighted that skepticism stems from unfamiliarity: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx observed, 'It's hard... to understand what it can do until you've seen it,' and warned that many assume existing efforts already cover the same ground. This suggests that demonstration pilots, visible metrics, and site visits can be critical to overcoming perception-based barriers and unlocking leadership or partner buy‑in.

#### Comparison across segments

Analysis across Groups occupation

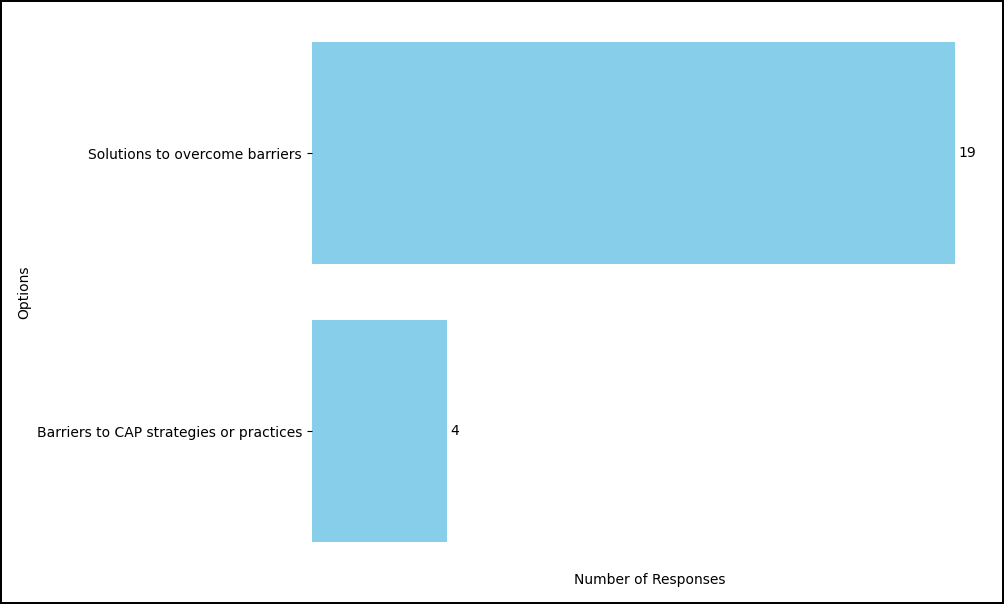
CAP Staff: emphasis on operational constraints (staffing, volunteer onboarding, local mobilization) and practical fixes. CAP staff consistently frame the barrier to continuing or expanding CAP as a set of day‑to‑day operational limits—insufficient local CAP teams, limited staff time, cumbersome volunteer onboarding, and difficulty building trusting local relationships—and they most often propose pragmatic, implementable remedies (local teams, simpler volunteer processes, demonstrations, sharing strategies rather than strict replication). For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx articulates the need for local relationship‑building as the fundamental first step: "It's just having it happen, you know, getting, getting through the community mobilization and starting to build partners." The same CAP operational logic appears in Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx, which stresses communications and authorizations across internal functions: "Communication, I mean, as it's as long as you can talk to DCS, to the DS team and show them that we're both trying to do the same thing, trying to partners and trying to do the community. I think that's what it is, communication..." On the practical‑process side, Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx highlights administrative friction that deters partners: "I'm your partner. It shouldn't be this hard for me to volunteer with you." CAP staff also surface variability in community resources and the need for demonstration/pilot evidence: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx notes resource inequities across places—"I think the challenge is it varies by every community because a lot of communities have foundation, community foundations and have additional resources. And some communities don't have those kind of resources in place." Finally, CAP staff explicitly reframe replication as adaptation and sharing: Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx says, "It isn't replicating cap, it's not starting CAP program. It is sharing those strategies and practices across the region." These operationally rooted claims are accompanied—across CAP staff transcripts—by concrete solution ideas (streamline volunteer onboarding; create local CAP teams; run demos/pilots), consistent with the coded frequency that CAP Staff contributed the largest number of solution references (CAP Staff = 9, Region Staff = 6, Chapter Staff = 4).  
  
Region Staff: emphasis on scale, governance, funding tapering, and territoriality. Region‑level respondents tend to describe barriers at the systems and governance scale: initial concentrated investments that are not replicable, unclear reporting lines, leadership vacancies or resistance, and cultural/territorial reactions among chapters and partners. For instance, Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx centers scale and funding realism: "It's scale, right? ... I mean, I think that the scale is difficult," and bluntly flags non‑replicable investments: "it's super that we've been able to invest $1.2 million in this county of 50,000 people. You know, that that obviously is not replicable." Governance and placement show up in Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "Both CAP teams are in the same chapter and that position is vacant and that will be a key position for supporting that." Region staff also call out the perception problem and internal identity confusion that undermines buy‑in: Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx insists CAP must be understood as Red Cross work: "I just wish that there was more of an understanding of like, that this... what CAP has is Red Cross," and records community hostility tied to visible spending: "All you do is spend money, you know, like you are a waste of space..." Region staff frequently propose higher‑level remedies (training for regional executives, grants workshops, seed funding alternatives)—for example, Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx notes a low‑cost scalable option: "she holds a grants workshop once a month for all of her partners and anybody they want to bring along." In the coded barrier counts, Region Staff appear more often in barrier coding (Region Staff = 2 vs CAP Staff = 1 and Chapter Staff = 1), reflecting that region actors more frequently diagnose structural constraints (scale, placement, funding taper).  
  
Chapter Staff: emphasis on role clarity, local integration, and partner access/expectations. Chapter‑level respondents consistently describe barriers arising from unclear roles, territorial resistance at the chapter level, insufficient early communication and orientation, and the absence of shared expectations or volunteer recruitment plans that would let chapters absorb CAP practices into routine operations. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx summarizes the interpersonal and role‑boundary problem: "I think that it's depending on the disaster program manager in each chapter area the CAP team comes in and I think that there's confusion around where, you know, one sits, you know, and how they don't confuse human community partners and that as to what their role is." Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx emphasizes missed early collaboration and partner sharing: "Because I feel like, you know, our CAP manager didn't really communicate with DCS to really figure out what our needs were." Chapter staff also call for tactical fixes: Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx insists on targeted volunteer recruitment: "We need a CAP volunteer recruitment plan for sure." Chapter respondents repeatedly recommend orientation, shared goals, and co‑planning as remedies—for example, Kayla Gonzalez suggests "maybe just maybe just like a orientation together, like to set expectations of how we are expected to work together." Chapter perspectives are grounded in daily coordination needs and partner management; their proposed solutions tend to be process and relationship fixes rather than additional capital.  
  
Cross‑category comparison: common threads (funding, staffing, territoriality, trust) and systematic differences in emphasis. Across CAP Staff, Region Staff, and Chapter Staff, the same four clusters of barriers appear repeatedly: (1) funding and resource limits; (2) staffing and volunteer capacity; (3) governance/role ambiguity and territoriality; and (4) communication/visibility problems that undermine trust. For example, funding is raised as central by Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx—"it's super that we've been able to invest $1.2 million...that obviously is not replicable"—and by CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx—"Funding is the number one barrier... we don't really have all that much to offer you to start with." Chapter staff see the funding problem through an equity and optics lens: Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx observes political sensitivity when one county receives concentrated CAP funding and others feel left out: "we don't want to upset our other counties. They're not getting this service, you know, they're not getting all that attention." Staffing and volunteer constraints are similarly echoed across categories: CAP\_Staff\_\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx says plainly, "I think it's difficult for us to recruit volunteers no matter where it's at," while Chapter‑level evidence in Transcript Region\_Chapter\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx notes microgrants vs. workshops as pragmatic tradeoffs when volunteer and partner capacity are thin. Territoriality and role confusion appear in Region and Chapter testimony—Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx: "I don't want them to go start volunteering for you because they need to be volunteering for me," and Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "It was a tough start for Gabby because Patsy wasn't wanting to give up, you know, some of that control."  
  
Although these themes are shared, occupational vantage points shape emphasis and remedy preferences. Hypothesis 1 — proximity to implementation drives solution orientation: CAP staff (closest to community operations) offered the largest number of solution references in the coding (CAP Staff = 9, Region Staff = 6, Chapter Staff = 4) and emphasize pragmatic operational fixes (simplify volunteer onboarding, create local CAP teams, run demonstrations). Example: Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx urges "Making the the volunteer application service a little bit easier." Hypothesis 2 — scope of responsibility drives structural concern: Region staff (responsible across multiple chapters and budgets) emphasize scale, funding sustainability, and governance—issues that transcend single chapters—hence the region‑level focus on "scale" and "organizational placement" (e.g., "I would have put them under the regional executive to begin with..." in Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). Hypothesis 3 — immediate partner management drives chapter concerns: Chapter staff (responsible for daily partner relationships and local delivery) highlight role clarity, partner access, and early orientation—concrete process fixes to reduce friction—e.g., Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx: "I think it's just a matter of educating and, and, you know, getting people on board."  
  
Alternate hypothesis: differences are partly rhetorical rather than substantive. All three groups repeatedly name the same underlying constraints (money, people, trust, governance). For instance, CAP staff and region staff both call out funding but frame it differently—CAP staff describe how funding (or lack thereof) impacts volunteer handoffs and partner offers ("we don't really have all that much to offer you to start with" — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx), while region staff situate funding as systemic non‑replicability ("invest $1.2 million...not replicable" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). That common language suggests organizational position—rather than completely distinct diagnoses—shapes how a shared reality is described and which remedies appear feasible to each group.  
  
Where occupational category appears not to influence perspective: trust and territoriality are pervasive. Multiple documents from different occupations characterize territorial resistance the same way. For example, Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx (Region Staff) says, "It's territorial with no doubt." Transcript Region\_Chapter\_Staff\_Steady\_State\_David\_Hicks\_2025\_0829.docx (Region/Chapter combination) reports, "A lot of those people they're speaking to, they're entrenched in that respective partnership." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx (Chapter Staff) recounts control resistance: "It was a tough start for Gabby because Patsy wasn't wanting to give up, you know, some of that control." The cross‑cutting presence of near‑identical observations suggests that some barriers are visible and experienced similarly across organizational layers; occupational role shifts the framing and available levers for a fix, but not the underlying problem recognition.  
  
Implications drawn from differences in emphasis and proposed remedies. Because CAP staff supply more concrete solution suggestions (as reflected in the coding tally) their proposals tend to be operational: volunteer recruitment plans (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "We need a CAP volunteer recruitment plan for sure."), simplified volunteer onboarding (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx: "Making the the volunteer application service a little bit easier."), and demonstrations/pilots (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "to understand what it can do until you've seen it"). Region staff propose higher‑level enabling actions—training for regional executives (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx: "I do think maybe some, some training or, or resources for regional executives around that could be beneficial.") and seed funding or grant workshops as alternatives to direct microgrants (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx: "she holds a grants workshop once a month for all of her partners"). Chapter staff emphasize upfront orientation and shared expectations (Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx: "I think maybe just maybe just like a orientation together, like to set expectations of how we are expected to work together.") and shared goals (Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx: "But yeah, I think, you know, going forward in starting new CAP teams... maybe some shared goals...").  
  
Synthesis and concluding interpretation. Across occupations, interviewees converge on a central insight: CAP’s model depends on people, relationships, and initial resources, and those three ingredients are unevenly distributed. Occupational vantage shapes emphasis—CAP staff emphasize operational fixes and pilots; Region staff emphasize scale, governance, and sustainable funding; Chapter staff emphasize local role clarity, shared expectations, and partner access—but none of the groups contradict the central problems identified by others. Representative quotations that capture this synthesis include: "It's just having it happen, you know, getting, getting through the community mobilization and starting to build partners" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), "It's scale, right? ... I mean, I think that the scale is difficult" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx), and "Even though we say it is expected for these teams to work together, it isn't always the case" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx). The pattern—shared diagnosis, occupationally inflected remedy preferences, and some consistent cross‑cutting cultural/territorial friction—suggests that an effective expansion strategy should combine (a) modest, replicable seed funding models or non‑cash scalability tools (e.g., grants workshops), (b) standardized onboarding/orientation and shared‑goal templates for chapters and regions, (c) streamlined volunteer onboarding and role‑classification pathways, and (d) intentional change‑management to address territoriality and identity (reinforcing “CAP is Red Cross” messaging where helpful). Those combined actions would address the three most frequently cited constraints—money, people, and trust—while respecting the practical concerns each occupational group raised about scale, governance, and operational feasibility.

Analysis across Groups Geography

This essay summarizes, by geography, the shared perspectives in the provided transcripts about barriers to continuing or expanding CAP strategies or practices to other areas. Each paragraph begins with the shared viewpoint or topic for that geography, elaborates on how interviewees from that place describe the barrier(s), and then cites verbatim quotes from the documents associated with that geography (naming each document). After the geography-by-geography paragraphs, I compare and contrast patterns across geographies and offer hypotheses about why perspectives converge or diverge. I incorporate the frequency summary provided (noting that solution-oriented recommendations appear much more often than explicit “barriers” counts in the dataset) into the cross-category analysis.  
  
Tulare, CA — Shared viewpoint: expansion must be adaptation, not strict replication. Interviewees from the Tulare-associated file emphasize that scaling CAP is about sharing adaptable practices across a region rather than trying to “start the CAP program” in the same form everywhere; they stress tailoring to local capacity and contexts and warn against expecting identical replication. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx states, "It isn't replicating cap, it's not starting CAP program. It is sharing those strategies and practices across the region." That comment frames replication as inappropriate and explains why Tulare respondents see barriers not simply as resource gaps but as mismatched expectations about what “scale” should mean. The same file underscores capacity and equity trade-offs, noting, "Because it is going to look a lot differently, right? Like budget wise and then capacity wise," which highlights a core Tulare concern: local budgets, staffing, and equity considerations make identical replication infeasible.  
  
Sarasota, FL — Shared viewpoint: vacant leadership, waning initial funding, and the need for clearer communication and training limit expansion. Respondents associated with Sarasota (and related regional roles) converge on the importance of executive-level capacity and consistent messaging. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx frames the issue as structural and financial: "Both CAP teams are in the same chapter and that position is vacant and that will be a key position for supporting that. So the consolidation has wreaked a little havoc in terms of the timing on that." The same document adds that the initial funding incentive has diminished: "the CAP in their, their first year had that, that money carrot to dangle... That money is coming down." Together these quotes show Sarasota-area respondents see leadership vacancies plus the tapering of startup resources and the absence of training/tools for regional executives as concrete barriers to continuing or expanding CAP.  
  
Cameron, TX — Shared viewpoint: communication, turf/role boundaries, volunteer onboarding friction, and the limits of a narrow geographic footprint. Cameron-area interviewees repeatedly identify internal communication and role-gatekeeping as constraints, and they emphasize cultural/language barriers to community engagement and volunteer onboarding as operational obstacles. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx states, "Communication, I mean, as it's as long as you can talk to DCS, to the DS team and show them that we're both trying to do the same thing, trying to partners and trying to do the community. I think that's what it is, communication," and adds an access barrier, "if you don't look like someone from the valley, if you don't speak Spanish, they're more than likely not going to open the door for you." Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx similarly points to initial collaboration failures: "Because I feel like, you know, our CAP manager didn't really communicate with DCS to really figure out what our needs were." Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx (same region-level perspective) attributes rollout failures to rushed rollout and governance confusion: "When we rolled this out, it was not rolled out the best. It felt very rushed and there was no plan of how you integrate." Together Cameron respondents describe barriers that are part governance (who owns relationships), part communications/process (onboarding, escalation), and part community-relationship (language, trust).  
  
Terrebonne, LA — Shared viewpoint: (No relevant quotes available in the supplied context). The mapping listed a Terrebonne LA file (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) but no excerpted quotes from that document appear in the materials supplied for this exercise. Therefore, I cannot include verbatim quotes for Terrebonne; the dataset provides no relevant quotes from that file to cite for this geography.  
  
Yazoo, MS — Shared viewpoint: funding constraints, administrative complexity for partners, and transportation/scale hurdles. Yazoo-related transcripts emphasize that the grant-funded model that enabled initial CAP work cannot be assumed elsewhere and that practical logistics (travel, MOUs) and grant unpredictability impede replication. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx warns, "I think that monetarily, you know, I think that those are. The funding is going to be an obstacle, of course, let's just put that out there because we're not going to be able to do the same thing, things that we did in Yazoo County." She also notes the fragility of asking nonprofits to rely on grants: "Telling a nonprofit organization to write a grant... there's no guarantee... it's a needle in the haystack when you talk about grants point blank." Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx complements this by highlighting mismatched geography/staff footprints and outreach gaps: "the biggest one we have found is we have a community that says, yes, sure, yes, do this, but then we don't do a good enough job getting the word out ... And then you end up going to homes and nobody's home." For Yazoo, the barrier list centers on resource unpredictability and the hard logistics of effective outreach and travel.  
  
Madison, TN — Shared viewpoint: partner territoriality over volunteers and travel/budget limits for in-person support. Interviewees connected to Madison emphasize partner ownership tensions and the high cost of covering a wide state geography, which reduces the feasibility of in-person expansion. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx notes the geographic/cost issue: "We have eight chapters in Tennessee, and they're spread out from Memphis to Kingsport, Tennessee. And so it hits our budget pretty hard when you got to have two hotel nights and three days of driving." The same document points to partner territoriality as a barrier: "I don't think they're ever probably going to sign up with the Red Cross. And some of that might be territorial, like, oh, if they sign up for the Red Cross, people go volunteer for them and not us." Madison respondents thus see both fiscal/logistical travel constraints and partner ownership issues as core limits to expansion.  
  
Atlantic, NJ — Shared viewpoint: concentrated piloting created inequity perceptions and reliance on grant dollars; workshops and capacity-building are pragmatic alternatives. Atlantic-area transcripts emphasize that concentrated, well-funded pilots produced results but created equity and replicability concerns, and that lighter-touch alternatives (e.g., grants workshops) are feasible mitigations. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx captures the equity tension: "how can we apply so many human resources to just one location when the rest of us are scrambling to get all of the communities served," and reflects that "we had microgrants that were a jump-start that we can't really afford to do micro grants" while suggesting a substitute: "she holds a grants workshop once a month for all of her partners." Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx (associated with Atlantic work) echoes the need for local CAP team presence: "I mean, I think there should be some sort of CAP team in. In every community realistically, because we. There's three of us focus full time on engaging the community." Atlantic interviewees flag funding and perceived fairness as barriers and endorse capacity-building (training, workshops) as a partial solution.  
  
Montgomery, AL — Shared viewpoint: volunteer shortfalls and need for more people to do the work. Montgomery-related respondents stress that scaling CAP is fundamentally constrained by volunteer quantity and retention; they emphasize recruitment and engagement system gaps. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx states plainly, "the only barrier I see is that what we can do is limitless, except for the fact that we need more people to do it," and observes retention problems: "we train volunteers... and then we don't engage them very much so we end up losing them." The Montgomery perspective centers on human capital: without more volunteers and better volunteer engagement systems, expansion stalls.  
  
Jackson, OR — Shared viewpoint: partners need funding and capacity-building supports; formal mechanisms and staffing fit matter. Jackson-area transcripts emphasize partner resource scarcity and the administrative supports that make partner engagement feasible. Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx identifies partner resource scarcity and a need to provide money: "for a lot of organizations, they're really strapped for resources at the moment... I, I think having the ability to ask for money would be the, like a more ideal option." CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx (Jackson/Cascades context) points to reporting/metric misalignment and volunteer restrictions that hinder CAP adoption: "we don't mark that as a metric. I don't know why that's even a focus for you." Jackson respondents thus view lack of direct funding and misaligned measurement/volunteer policies as obstacles.  
  
Lee, FL — Shared viewpoint: cultural shift to “blue skies” work, uneven local resources, and volunteer onboarding friction. Lee-area interviewees highlight the need for organizational culture change—recognizing the Red Cross can support prevention and steady-state work—as well as funding variance across communities and administrative barriers for volunteers. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx calls for a cultural change: "there just needs to be an understanding, like a cultural shift basically that the Red Cross can help during blue skies as well." Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx reinforces the training/communication need: "I do think maybe some, some training or, or resources for regional executives around that could be beneficial." Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx expresses volunteer onboarding friction concretely: "I'm your partner. It shouldn't be this hard for me to volunteer with you." For Lee, the barriers mix culture, local resource heterogeneity, and administrative volunteer frictions.  
  
Monterrey (Monterey), CA — Shared viewpoint: role confusion, the need for shared goals, and inconsistent collaboration with DPMs impede expansion. Monterey-area documents stress that unclear role boundaries and inconsistent collaboration between CAP teams and Disaster Program Managers create interpersonal friction and resistance to expansion. Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx says plainly, "Even though we say it is expected for these teams to work together, it isn't always the case," and recommends "maybe some shared goals, just some ways that, you know, the expectation is there." CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx warns about leadership-driven variability and internal culture: "I seen in different roles, Carol, that Red Cross operates differently depending on who's leading these initiatives" and "I'm not gonna deny that sometimes we are set in our ways." Monterrey respondents therefore identify role clarity, incentives alignment, and local leadership variability as barriers.  
  
Butte, CA — Shared viewpoint: administrative timing/fiscal constraints and the need for demonstration/pilot projects. Butte-area respondents highlight start-up timing issues, unspent fiscal-year funds, and the need to show CAP’s value via demonstration projects to convince others. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx notes timing problems around funds: "We were not able to spend it all, but I think in part that's because really by the time we got organized and started doing it, we just kind of ran out of the fiscal year." CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx articulates the demonstration need: "to understand what it can do until you've seen it," meaning pilots help other stakeholders see CAP value. Butte respondents thus view fiscal-year timing, start-up administrative friction, and lack of visible demonstrations as barriers.  
  
Mississippi, AR — Shared viewpoint: concentrated resource models are not replicable; cultural/regional differences affect trust-building. Mississippi‑related transcripts emphasize that large, localized investments produce outcomes that cannot be replicated broadly and that regional cultural differences mean trust-building strategies differ by place. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx summarized the funding replication problem bluntly: "it's super that we've been able to invest $1.2 million in this county of 50,000 people. You know, that that obviously is not replicable." The same document highlights cultural differences: "Arkansas is very definitively the South... what is probably required to build trust based relationships in Arkansas, not always the same as when you're in the Midwest." In Mississippi/Arkansas contexts, respondents indicate that scale is constrained by funding replicability and the need for locally adapted trust-building.  
  
Lake, IN — Shared viewpoint: regional organizational instability, limited in-person capacity, volunteer recruitment intensity, and internal resistance to change. Lake-IN transcripts emphasize that organizational reconfigurations and leadership unfamiliarity undermine local relationships; they also describe volunteer recruitment difficulty and an overall internal resistance to change. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx reports, "The second year, we went in thinking that we were going to engage with the, with the chapter. Unfortunately, the chapter was dismantled and put back together," and on recruitment: "for each volunteer that you need, you need to be recruiting seven people. You have to reach out to someone seven times before they commit." Lake‑IN interviewees see instability, high volunteer recruitment effort, and staff cultural resistance as barriers.  
  
Chatham, GA — Shared viewpoint: tangible partner supports (funding or identity alignment) and territoriality/trust concerns matter. Chatham-area respondents emphasize clarifying CAP’s identity as Red Cross work to reduce territorialism and the importance of cash or tangible offers to partners. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx recommends, "clearly communicate who you're talking to when you're going to talk to them," and Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx argues "we need to really build this interconnectedness and that CAP is Red Cross" while noting local hostility: "Because I've had some hostile conversations with people where they've just. All you do is spend money... you are a waste of space." Chatham interviewees therefore see identity, territorial dynamics, and the ability to provide meaningful tangible resources as determinants of expansion feasibility.  
  
Lake, CA — Shared viewpoint: regional welcome and leadership engagement are prerequisites; otherwise funds and capacity are underutilized. Lake‑CA comments (via Jacquelyn\_Clites) stress the need for RLT communication and periodic region leadership team engagement; without those, CAP teams work in isolation and funds may be misperceived or underused. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx suggests, "I also think there might have been a place for the CAP managers with meeting with the RLT periodically" and notes funding timing problems: "We were not able to spend it all... by the time we got organized... we just kind of ran out of the fiscal year." Lake-CA respondents flag absence of regional inclusion and fiscal/timing constraints as barriers.  
  
Warren, KY — Shared viewpoint: uneven local resources and the need for cultural shift toward prevention work. Warren respondents (via Josh\_Riddle) echo Lee/other small-chapter concerns: local foundation and community resource differences shape capacity, and CAP requires a cultural shift away from only responding to disasters. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx observed, "I think the challenge is it varies by every community because a lot of communities have foundation, community foundations and have additional resources. And some communities don't have those kind of resources in place," and urged, "there just needs to be an understanding, like a cultural shift basically that the Red Cross can help during blue skies as well." Warren’s barriers are resource inequities and organizational mindset.  
  
Other geographies listed but missing relevant quoted excerpts in the provided materials (no verbatim quotes available to cite): Terrebonne LA (Gilda\_Ebanks file), Curtis\_Morman (Madison TN CAP\_Staff file), Lisa\_Johnson (Montgomery AL Region\_Chapter file), Alicia\_Dougherty (Chatham GA transcript), Jennifer\_Capps (Warren KY transcripts), and any other file names listed in the initial mapping that do not have excerpted quotes in the supplied context. For those, the source documents were named in your mapping but no relevant quoted lines were included in the excerpts I received; therefore, I cannot provide verbatim quotations from them.  
  
Cross-category comparison and contrasts  
  
Shared emphases across geographies (common barriers):  
- Funding and resource intensity: Many geographies identify insufficient, time-limited, or non-replicable funding as a primary barrier. Examples: Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: "It's super that we've been able to invest $1.2 million in this county of 50,000 people. You know, that that obviously is not replicable." Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx: "The funding is going to be an obstacle." This pattern is consistent across Atlantic NJ, Yazoo MS, Mississippi AR, Lee FL, and other geographies. The frequency summary supplied also underlines this: solution-oriented items emphasizing funding and local resourcing appear repeatedly (overall solutions count 19), signaling that program actors see funding as both the principal barrier and the main lever for scale.  
- Staffing and volunteer capacity: Multiple geographies report that insufficient staff or volunteers (and the cost/difficulty of recruiting and retaining them) blocks geographic expansion. Examples: Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx: "we need more people to do it." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx: "I think it's difficult for us to recruit volunteers... we have such a unique volunteer experience." This emerges in rural (Butte, Mississippi AR) and urban (Chatham) contexts alike.  
- Governance, role clarity, and territoriality: Many areas report that unclear reporting lines, perceptions that CAP is "separate" from the Red Cross, or territorial behavior among incumbents impede adoption. Examples: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx: "We have no say on what they do and how they do it." Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx: "we need to really build this interconnectedness and that CAP is Red Cross." These governance and identity issues appear across Monterey, Cameron, Chatham, and other geographies.  
- Need for local relationship-building and in-person engagement: Across regions, interviewees stress that being physically present and building trust locally matters. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx: "being in person, being in one county, face to face with people is huge." Transcript CAP\_Staff\_\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx: "It isn't replicating cap... It is sharing those strategies and practices across the region." The underlying theme is that CAP is relational; therefore, scaling must allocate time and local engagement resources.  
  
Differences in emphasis by geography:  
- Piloting and equity concerns vs. volunteer-system problems. Atlantic NJ and Rose Taravella’s account emphasize pilot-focused trade-offs (depth vs. breadth; microgrants vs. workshops): "how can we apply so many human resources to just one location when the rest of us are scrambling" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). By contrast, Lee FL and Warren KY emphasize cultural shift and volunteer onboarding friction more strongly ("I'm your partner. It shouldn't be this hard for me to volunteer with you." — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; "there just needs to be an understanding, like a cultural shift basically that the Red Cross can help during blue skies as well." — Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx).  
- Rural logistical/transportation constraints appear more frequently in geographically large or sparsely-populated regions (e.g., Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx: travel costs and virtual support; Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx: "two hotel nights and three days of driving"), while urban regions more often point to partner saturation, donor perceptions, and branding confusion.  
- Governance and reporting misalignment are consistently emphasized in places where CAP staff report to NHQ or unusual structures (Maria Center: "They report to nhq. It's sort of separate from the chapter, from the region." — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). In other geographies, the barrier is instead DPM resistance or lack of orientation (e.g., Caedy\_Minoletti in Butte/Lake CA emphasizes DRA training and onboarding).  
  
Hypotheses about why perspectives differ or align  
- Resource endowment and geographic scale shape emphasis. Where a pilot received substantial, concentrated seed funding (Atlantic NJ, parts of Mississippi AR), stakeholders explicitly worry about inequitable expectations and non-replicability. Where chapters are spread across large territories (Tennessee, Arkansas), respondents foreground travel costs and the infeasibility of in-person oversight. Hypothesis: local resource endowments and geographic footprints drive whether actors perceive the main barrier as “funding replicability” or “logistics/staffing.”  
- Organizational placement and visibility of CAP influence governance concerns. In geographies where CAP staff report to NHQ or where rollout felt externally driven, respondents highlight role confusion and territorialism. Hypothesis: when CAP is perceived as externally placed (NHQ-driven), chapter/regional staff feel sidelined or threatened, producing stronger governance/territory-related barriers; conversely, where CAP was integrated early with chapter leadership, those barriers are attenuated.  
- Cultural and demographic differences influence trust-building demands. Several respondents explicitly tie trust and outreach methods to local cultural contexts (e.g., language barriers in Cameron TX, southern regional cultural norms in Arkansas). Hypothesis: regions with distinct cultural or linguistic compositions require more tailored relationship-building and representation (e.g., staff who speak local languages or are locally rooted), therefore perceiving stronger relational barriers to expansion.  
- The dataset’s solution- vs. barrier-oriented frequency suggests orientation toward fixes. The metadata you provided shows "Solutions to overcome barriers" counted much more frequently (overall 19) than the “Barriers” bucket (overall 4), and that CAP Staff contributed a larger share of solution mentions. Hypothesis: respondents not only identify barriers but are oriented toward practical mitigations (funding, training, volunteer recruitment plans, clearer governance), which explains the relative prevalence of solution statements in the corpus. Practitioners emphasize solvable levers because they engage in operational problem-solving daily.  
  
Integrating the largest count differences into interpretation  
- The frequency summary indicates that solution-oriented recommendations — "provide funding, local teams, training, streamlined volunteer processes, and clear communication" — are widespread, appearing across occupations and geographies (CAP Staff: 9 mentions; Region Staff: 6; Chapter Staff: 4). This suggests interviewees view the barriers as addressable through investments and operational changes rather than as intractable structural constraints. That is consistent with repeated solution quotes: e.g., Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx: "We need a CAP volunteer recruitment plan for sure," and Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx describing a replicable, low-cost alternative: "she holds a grants workshop once a month for all of her partners." The prevalence of solution talk supports the hypothesis that stakeholders are primed to recommend practical, implementable remedies rather than only diagnosing barriers.  
- The largest geography-level count differences (e.g., Lee FL with two barrier mentions in the frequency table, Butte CA with three solution mentions) reflect where local participants both identified problems and also proposed mitigations more often. For instance, Lee FL participants (Krista Coletti, Cindy Magnuson, Josh Riddle) repeatedly raised both the barrier (leadership vacancy, volunteer onboarding) and potential fixes (training for regional executives and simplifying volunteer onboarding). Hypothesis: geographies with multiple internal stakeholders (chapter, region, CAP staff) produce more articulated solutions because multiple perspectives converge on practical next steps.  
  
Concluding synthesis (no question offered)  
Across the examined geographies, respondents repeatedly identify a core bundle of barriers—insufficient and non‑replicable funding, limited staff and volunteer capacity, governance/role ambiguity and territoriality, and the time‑intensive nature of building local relationships—that together constrain the ability to continue or expand CAP practices “as-is.” Where those barriers are present, interviewees commonly propose pragmatic remedies: seed funding or micro‑supports (or workshops to build partners’ grant capacity), dedicated local CAP teams or locally rooted staff, simplified volunteer onboarding and targeted recruitment plans, clearer governance arrangements and shared goals, and demonstration/pilot projects to make CAP value visible. The geographic variation in emphasis (e.g., travel/logistics in large rural territories; pilot-equity concerns in well-funded single-location pilots; language/cultural trust issues in diverse communities) aligns with local operational realities: scale requires adapting CAP strategies to differing geographies, resource endowments, and organizational relationships rather than expecting a single, uniform deployment model.

#### Code frequency by document/respondent

Frequency Chart



### Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?

#### Summary across all documents

Summary  
Overall, interviewees consistently describe CAP as a valuable force for strengthening steady-state work through visible presence, trust-building, partner mobilization, material supports, and funding—effects that frequently translate into expanded access, operational tools, and new partnership pipelines. However, the evidence is largely qualitative and uneven across places: some regions report clear adoption and tangible gains while others see little change in official volunteer rosters or remain hampered by onboarding, communication, and reporting gaps. Important enablers for embedding CAP gains into steady-state practice include structured orientation and leadership alignment, continued visible staff presence, deliberate investment in partner-capacity (not only one-way grants), and metrics that capture relational outcomes. At the same time, respondents warn that scaling without adequate staffing or reducing the time invested risks eroding trust and effectiveness, and that clarity about CAP's steady-state remit versus response duties is critical to preserve long-term benefits.  
Analysis  
CAP's most consistent steady-state effect is creating a visible, trusted presence in underserved places that opens access for routine work. For example, Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx stated, 'I believe that they have built trust in these communities, that they have established such strong relationships with these, in many cases, underserved communities, communities at risk for disasters, you know, areas that are food deserts, you know, organizations serving the Latino community,' and Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx added that 'I think that our work has been significant, again, largely in just being allowed into spaces that Red Cross was not in building trust, being more visible. People see that we're there.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link1"><sup>[1]</sup></a>' These two observations together show a repeated pattern across regions: CAP staff are often the steady, on-the-ground face that builds credibility and enables routine outreach and program delivery where the Red Cross previously had little or no presence, and stakeholders consistently describe trust-building and visibility as preconditions for steady-state gains.  
1. I think that our work has been significant, again, largely in just being allowed into spaces that Red Cross was not in building trust, being more visible. People see that we're there.  
CAP tends to expand steady-state capacity primarily by recruiting and leveraging partner organizations rather than immediately increasing official Red Cross volunteer rosters. As Joel Sullivan observed in Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx, 'I don't think we've acquired a lot of volunteers and volunteer connection as official Red Cross volunteers, but I know we've acquired a lot of partners who volunteer for stuff like disasters and community events,' while Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx recorded that 'it is becoming an easier process to volunteer with the Red Cross.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link2"><sup>[2]</sup></a>' Taken together, these statements indicate two complementary effects: CAP lowers barriers and simplifies pathways for people to engage (making volunteering 'easier'), and it deliberately emphasizes organizational partners as force multipliers for steady-state work, meaning capacity gains often show up as partner-provided support rather than immediate spikes in internal volunteer registrations.  
1. it is becoming an easier process to volunteer with the Red Cross.  
CAP contributes tangible operational supports and practical tools that have been folded into steady-state workflows. For instance, Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx described material support by reporting that the 'newest enhancements that we've done with with two of our local partners is a purchasing of ice machines. So now with that purchase<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link3"><sup>[3]</sup></a>' and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx explained a routine tool adoption: 'So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link4"><sup>[4]</sup></a>' These examples demonstrate CAP's role not only in one-off assistance but in supplying assets and products (equipment, guides) that responders now use as part of normal steady-state practice, improving immediate response and client support even though systematic usage metrics are not provided.  
1. newest enhancements that we've done with with two of our local partners is a purchasing of ice machines. So now with that purchase  
2. So anytime there's a home fire or frankly, any disaster in the county, those clients receive the resource guide as part of that red folder that we provide and they go through it with them.  
CAP has meaningfully expanded partner networks and attracted funding that chapters view as critical to sustaining steady-state capacity. As one region reported in Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx, 'They've developed 23 partners and have brought over a million in grants to the community. So<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link5"><sup>[5]</sup></a>' and Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx added, 'Everything they're doing is phenomenal. I didn't even mention that they're a man magnet for money.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link6"><sup>[6]</sup></a>' These accounts indicate CAP acts as both a network builder and a funding attractor—bringing discretionary grants and donor interest that are used to support ongoing services and partner activities—strengthening routine capacity beyond immediate program staffing, even though the transcripts do not trace exact allocations or long-term sustainability metrics.  
1. and have brought over a million in grants to the community. So I  
2. Everything they're doing is phenomenal. I didn't even mention that they're a man magnet for money.  
A recurring barrier to embedding CAP into steady-state operations has been limited orientation and inconsistent leadership engagement at launch. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx candidly noted that 'And the problem with CAP is that it came over and they didn't explain to the CAP members what the Red Cross was,' and Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx suggested remedy and practice change by saying 'I really feel like constant invitations and maybe even, I mean, I don't want to say mandatory, but, you know, having the CAP manager at a regional leadership team meeting every week I think would have completely changed the trajectory of the program and we all would have been so much more, you know, we would have all benefited from it.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link7"><sup>[7]</sup></a>' These statements point to a clear pathway for improving steady-state integration—structured orientation and routine executive-level coordination—because early confusion and surprise among chapters undermined smooth adoption.  
1. constant invitations and maybe even, I mean, I don't want to say mandatory, but, you know, having having the CAP manager at a regional leadership team meeting every week I think would have completely changed the trajectory of the program and we all would have been so much more, you know, we would have all benefited from it. Something  
CAP's approach is being translated into institutional practices—place-based resilience hubs and routine partner coalitions—that aim to make partner engagement a normal part of steady-state activity. As one CAP staffer described in Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx, 'Steady state we have, we're about to test a structure that we kind of put together around our resilience hubs. In steady state we dedicate a lot of time to working with those resilience hubs and practicing and exercising,' and another framed the ambition succinctly: 'This is not a program. This is a way of life.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link8"><sup>[8]</sup></a>' Both quotes underline that CAP is being designed to embed practices (geographic units, exercises, networked coalitions) into blue-sky work, so steady-state preparedness becomes a routine organizational posture rather than a separate pilot.  
1. This is not a program. This is a way of life.  
CAP surfaced persistent onboarding frictions and motivated staff to set explicit volunteer recruitment goals while calling for lower-friction pathways. In the words of Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx, 'I'm your partner. It shouldn't be this hard for me to volunteer with you,' a partner-perspective that highlights unnecessary complexity, and Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx documented how CAP refocused priorities by noting 'I put as one of my annual goals to try to recruit 50 plus volunteers for the region.<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-s-link9"><sup>[9]</sup></a>' Together these statements signal both a problem (onboarding barriers) and a CAP-driven response (explicit regional recruitment targets and partner-focused pathways) intended to simplify and scale steady-state volunteer engagement.  
1. I put as one of my annual goals to try to recruit 50 plus volunteers for the region.  
Additional Insights  
Not all regions have yet observed steady-state volunteer gains attributable to CAP. As Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reported plainly, 'We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged,' which underscores that CAP's partner-focused model and visibility do not automatically translate into measurable increases in volunteer registrations or engagement everywhere; local systems, onboarding procedures, and contextual factors moderate outcomes.  
Some staff view CAP enhancements as structurally limited because they are implemented as one-way grants rather than reciprocal capacity-building investments. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx observed that 'enhancements and the enhancements are normally just for them to give money to a partner,' which signals a critique: without co-designed investments that build partner systems and sustain joint operations, enhancements may yield short-term goodwill but have limited long-term steady-state integration.  
Staff caution that rapid scaling or reduced presence could undermine the trust-based gains that enable steady-state impact. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx warned, 'I'm very afraid that minimizing our time in our work in the very specific way that we're doing it with this marginalized Communities... I worry about if that's going to decrease the effectiveness and decrease the feeling of satisfaction our partners have with us,' which highlights a trade-off: CAP's deep, time-intensive relationship work is effective locally but requires careful resourcing and pacing if steady-state benefits are to be preserved during scale or transition.  
There is an identified tension when CAP is pulled into post-incident response activities, which can divert attention from steady-state resilience building. For example, Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx cautioned that adding heavy response duties risks diluting CAP's original preparedness mission, noting 'create resilience so far as won't happen, you know, and I don't think that they should add that because it's taken, it'll take away from our original mission. And that's just like us responding<a href="#Is there anything else you’d like to share about CAP’s effect on steady-state work in your region?-u-link10"><sup>[10]</sup></a>.' This unique perspective underscores the importance of role clarity to preserve steady-state objectives.  
1. create resilience so far as won't happen, you know, and I don't think that they should add that because it's taken, it'll take away from our original mission. And that's just like us responding  
Qualitative steady-state gains (trust, presence, introductions) are often undercounted by existing reporting systems, making impact opaque. In the words of Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx, 'The only thing I guess I would say is that it's hard to capture that in that monthly report because it doesn't fit into the boxes,' which explains why many positive narratives are difficult to translate into standard metrics, complicating decisions about sustaining and resourcing CAP-style steady-state work.

#### Comparison across segments

Analysis across Groups occupation

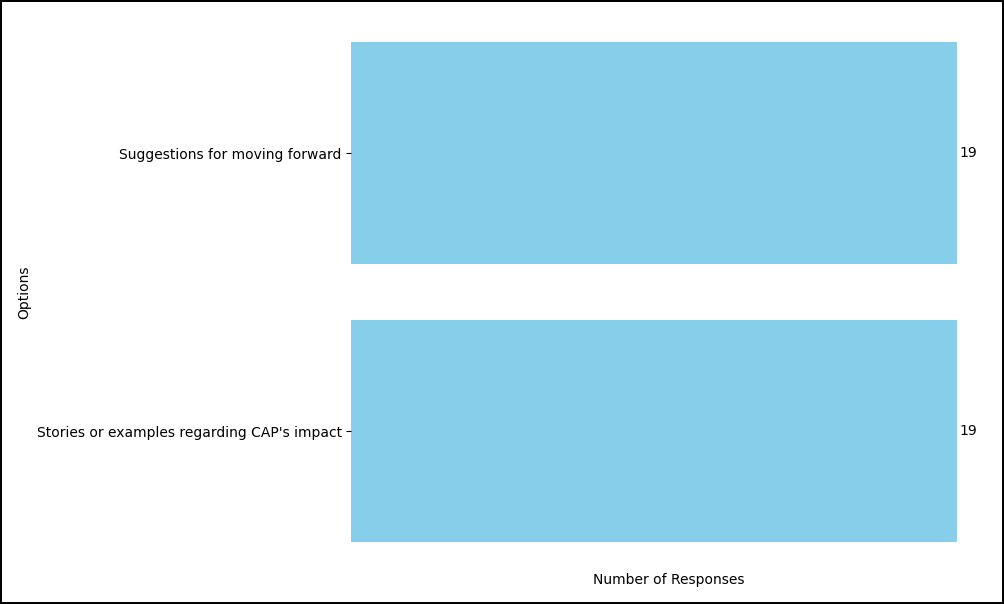
CAP Staff: shared viewpoint — CAP staff describe effects on steady‑state work as concrete presence, partner-driven volunteer pathways, gap‑filling operational support, and intentional culture-change toward community mobilization. Across CAP Staff transcripts the recurring theme is that CAP teams have created visible, repeatable touchpoints that lower friction for partners and prospective volunteers, supply practical resources, and seed longer‑term changes in how the Red Cross engages communities. For example, Hansel Ibarra reports operational simplification: "it is becoming an easier process to volunteer with the Red Cross." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx). Kristi Collins describes direct capacity substitution: "the CAP program has been able to cover a lot of that gap" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), showing CAP stepping into local volunteer shortfalls. CAP staff also emphasize that CAP changes ways of working and identity: Shannon Randolph asserts "This is not a program. This is a way of life." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), while Gaby Perez Albarracin urges strategic use of CAP's communications reach: "use us as a megaphone like this Red Cross platform" (Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx). CAP staff give operational examples (Hansel: ice machine purchases made available to DCS, smoke alarm installs—"Less about this installed, I want to say about 52 smoke alarms." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx)) and describe both tactical approaches (partner referrals, event calendars) and aspirational culture shifts (resilience hubs, sustained presence). The dataset counts support this emphasis: for the analytic category "Stories or examples regarding CAP's impact" CAP Staff contributed 10 of the 19 documented examples, and for "Suggestions for moving forward" CAP Staff contributed 9 of the suggestions, indicating CAP staff voices are prominent in reporting both practical effects and next steps.  
  
Region Staff: shared viewpoint — Region staff emphasize integration, governance alignment, measurement, and scaling while recognizing substantive benefits when CAP is embedded. Across Region Staff transcripts the recurrent perspective is that CAP produces faster recovery, new funding and partnerships, and transferable practices, but these benefits are contingent on clear rollout, executive‑level alignment, orientation, and integration into regional leadership structures. Rose Taravella observes resourcing and recovery speed: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx). Jacquelyn Clites connects listening‑led practice to tangible outcomes: "We do actually have two new lives saved in the vicinity of those CAP programs." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). At the same time, Shawn Schulze documents onboarding and perception problems that impeded integration: "And the problem with CAP is that it came over and they didn't explain to the CAP members what the Red Cross was." and recommends "a mandatory orientation where they learn all about the region" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Region staff narratives therefore combine strong endorsements of results (grants, partner workshops, faster recovery) with concern for governance and the need to institutionalize CAP practices through leadership meetings, orientation, and measurement. The dataset shows Region Staff submitted 4 of 19 impact stories but 5 of the "Suggestions for moving forward," reflecting their orientation toward policy and system fixes needed to consolidate CAP gains.  
  
Chapter Staff: shared viewpoint — Chapter staff foreground trust, visibility, and immediate community access as the central steady‑state effects of CAP. Across Chapter Staff transcripts the consistent sentiment is that CAP builds hyperlocal trust, unlocks entry into underserved neighborhoods, and provides practical readiness (volunteers on standby, resource guides) that directly enable steady‑state programs like the Home Fire Campaign. Maria Center states a relational, trust‑based effect: "I believe that they have built trust in these communities" and that CAP teams are "visible, they're on the streets, they are volunteering their time" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). Caedy Minoletti offers a trust endorsement tied to representation: "I can trust those CAP team members with any, with any elected official." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Tamica Jeuitt asserts presence as mission: "presence is a mission." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Chapter staff point to immediate operational leverage—having volunteers "already ready to go" during imminent weather (Maria Center) and using CAP‑created hyperlocal materials (Rachel Lipoff: "those clients receive the resource guide as part of that red folder" (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx)). Chapter staff also raise sustainability concerns—budget and silo risks—(Tamica: "The only thing that's different is that the budget may be different..." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx)). Chapter Staff provided 5 of the 19 impact stories in the dataset and 5 of the suggestions, reflecting their mixed focus on frontline outcomes and pragmatic constraints.  
  
Cross‑category comparison: shared viewpoint — all occupations report CAP increases local access, trust, and partner engagement, but they differ in emphasis and recommended levers for institutionalization. Every category articulates CAP generating new relationships and community access: CAP Staff speak practically—"it is becoming an easier process to volunteer with the Red Cross." (Hansel Ibarra); Chapter Staff foreground trust and visibility—"I believe that they have built trust in these communities" (Maria Center); Region Staff cite scaled results and resources—"and have brought over a million in grants to the community." (Rose Taravella). This overlap shows a common recognition across occupational lenses that CAP changes who the Red Cross can reach and what partners will do with the Red Cross. The differences appear systematically occupation‑linked: CAP Staff produce granular operational examples and forward‑looking process suggestions (volunteer targets, event calendars, "use us as a megaphone"); Region Staff localize effects into system‑level variables (integration timing, orientation, executive alignment, grant scaling); Chapter Staff emphasize immediate outcomes and community trust as the metric of success (readiness, volunteers on standby, resource guides). For example, CAP Staff declare tactical identity effects—Margarita Moreno recalls volunteers returning because "it was a CAP event and I love cap and so I wanted to come back." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). By contrast, Region Staff stress rollout and internal understanding—Shawn Schulze: "I think we were just told as regional executives and EDs that it's coming. And it's more of a surprise..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Chapter Staff center presence and operational continuity—Caedy Minoletti: "They're just awesome. Truly. I can trust those CAP team members..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx).  
  
Hypotheses explaining occupational differences: shared viewpoint — occupational role shapes perspective because each group interacts with CAP at different operational distances and time horizons. Hypothesis 1 (implementation vantage): CAP Staff are the implementers and therefore report the largest number of concrete anecdotes and programmatic suggestions (dataset: CAP Staff supplied 10 of 19 impact stories and 9 of 19 forward suggestions). Their daily work is to build relationships, run events, and try new tactics; accordingly they highlight volunteer recruitment mechanics ("I put as one of my annual goals to try to recruit 50 plus volunteers for the region." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) and resource experiments (Hansel: ice machine purchases). Hypothesis 2 (system vantage): Region Staff are accountable for integration, risk management, and scalability; they therefore frame CAP effects in governance terms—orientation, executive alignment, measurement—and propose structural remedies (mandatory orientation, weekly leadership inclusion). Shawn Schulze's orientation quotes and Rose Taravella's grant examples illustrate this managerial lens. Hypothesis 3 (frontline/community vantage): Chapter Staff are client‑facing and evaluate CAP by trust and access; success shows up as community recognition and being able to "get into areas that need the home fire campaign" (Maria Center) or having "volunteers already ready to go" when weather threatens. Their suggestions prioritize sustaining presence, avoiding siloing, and preserving partner trust (Tamica Jeuitt: "presence is a mission."). These three vantage points explain why CAP Staff emphasize tactics and momentum, Region Staff emphasize institutionalization and scale, and Chapter Staff emphasize local trust and immediate readiness.  
  
Why categories did or did not influence perspectives: shared viewpoint — differences arise because occupational incentives, responsibilities, and information flows vary; similarities persist because CAP’s on‑the‑ground model produces observable signals (presence, partner introductions, grants) felt across levels. CAP Staff reported more stories and suggestions (10 and 9 entries) than Region Staff (4 and 5) and Chapter Staff (5 and 5), which likely reflects both sampling in the dataset and who is closest to everyday CAP operations. Where perspectives converge—e.g., everyone cites trust and partner engagement as central—the convergence stems from visible, repeated CAP behaviors: being "visible... on the streets" (Maria Center), "going to health fairs... to meet other vendors" (Shannon Randolph), and bringing resources ("and have brought over a million in grants to the community." — Rose Taravella) produce similar inferences across job levels. Where perspectives diverge, it's because the occupational role determines which outcomes are salient: implementers measure volunteer flow and event return, region managers look at integration and grant leverage, chapters judge presence and referrals. For instance, Joel Sullivan (Region Staff) describes an explicitly partner‑centric model: "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx). CAP Staff often discuss converting partner interest into volunteer pipelines ("I think there has been a lot of interest in CAP and that has brought more like different audiences...bringing new volunteers to the region" — Gaby Perez), reflecting a tactical attempt to operationalize Joel's partner approach.  
  
Implications and synthesis: shared viewpoint — aligning occupational perspectives requires deliberate integration mechanisms that both preserve CAP’s relational intensity and permit scale. The documents propose concrete levers that map cleanly to occupational concerns: (a) embed CAP managers regularly in regional leadership meetings ("having the CAP manager at a regional leadership team meeting every week" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) to address Region Staff governance concerns while amplifying chapter trust; (b) formalize partner‑direct models and volunteer tiers to allow CAP staff tactics to scale without diluting relationship quality (CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx: "There are different levels of volunteers and we have to make room and make space for that"); (c) use CAP communications as a shared platform ("use us as a megaphone like this Red Cross platform" — Gaby Perez) to both publicize local wins (responding to Chapter Staff visibility needs) and provide Region Staff documented proof points for sustainment and funding. The largest count differences in the dataset (CAP Staff contributing the greatest number of stories and suggestions) suggest implementation voices are rich sources of operational learning; regions should capture those narratives in a format Region Staff accept as evidence (translate qualitative stories into tracked outcomes and short metrics) so that Chapter Staff trust and local impact are underwritten by regional governance commitments.  
  
Conclusion (shared viewpoint): across occupations, CAP is widely perceived as altering steady‑state work through presence, partner engagement, and resource mobilization; CAP Staff emphasize tactical, day‑to‑day effects and experiments, Region Staff emphasize governance and scaling needs, and Chapter Staff emphasize trust and local access. The documents provide numerous verbatim endorsements of CAP’s practical impact ("it is becoming an easier process to volunteer with the Red Cross." — Hansel Ibarra; "I believe that they have built trust in these communities." — Maria Center; "It's probably faster in the cap jurisdiction." — Rose Taravella) alongside candid identifications of barriers (orientation gaps, reporting misfits, turnover). Together, these cross‑category perspectives point to a consistent programmatic thesis: CAP produces steady‑state gains that require deliberate institutional bridges—regular leadership integration, partner‑direct volunteer pathways, and measurement frameworks—to convert tactical wins into durable, regionally owned steady‑state practices.

Analysis across Groups Geography

Tulare, CA — Shared viewpoint: CAP increases local access, deepens partner relationships, and produces repeat volunteer engagement that strengthens steady-state outreach. In Tulare, interviewees describe CAP as an access enabler that turned episodic engagement into ongoing partnership work and volunteer loyalty. For example, Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx reports returning volunteers tied explicitly to CAP-branded events: "returning volunteers and they, they have explicitly stated things like it was. It was a CAP event and I love cap and so I wanted to come back." That same document links CAP to new community access and network effects: "CAP has helped us get into communities we probably wouldn't have gotten into through our partners and relationships." These quotes show Tulare respondents see CAP creating recognizable, trust-building touchpoints that both open previously closed communities and encourage volunteer retention, turning outreach events into sustained steady-state engagement.  
  
Sarasota, FL — Shared viewpoint: CAP’s steady-state effect is built around relationship-intensive, resource‑heavy local models (resilience hubs) that yield deep local results but raise scalability concerns. In Sarasota, CAP staff emphasize place‑based resilience hubs and sustained, high-touch presence; they note this model produces stable partner relationships but requires significant resourcing to replicate. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx states the program’s steady-state design explicitly: "Steady state we have, we're about to test a structure that we kind of put together around our resilience hubs." The same speaker warns about replication limits: "I almost sometimes fear that we have set ourselves for failure by being so successful in Sarasota because I, I think they may expect the exact same success in other counties. And I don't see that possible with three people because we don't touch everything at a two inch level." These quotes explain Sarasota’s posture: deep, tested steady-state practice tied to resilience hubs, with caution that the intensity of effort that produces value is resource-dependent.  
  
Cameron, TX — Shared viewpoint: CAP supports partner-driven volunteer pathways and delivers concrete operational resources, but integration and orientation gaps hinder steady-state institutionalization. Cameron-based respondents reported both tangible gains (partner-sourced supplies, prevention installs, easier volunteer referral paths) and explicit onboarding or branding problems that slowed integration. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx states, "it is becoming an easier process to volunteer with the Red Cross," and documents CAP-facilitated material support: "newest enhancements ... is a purchasing of ice machines. So now with that purchase ... now DCS has access to the ice." In contrast, Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx highlights integration frictions: "And the problem with CAP is that it came over and they didn't explain to the CAP members what the Red Cross was," and prescribes remediation: "I think there should have been a mandatory orientation where they learn all about the region." Together these quotes show Cameron respondents see both operational value and organizational gaps—CAP supplies resources and simplifies partner-volunteer connections while regional orientation and identity alignment must improve for steady-state uptake.  
  
Terrebonne, LA — Shared viewpoint: CAP’s core steady-state contribution is relational: trust-building, community presence, and a shift toward relationship-centered practice rather than numeric outputs. Interviewees in Terrebonne frame CAP’s effect as cultural and relational change that reshapes steady-state engagement. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx expresses that orientation: "I believe that our approach to not focusing on numbers, but focusing on relationships helps to slow that process down a bit and gets the DPS more involved in that engagement," and offers an overall endorsement: "I think this program is a wonderful program. I'm hoping that CAP or some form of CAP is around from here on out." These statements indicate CAP’s Terrabonne effect is to re-center steady-state work on relationships and listening, and staff want continuity to preserve that relational orientation.  
  
Yazoo, MS — Shared viewpoint: CAP’s regular presence and face‑time with partners increased community recognition and institutionalized community mobilization into chapter structures, while funding and cross‑regional processes constrain scale. Yazoo respondents emphasize that steady-state effects stem from being physically present and catalyzing strategic conversations. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx affirms presence-led work: "CAP is in the community. We are in the community pretty regularly building relationships and people," and also warns of resource limits: "The funding is going to be an obstacle ... we're not going to be able to do the same thing, things that we did in Yazoo County." Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx captures the presence theme succinctly: "Definitely the community knows that we are there because as we always say, presence is a mission." These quotes show Yazoo credits CAP with embedding steady-state awareness and governance (e.g., community mobilization committees) while cautioning that sustaining that presence needs funding and efficient regional movement.  
  
Madison, TN — Shared viewpoint: CAP amplifies partner-based capacity and increases incident awareness while not necessarily converting partner activity into official Red Cross volunteer registrations. In Madison, respondents emphasize partner recruitment as the operational model and report improved detection/awareness of home-fire events but no clear spike in formal volunteer registrations. Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx states, "We're not necessarily recruiting volunteers. We're recruiting partners who help us with our job, with what they do best." That framing is echoed by regional leadership: Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx notes the volunteer-registration picture remains unchanged: "One area that we really have not seen a spike in is volunteer recruitment or an uptick in volunteer registrations as a direct result of cap." David Hicks also links CAP to improved incident visibility: "the statistics would speak to, since CAP has arrived, higher percentage of total fires in Madison county being made known to us and aware to us." These quotes explain a Madison pattern: CAP expands partner capacity and information/referral flows more than it immediately increases the official volunteer roster.  
  
Atlantic, NJ — Shared viewpoint: CAP materially expanded partnerships, funding, and routine integration—accelerating recovery transitions and freeing staff bandwidth for strategic work. Atlantic respondents describe CAP as both a resource mobilizer and an operational team member integrated into regular chapter activity. Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx reports tangible resource outcomes: "They've developed 23 partners and have brought over a million in grants to the community," and links that to faster recovery: "It's probably faster in the cap jurisdiction. I'd say it's probably faster to get to the recovery phase because there's so many resources available." CAP staff corroborate the gap-filling effect: Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx states, "the CAP program has been able to cover a lot of that gap." Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx affirms the asset view: "So they've been absolutely an asset." Together, these quotes show Atlantic interprets CAP as a funder/partner magnet that became operationally embedded and created both short-term recovery speedups and longer-term capacity for 'blue sky' work.  
  
Montgomery, AL — Shared viewpoint: CAP is framed as a cultural shift toward coalition-building and community mobilization embedded into daily operations rather than a time‑limited pilot. Montgomery respondents emphasize coalition techniques, experiential learning, and the need to institutionalize CAP practices. Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx declares CAP’s intended permanence: "This is not a program. This is a way of life." Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx complements that strategic view: "The interview primarily discusses how the Community Adaptation Program (CAP) team has significantly enhanced the Red Cross's steady-state activities, particularly in volunteer recruitment, community engagement, and disaster preparedness," and adds evidence of operational outputs: "The team actively takes on home fire campaign installations, like organizing 200 smoke alarm installations." These quotes show Montgomery respondents conceive CAP as a durable, coalition-driven modality that reshapes steady-state work and is being considered for scale via formal teams (CMTs).  
  
Jackson, OR — Shared viewpoint: CAP restored access and repaired community relationships, using steady presence at events to re-establish trust. Jackson respondents emphasize trust repair and visibility as the primary steady-state impacts. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx states, "I think that our work has been significant, again, largely in just being allowed into spaces that Red Cross was not in building trust, being more visible. People see that we're there." The same speaker frames the outcome bluntly: "the biggest thing we've done is repair our relationship with Red Cross of the community." These quotes show Jackson values CAP chiefly for presence-driven trust repair that enables ordinary steady-state outreach and partner engagement.  
  
Lee, FL — Shared viewpoint: CAP surfaced systemic volunteer-recruitment friction while prompting experimentation with flexible, event-based volunteer roles—yet some locales reported no observed volunteer-engagement gains. Lee respondents point to both the exposure of onboarding problems and nascent experiments to make volunteering easier. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx records partner frustration with current processes: "I'm your partner. It shouldn't be this hard for me to volunteer with you." That concern is mirrored by regional observations of limited change: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports, "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." Together these quotes explain Lee’s steady-state pattern: CAP highlights where volunteer systems are broken and is experimenting with tiered/event-based models, but some chapters have yet to see measurable increases in formal volunteer engagement.  
  
Monterrey, CA — Shared viewpoint: CAP functions as a communications amplifier and positive operational addition, producing new roles and stimulating partner/donor engagement. Monterrey respondents emphasize CAP’s role in visibility and comms as a lever for partner wins and fundraising. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx urges external partners to use CAP’s platform: "use us as a megaphone like this Red Cross platform ... because we want to celebrate your wins." The complementary chapter view is succinct: Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx states, "I think that it's just been, for me, it's been a great addition." Gaby’s quote shows CAP’s outward-facing amplification function; Michelle’s endorsement highlights perceived operational value inside the chapter.  
  
Butte, CA and Lake, CA (linked) — Shared viewpoint: CAP created trust and practical life‑saving outcomes, motivated concrete volunteer goals, and delivered resource coordination while remaining underutilized in some respects. In these Northern California geographies, respondents cite both anecdotal life‑saving outcomes and deliberate recruitment targets influenced by CAP. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx reports concrete impact: "We do actually have two new lives saved in the vicinity of those CAP programs." Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx emphasizes trust and credibility: "I can trust those CAP team members with any, with any elected official." CAP staff perspective on goals is reflected in Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx: "I put as one of my annual goals to try to recruit 50 plus volunteers for the region." These quotes indicate Butte/Lake respondents see CAP as producing tangible safety outcomes, enhancing credibility, and shaping operational targets—even while some observers believe CAP capacities are not yet fully utilized.  
  
Mississippi (AR) — Shared viewpoint: CAP contributes localized rural expertise and, where integrated, produces substantial amplification of steady-state activity through training and cross‑educational series. Mississippi respondents highlight rural knowledge and show large gains post-integration. Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx says, "we know rural areas... we know how to talk to them, we know what they want, we know what they need," describing CAP’s contextual knowledge. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx reports post‑integration scale-up: "the work that has been happening post integration is 10 times anything that I saw before ... we're now able to basically leverage those employee resources." Together, these statements indicate Mississippi respondents see CAP as both a rural‑specialist resource and, when institutionally integrated, a multiplier for steady-state training and community mobilization.  
  
Lake, IN — Shared viewpoint: CAP provides a visible Red Cross presence in otherwise underserved areas and catalyzes planning for steady-state campaigns (home-fire, events), opening doors for sustained outreach. Lake IN interviewees emphasize that CAP often represents the principal visible Red Cross presence and that this visibility begets programmatic activity. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx observes, "there really hasn't been a huge presence besides CAP coming in, being in these areas," and outlines subsequent program planning: "And now we're able to come together and we're starting to plan things like fire safety campaigns." Those quotes show Lake IN respondents credit CAP with creating initial visibility that then enables routine prevention and outreach activities.  
  
Chatham, GA — Shared viewpoint: CAP’s steady-state contribution is building trust, embedding into regional leadership, and creating volunteer and program opportunities via sustained community visibility. Chatham respondents stress trust-building, regional integration, and practical volunteer pipelines. Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx asserts, "I believe that they have built trust in these communities," and Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx notes organizational integration: "The CAP team started coming to our quarterly all staff meeting from the get go. They... felt like teammates from the beginning." Alex Taylor reinforced programmatic flows and scheduling: "we have a standing calendar that just basically says this thing is happening." These quotes capture Chatham’s steady-state theme: visible, trusted CAP activity is institutionalized through leadership participation and regular calendared outreach.  
  
Warren, KY — Shared viewpoint: CAP must be seen in practice before skeptics integrate its methods; leadership turnover and perceived extra workload limit steady-state adoption. Warren respondents articulate skepticism and adoption barriers tied to perceptions and leadership change. Transcripts Region\_Chapter\_Steady\_State\_Jennifer\_Capps\_2025\_08\_20.docx warns that visible demonstration matters: "I think people are going to have to see it at work, unfortunately. You know, they're going to have to see the benefit of it and how it benefits." This aligns with the on-the-ground CAP staff report for the area: Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx reports, "We haven't seen any changes. One thing that we've struggled with locally is to get volunteers engaged." Those quotes explain Warren’s steady-state reality: CAP’s practices must be demonstrated and embedded into local leadership routines before the region treats them as standard operating practice.  
  
Summary comparison and contrast across geographies — shared themes and meaningful divergences  
  
Shared emphases across geographies  
- Presence, trust, and partner relationships: Across Tulare, Jackson OR, Chatham GA, Yazoo MS, Lake IN, and many others, respondents consistently identify CAP’s steady-state effect as a visible presence that builds trust: e.g., "presence is a mission" (Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx), "there really hasn't been a huge presence besides CAP coming in, being in these areas" (Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx), and "I believe that they have built trust in these communities" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx). These consistent, verbatim formulations show a cross‑site convergence: many chapters treat CAP as the mechanism that establishes and sustains community access needed for steady-state programming.  
- Partner-centered models vs. individual volunteer rosters: Multiple geographies (Madison TN, Joel Sullivan; Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx: "We're not necessarily recruiting volunteers. We're recruiting partners...") articulated CAP’s model as recruiting partner organizations that mobilize people rather than primarily increasing the official Red Cross volunteer count. Similarly, Atlantic NJ and Lisa Johnson’s region note CAP partners often become volunteers in practice, but the operational emphasis is on partner capacity rather than immediate registrations.  
- Resource and funding effects where CAP is integrated: Atlantic NJ, Butte/Lake CA, and parts of Montgomery/Mississippi report CAP attracted funding, grants, or in-kind assets that concretely supported recovery and steady-state work—e.g., "They've developed 23 partners and have brought over a million in grants to the community" (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx) and "they're a man magnet for money" (Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx).  
- Orientation, communication, and onboarding as gating issues: Cameron TX and other regions signaled that inadequate orientation and unclear branding impeded integration—"they didn't explain to the CAP members what the Red Cross was" (Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx)—a theme echoed where regions reported surprises or leadership confusion.  
  
Meaningful divergences by geography  
- Scale and resource intensity vs. scalability concerns: Sarasota FL (Glama Carter) explicitly framed CAP’s steady-state success as resource- and staff‑intensive ("I almost sometimes fear ... I would need the exact same amount of people and resources"), whereas regions like Mississippi and Atlantic described post-integration scale-up and cross-regional diffusion (Barry Falke: "post integration is 10 times anything I saw before"). Hypothesis: where CAP was launched with sustained staff and funding and embedded in leadership forums (Atlantic, Mississippi post-integration), respondents perceive scalable effects; where CAP relied on few staff and deep local work (Sarasota), respondents worry replication without commensurate resources will fail.  
- Volunteer-registration outcomes vary: Several regions (Madison TN, Warren KY, Lee FL) report no clear spike in official volunteer registrations—e.g., "One area that we really have not seen a spike in is volunteer recruitment..." (Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx) and "We haven't seen any changes ... get volunteers engaged" (Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx). In contrast, some chapters report increased volunteer mobilization through CAP partner networks or return volunteers at CAP events (Tulare: "it was a CAP event and I love cap and so I wanted to come back." Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Hypothesis: CAP effects on official volunteer rosters lag relative to partner-driven activity because CAP’s operational model intentionally prioritizes partner activation and local presence over converting partner members into registered Red Cross volunteers.  
- Institutional integration differences (embedded vs. isolated): Some geographies report CAP staff sitting in leadership meetings and being treated as "Red Crossers" (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx: "They're not just the CAP team, they're. They're Red Crossers."), while others describe CAP teams as perceived as separate or "sold as two different projects" (Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Hypothesis: regions where CAP managers were locally hired or where the CAP manager regularly attended regional leadership meetings (Butte CA, Atlantic NJ, Chatham GA) experienced smoother steady-state integration; regions with late or surprise rollouts saw branding/expectation misalignment.  
  
Why geography appears to influence perspectives (hypotheses)  
1) Staffing model and local roots matter. Documents repeatedly tie steady-state effectiveness to the manager or CAP staff’s local knowledge and continuity: "but the reality is when Curtis took over, the impact increased exponentially. And I think it was because Curtis is From the area." (Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Hypothesis: geographies with locally rooted CAP leadership realize stronger steady-state trust and partner uptake, producing more positive perceptions.  
2) Resource and integration timing shape perceived impact. Atlantic NJ and Mississippi respondents described substantial funding, leadership inclusion, and post-integration training that amplified outcomes; Sarasota and other high-touch places cautioned about resource needs for replication. Hypothesis: regions that received grant funding, dedicated CAP staffing, and regular leadership inclusion experienced measurable steady-state gains (partnerships, installed resources), whereas regions lacking those inputs saw slower or less consistent effects.  
3) Pre-existing community networks and partner readiness differ regionally. Regions with active community organizations and partners that could be rapidly engaged (Atlantic casinos doing food drives, Cameron’s nonprofits supplying food/ice) realized faster practical outputs. Hypothesis: CAP’s partner-driven model produces larger steady-state effects where local organizations are ready to act and accept Red Cross collaboration.  
4) Organizational culture and reporting systems mediate recognition. Several respondents noted CAP’s qualitative gains (trust, presence) are hard to capture in existing monthly reports ("it's hard to capture that in that monthly report because it doesn't fit into the boxes" — Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx). Hypothesis: regions that adapted reporting and leadership narratives to include relational metrics recognize CAP’s steady-state value sooner; regions that rely on narrow numeric indicators underappreciate qualitative gains.  
  
Why geography sometimes did not influence perspectives (hypotheses)  
- Common model and training materials create cross-cutting expectations. Many respondents across diverse geographies echoed the same CAP practices—presence, partner activation, resilience hub testing—suggesting program design creates a strong shared frame. Where CAP teams followed the core model, local responses described similar themes irrespective of place: trust-building, partner-centricity, and the need for orientation. Thus, geography alone did not fully determine perspective; the standardized CAP model produced consistent observations about presence and partnership.  
- Shared operational constraints (onboarding systems, funding limits) exist across geographies. Numerous transcripts identified similar barriers—orientation gaps, onboarding friction for partners becoming Red Cross volunteers, reporting misfit—that arose independently of local context. These common organizational features meant that geography did not always drive perception; rather, internal systems and policies produced analogous experiences across places.  
  
Synthesis: cross‑geography implications for steady‑state strategy  
- Operationalize orientation and leadership inclusion as a universal enabler. Multiple geographies (Cameron TX, Butte CA, others) recommended mandatory orientation, regular CAP manager participation in leadership meetings, and clearer branding to accelerate steady-state integration—e.g., "having the CAP manager at a regional leadership team meeting every week" (Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) and "I think there should have been a mandatory orientation" (Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). These fixes are portable across geographies.  
- Distinguish and measure both relational (presence/trust) and transactional (installs, funding) steady-state effects. Several regions demonstrated tangible outputs (smoke alarms, grants, tool sheds) alongside qualitative trust gains. Capturing both types of outputs in reporting will better reflect CAP’s cross‑site impact and address complaints that "it doesn't fit into the boxes" (Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx).  
- Align scaling expectations with resource models. Sarasota’s caution about replicating a deep model with few staff ("I would need the exact same amount of people and resources") should inform realistic scale-up strategies: either replicate the deep model with similar inputs or adapt a lighter, coach-and-toolkit model (as Joel Sullivan suggested: "Not other than being seen as coaches on how to do this locally with chapter staff and volunteers." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx).  
  
Concluding synthesis (no questions): Across the geographic categories, respondents repeatedly tie CAP’s steady-state effect to visible, relationship-based presence and partner activation. Where CAP was resourced, locally led, and integrated into leadership and reporting structures, chapters reported measurable transactional benefits (grants, installs, faster recovery) and leveraged CAP as a multiplier for strategic, “blue‑sky” work. Where orientation, branding, reporting, or staffing were weak, CAP produced clear relational gains but struggled to institutionalize those gains into registered volunteers or standardized metrics. The verbatim testimonies cited above—ranging from "presence is a mission" to "we've developed 23 partners and have brought over a million in grants"—map a consistent picture: CAP’s core steady‑state influence is relational and partner-focused; realizing durable, scalable operational gains requires attention to orientation, leadership inclusion, resource alignment, and measurement systems.

#### Code frequency by document/respondent

Frequency Chart



### Are there other people recommended to speak with about CAP?

#### Summary across all documents

Summary  
Overall, interviewees consistently recommend starting with leadership and operational actors closely tied to CAP: executive directors/regional executives, CAP managers and embedded team members, Disaster Cycle Services (DRO/DPM/RDO/CDPM) and volunteer services leads. Community‑facing contacts — partner relationship managers, faith leaders, and local elected officials or emergency managers — are also frequently suggested for on‑the‑ground perspectives and partner coordination. Unique observations include the presence of useful but ambiguously identified individual referrals (names with spelling or first‑name only issues), a notable offer to connect to a former staff member with deep CAP knowledge, and warnings that expanding interviews broadly may produce complaints rather than constructive ideas. Practically, this synthesis recommends prioritizing named and role‑based contacts above, verifying identities where spellings are unclear, and using CAP staff as stable conduits in high‑turnover contexts while exercising selectivity to avoid unproductive interviews.  
Analysis  
Executive directors and regional executives are repeatedly recommended as the primary people to speak with about CAP. For example, Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx stated, 'let me introduce you to the executive director for this section. They're in charge of everything in the section,' and Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx reinforced that 'We always go through the executive directors.<a href="#Are there other people recommended to speak with about CAP?-s-link1"><sup>[1]</sup></a>' Several respondents also prioritized single, high‑value regional contacts when pressed, with Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx noting 'So I would say Jim Eden probably if you had to pick one.<a href="#Are there other people recommended to speak with about CAP?-s-link2"><sup>[2]</sup></a>' Together these references show leadership-level staff (EDs/REs and named senior regional officers) are the natural starting points for learning about CAP strategy, integration, and local introductions.  
1. We always go through the executive directors.  
2. So I would say Jim Eden probably if you had to pick one.  
CAP managers and the embedded CAP team are highly recommended for operational detail and frontline experience. Multiple interviewees named individual CAP managers and team members as accessible, knowledgeable contacts; for instance, Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx observed that 'Alex Taylor, she's the CAP manager, she actually joins my regional leadership team meetings too,' and Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx identified 'Matt Henry, our cap manager, as well as Veena and Pam Knapp Carver' as embedded practitioners. Respondents also emphasized staying in touch with CAP staff directly — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx advised to 'make sure you answer, you know, Dr. Jones's calls' — underscoring that CAP team members are both the implementers and immediate sources of up-to-date program information.  
Disaster-side leadership (DCS/DRO/DPM/RDO/CDPM) are recommended to capture operational and implementation challenges. Several respondents stressed that disaster officers and senior disaster program managers provide candid, constructive perspectives and are especially well-placed to assess how CAP teams interact with response systems; Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx advised, 'If you truly, truly want to know what your newer CAP teams are up against, I think you should talk to Disaster Cycle Services,' while Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx described bringing 'the disaster officer' in to orient CAP staff to disaster ops. Practitioners also recommended community/chapters' CDPMs as chapter-level disaster liaisons to include in interviews ('the cdpms for each chapter').  
Volunteer services leaders and senior recruiters are repeatedly recommended as key contacts for CAP outreach and volunteer integration. Interviewees described proactive engagement with volunteer managers at chapter and regional levels — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx said 'we reached out to our volunteer manager,' and Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx named 'Leslie Cornelius' as an ongoing volunteer lead contact. Several respondents also suggested including senior volunteer recruiters in panels to surface recruiting and volunteer‑management perspectives ('senior recruiter Randall Bam'), indicating that volunteer-services staff are essential interlocutors for CAP's volunteer and partner strategies.  
Local partner organizations, faith leaders, and relationship managers are practical interview targets for CAP's community-facing work. Several transcripts pointed to named partner conduits and faith-based organizations as entry points for learning about CAP partnerships: Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx referenced 'Jake's the relationship manager with Josh Jameson at the Hope Center,' Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx named 'Los Fresnos Neighborhood Food Pantry,' and Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx noted partnership with 'Gospel Temple Church.' These examples show that talking to partner managers and trusted local organizations yields concrete, on-the-ground insights about CAP implementation and partner coordination.  
Elected officials, emergency management leaders, and fire departments are recommended when seeking community‑level support or coordination information. Multiple participants emphasized partnering with local government and first responders to identify leaders, recruit volunteers, and coordinate responses: Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx described asking 'mayors' to identify community leaders and stressed relationships with 'the emergency manager' and 'county judge.' Operationally, Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx described collaborating with CDPMs and local fire departments to organize smoke‑alarm activities. These lines indicate such officials and responders are valuable sources for CAP outreach and response coordination intelligence.  
Board members and fundraising/development teams are recommended interlocutors for strategic buy‑in and resource alignment. Some respondents described intentionally bringing governance and development stakeholders into briefings and meetings so they understand CAP work and can support partnership or fundraising efforts: Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx said 'we bring, we have them sit on our board meeting so they can understand what's going on there,' while Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx cautioned that 'Being on the same page with your fundraising development team is imperative.<a href="#Are there other people recommended to speak with about CAP?-s-link3"><sup>[3]</sup></a>' This reflects a practical route to securing organizational support for CAP.  
1. Being on the same page with your fundraising development team is imperative.  
Additional Insights  
Some recommended individuals appear with inconsistent spellings or only-first-name identifiers, which creates follow‑up work to verify contact details. For example, Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx referenced a senior recruiter 'Randall Bam' (spelling variants appear elsewhere), Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx named 'Benzida/Bedzida Santana' with variant spellings, and Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx recommended 'Dande' by first name only. These fragments indicate useful referrals exist but that interviewers will often need to verify correct spellings, titles, and contact information before outreach.  
High staff turnover in some regions means fewer durable, local named contacts and increases reliance on CAP as the stable identifier. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx observed 'Everybody who we work with this in Central region is gone' and contrasted that with the observation that 'The relationship constant with the Red Cross is our CAP relationship with them because they know we're there.' This suggests that while individuals rotate out, CAP staff and embedded team members often remain the consistent interview targets, and planners should anticipate gaps in long‑tenured local contacts.  
At least one respondent explicitly offered to facilitate contact with a former staffer who deeply understands CAP and chapter integration. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx made a pointed recommendation, stating that the person 'had the biggest impact on our CAP team' and that 'She is no longer with the Red Cross anymore, but I'm sure she would still talk to you' and offering 'I do have all of her personal contact and I can ask her.<a href="#Are there other people recommended to speak with about CAP?-u-link4"><sup>[4]</sup></a>' This is a high‑value, actionable referral (subject to permission and privacy rules) and stands out from more role‑based suggestions.  
1. I do have all of her personal contact and I can ask her.  
Some respondents warned that extending outreach to additional people could surface more complaints than constructive suggestions, and pointed to intermediary managers as gatekeepers. Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx cautioned that 'But managing what they do, you have to go through, you know, another entity, Neil or whoever to get things done,' and added 'I don't think there's anybody else that would give. I think what you might hear from folks would be a bunch of complaining instead of some ideas on how to make it better.<a href="#Are there other people recommended to speak with about CAP?-u-link5"><sup>[5]</sup></a>' This suggests interviewers should prioritize contacts likely to offer actionable insights and be prepared to handle negative or less‑constructive feedback if they broaden the pool.  
1. I don't think there's anybody else that would give. I think what you might hear from folks would be a bunch of complaining instead of some ideas on how to make it better.

#### Comparison across segments

Analysis across Groups occupation

CAP Staff: CAP staff consistently recommend operational and program-level interlocutors—especially chapter and regional executive leadership, CAP managers and coordinators, volunteer services leads, CDPMs (community disaster program managers), DPMs, and local first‑responder or partner contacts—as the primary people to speak with about CAP. This shared viewpoint arises from CAP staff’s embedded, day‑to‑day role coordinating implementation, recruiting volunteers, and running pilots; their suggestions point to actors who can operationalize CAP (train, deploy, partner, or host activities). For example, Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx states, "We always go through the executive directors." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx) That same operational line appears in staff recommendations for specific program managers: "Michelle Lockwood, who's kind of our. The person that we work most closely, I would say that we've influenced her messaging." (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx) CAP staff explicitly direct interviewers to volunteer services and local training/operational contacts: "Well, we are working with our volunteer services team to go out and target our CAP partners." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx) and "they actually get the training from the local chapter, the CDPM" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). CAP staff also name individual, lived examples and pilots as entry points: "We had Leslie Cornelius, who oversees some of the volunteer stuff, and we would meet regularly." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx) and recommend multi‑role, experienced staff when available: "Unless you just want to talk to Darius, because, you know, Darius has had so many different positions during this time..." (Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx). Together these quotes show CAP staff prioritize people who can speak to on‑the‑ground logistics, volunteer mobilization, partner relationships, and concrete CAP tactics.  
  
Region Staff: Region staff consistently recommend senior leadership, CAP directors, Regional Disaster Officers (RDOs)/Regional Disaster Officers/Disaster Cycle Services (DCS) leadership, and formal regional mechanisms (regional leadership team meetings, reports) as primary contacts for CAP questions. This shared viewpoint reflects region staff’s oversight and coordination role: they emphasize systemic integration, cross‑service alignment, and scaling or governance channels to capture programmatic and disaster‑operation perspectives. For example, Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx names a regional CAP leader directly: "Neil Brockway, who's the CAP director, he and I worked together in Connecticut Many years ago and I was chatting with him just yesterday." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx) Region staff point to disaster leadership for constructive critique and operational context: "If you truly, truly want to know what your newer CAP teams are up against, I think you should talk to Disaster Cycle Services. Either the, you know, regional disaster officer or even your senior disaster program managers..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) They also emphasize CAP visibility within regional governance: "My regional executive is pretty phenomenal in that she has CAP report at every Georgia region meeting, as well as all the RLT meetings." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx) and advise turning to named regional operations staff for broader feedback: "Her name's Adelaide Kirk. K I R K." and "She would be the number one person to probably get more feedback from outside of the CAT manager, of course." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) These quotes demonstrate region staff prioritize contacts who can speak to policy, resourcing, disaster intersections, and institutional coordination rather than narrow operational details.  
  
Chapter Staff: Chapter staff consistently recommend local operational contacts—local CAP team members, community disaster program managers (DPMs/CDPMs), volunteer services leads, partner relationship managers, and elected or municipal leaders (mayors, local emergency managers)—as the primary people to speak with about CAP. This shared viewpoint is rooted in chapter staff’s proximity to community partners and incident responses; they emphasize people who manage daily partner relationships, local deployments, and community trust. For example, Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx urges, "make sure you answer, you know, Dr. Jones's calls when you know or anyone from this CAP team because it's separate from what I'm doing and she keeps me in a loop of what's going on." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) Chapter staff also prioritize locally situated program managers for practical detail: "So I would say Jim Eden probably if you had to pick one." (Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) They flag community disaster managers and volunteers as boots‑on‑the‑ground sources: "If you would like to talk with the community disaster program managers, you know, or their supervisors, but particularly the community disaster program managers, because they are in those communities as well on a regular basis..." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) and stress partner introductions facilitated by chapter leadership: "partner with the executive director, make that initial meeting to the mayor." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Chapter staff thus point interviewers to local actors who can speak to community access, partner relationships, and everyday implementation.  
  
Cross‑category comparison: commonalities and contrasts, with supporting evidence and frequency patterns  
  
Shared emphases across categories (evidence of alignment): All three occupational groups converge on a set of repeated, cross‑cutting interlocutors: executive directors/regional executives and CAP leadership; CAP managers and embedded CAP team members; disaster‑side staff (DROs/DPMs/CDPMs/DCS); volunteer services/leads; and local community partners/first responders. This alignment is visible in direct quotes from each category: CAP Staff—"We always go through the executive directors." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx); Region Staff—"Christy Collins, our CAP lead, has already begun meeting with our three executive directors..." (Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx); Chapter Staff—"I saw in South Florida that the ED took a really active role..." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Frequency data reinforce this shared emphasis: the "Chapter and regional executive directors and senior leadership" option was recommended overall 18 times across documents, and "CAP managers and embedded CAP team members" also show overall counts of 18 — demonstrating consistent cross‑document attention to those roles.  
  
Where occupation categories diverge in whom they emphasize (evidence and counts):  
- CAP Staff emphasize volunteer services, embedded CAP managers, and partner‑level operational contacts far more often than Region Staff. Evidence and quotes: "Well, we are working with our volunteer services team to go out and target our CAP partners." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx); "We had Leslie Cornelius, who oversees some of the volunteer stuff..." (Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx). Frequency counts show "Volunteer services leadership and volunteer recruiters" recommended 13 times overall with the occupation breakdown CAP Staff: 11 / Region Staff: 0 / Chapter Staff: 2—this is a clear numerical difference that aligns with CAP staff’s operational focus.  
- Region Staff single out disaster leadership, CAP directors, and regional oversight mechanisms more often. Evidence and quotes: "If you truly, truly want to know what your newer CAP teams are up against, I think you should talk to Disaster Cycle Services. Either the... regional disaster officer or even your senior disaster program managers..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); "Neil Brockway, who's the CAP director..." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx). Frequency counts for "Disaster Cycle Services officers, senior DPMs and Regional Disaster Officers" show occupation counts CAP Staff: 11 / Region Staff: 4 / Chapter Staff: 3—region staff recommend these roles proportionally more than chapter staff, and the content of region staff quotes stresses constructive critique and broader operational context.  
- Chapter Staff prioritize local community partners, community DPMs/CDPMs, mayors, and locally embedded CAP contacts as entry points for community trust and local access. Evidence and quotes: "partner with the executive director, make that initial meeting to the mayor." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx); "If you would like to talk with the community disaster program managers... they are in those communities as well on a regular basis..." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx). Frequency data for "Local community partners, faith leaders and partner relationship managers" appear 20 times overall with occupation distribution CAP Staff: 14 / Region Staff: 3 / Chapter Staff: 3—this shows CAP staff also recommend partners heavily, but chapter staff’s quotations and practical referrals emphasize locally trusted conduits (mayors, pastors, community orgs) when mapping outreach.  
  
Hypotheses explaining why occupational categories produced different perspectives  
- Role orientation and scale: CAP staff operate at the program‑implementation level and thus interact most with volunteers, CDPMs, local partners, and CAP team colleagues; their recommendations reflect actors who can help run or expand CAP in practice. This explains why CAP staff account for 11 of the 13 volunteer‑services recommendations and 12 of the 18 recommendations for CAP managers/embedded team members.  
- Span of responsibility: Region staff hold oversight and cross‑chapter coordination responsibilities; they therefore gravitate toward senior leaders, CAP directors, and disaster leadership who can speak about strategy, integration, and regional operations across multiple chapters. Their quotes recommending DROs, Neil Brockway, and regional executives align with this span‑of‑view.  
- Proximity to community and operational trust: Chapter staff daily engage local partners and municipal leadership and therefore point interviewers toward community DPMs, mayors, local CAP members, and named partners (churches, local nonprofit partners). That proximate perspective makes chapter staff contributions uniquely practical for community access and partner relationships.  
- Information access and stability: Several transcripts flag staff turnover as limiting the availability of named contacts (e.g., CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "Everybody who we work with this in Central region is gone..."). High turnover reduces the pool of stable, named recommendations and pushes some respondents to recommend roles or mechanisms (e.g., executive directors, regional leadership meetings) rather than specific individuals.  
  
Where occupational category did not strongly influence perspective (evidence of cross‑cutting consensus)  
- Executive directors and CAP leadership are nominated across CAP Staff, Region Staff, and Chapter Staff as necessary interlocutors. Example quotes: "We always go through the executive directors." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), "My regional executive is pretty phenomenal..." (Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx), and "I saw in South Florida that the ED took a really active role..." (Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx). Frequency counts (executive directors and senior leadership recommended overall 18 times) corroborate this cross‑category consensus. Hypothesis: executive directors and CAP leads are common referents because they are the institutional anchors—those who authorize, brief, and aggregate both operational and strategic perspectives—so everyone across occupational roles sees value in speaking with them.  
- CAP managers / embedded CAP team members are likewise consistently recommended across categories (overall count 18), because they are the focal point of CAP knowledge (operational, partnership, community engagement) and are accessible in practice or in regional forums. Quotes supporting this cross‑category convergence include: "Alex Taylor, she's the CAP manager..." (Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx) and "Curtis, who manages our CAP program, would know the detailed answers to this." (Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx).  
  
Implications for selecting interviewees and interpreting recommendations  
- If the goal is operational detail on volunteer mobilization, partner recruitment, or smoke‑alarm canvassing logistics, prioritize CAP staff–identified contacts and volunteer services leads (e.g., references in Hansel\_Ibarra\_2025\_0819.docx, Margarita\_Moreno\_2025\_0902 (2).docx, Curtis\_Morman\_2025\_0829.docx). CAP staff recommended these roles 11–12 times in the relevant frequency tallies, reflecting their practical knowledge.  
- If the goal is system‑level context, resourcing decisions, or disaster‑integration critique, prioritize region staff–recommended contacts (CAP directors, DROs/DPMs, regional executives such as Neil Brockway or Adelaide Kirk cited in Krista\_Coletti\_2025\_0905.docx and Alicia\_Dougherty\_2025\_0908 (1).docx).  
- If the goal is community access and partner trust, prioritize chapter staff referrals (community DPMs, mayors, local CAP members, and partner relationship managers such as those named in Tamica\_Jeuitt\_2025\_0828 (3).docx and Rachel\_Lipoff\_2025\_0908.docx).  
  
Concrete cross‑category examples that show why both role and place matter  
- Operational referral pattern from CAP staff: "they actually get the training from the local chapter, the CDPM" (Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx) — this explains why CAP staff point toward CDPMs when interviewers need to learn how CAP teams are trained and how neighborhood canvasses are organized.  
- Regional oversight referral pattern from Region staff: "If you truly, truly want to know what your newer CAP teams are up against, I think you should talk to Disaster Cycle Services. Either the... regional disaster officer or even your senior disaster program managers..." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx) — this explains why region staff elevate DCS/RDO perspectives to capture systemic, cross‑chapter operational constraints.  
- Local partner and municipal referral pattern from Chapter staff: "partner with the executive director, make that initial meeting to the mayor." (Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx) — chapter staff recommend municipal leaders because they can open doors to trusted local actors and mobilize community resources.  
  
Summary assessment and recommended next steps for interview planning (based on occupational perspectives and quoted evidence)  
- Assemble a mixed interview list that deliberately includes (a) named CAP managers/embedded CAP team members (Curtis, Alex Taylor, Matt Henry, Christy Collins cited across transcripts), (b) executive leadership (regional executives and EDs identified across CAP, region, and chapter transcripts), (c) disaster leadership (RDOs/DPMs/DROs recommended especially by region and chapter staff), and (d) volunteer services/partner leads (recommended heavily by CAP staff). Representative, document‑level citations that support this sampling approach include: "We always go through the executive directors." (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx); "Neil Brockway, who's the CAP director..." (Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx); "If you truly, truly want to know... talk to Disaster Cycle Services." (Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx); and "Well, we are working with our volunteer services team to go out and target our CAP partners." (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx).  
- Anticipate and plan for constraints flagged in the transcripts: staff turnover and new hires limit named referrals in several regions (e.g., CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx: "Everybody who we work with this in Central region is gone..."), so when a document reports vacancies or new incumbents, prioritize role‑based contacts (e.g., DRO, DPM, ED) and request introductions from region/cap leads who are named and reported as willing to provide contacts (e.g., "I'll get that name and number to you..." — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx).  
- Use hybrid interviews: combine one‑on‑one conversations with targeted small panels when interviewees recommended panels (e.g., "if you wanted to do a small panel that senior recruiter Randall..." — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx) to capture both operational nuance and cross‑service integration perspectives in a single session.  
  
Closing statement (no question): The transcripts demonstrate a clear pattern: occupational vantage point shapes recommended interlocutors. CAP staff point to operational, volunteer, and partner leads; region staff point to senior leaders, CAP directors, and disaster officers; chapter staff point to local CAP members, community DPMs, partners, and municipal leaders. The quotes and frequency counts above provide explicit, document‑level evidence to guide a purposive, mixed sampling approach that will capture the multi‑scale knowledge required to understand CAP implementation, partners, and barriers.

Analysis across Groups Geography

Tulare CA — shared viewpoint: regional and volunteer leadership are recommended interlocutors for CAP and are actively re-engaged to support CAP integration. Transcript CAP\_Staff\_Steady\_State\_\_Margarita\_Moreno\_2025\_0902 (2).docx describes reconnecting with volunteer and preparedness leadership and coordinating with the Regional Executive: "We had Leslie Cornelius, who oversees some of the volunteer stuff, and we would meet regularly." The same file adds that volunteer services and the regional preparedness manager are being re‑engaged and goals are shared with senior leadership: "we have had like our volunteer services manager reach out ... we're setting up regular check ins ... and also with our regional preparedness manager as well" and "I shared my goal with my RE for feedback." These quotes show Tulare respondents prioritize volunteer services, preparedness staff, and the Regional Executive as the primary people to speak with about CAP.  
  
Sarasota FL — shared viewpoint: CAP and regional leadership links (including CAP directors) are named as accessible contacts and supervisors to consult. Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx frames CAP as the stable, constant relationship to consult: "The relationship constant with the Red Cross is our CAP relationship with them because they know we're there." Transcript Region\_Chapter\_\_Steady\_State\_Krista\_Coletti\_2025\_0905.docx explicitly names senior CAP leadership and regional disaster colleagues: "Neil Brockway, who's the CAP director, he and I worked together in Connecticut Many years ago and I was chatting with him just yesterday" and recommends the disaster lead: "to speak with my rdl, Monica, because they're in it." Together these documents emphasize speaking with CAP directors and regional disaster leadership as the go‑to sources.  
  
Cameron TX — shared viewpoint: a mix of volunteer/partner contacts and disaster/disaster‑operations staff are recommended; executive introductions and operational training contacts are highlighted. Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx points to volunteer services and concrete community partners: "Well, we are working with our volunteer services team to go out and target our CAP partners" and names partners such as "Los Fresnos Neighborhood Food Pantry" and "Iglesia Bautista, OREB." Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx emphasizes executive and disaster program introductions and operational training: "let me introduce you to the executive director for this section. They're in charge of everything in the section," and "That should have brought in the disaster officer ... go on a tour and see what the disaster operations does" and notes division‑level operational training: "they ended up doing was having division have a training for the CAP team to explain that you can do direct shipment of alarms to a partner." Cameron respondents therefore recommend volunteers/partners, EDs, DRO/DPMs, and division trainers as contacts.  
  
Terrebonne LA — shared viewpoint: volunteers and local community introducers (faith and civic leaders) are recommended as interlocutors for CAP outreach. Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx explicitly suggests interviewing volunteers and partner introducers: "Another group that you could consider speaking with that we haven't mentioned is volunteers." The file also describes partner introductions: "We have met with the NAACP president who introduced us to volunteer firefighters in Lafourche Parish." These statements reflect a local approach of using volunteer and community leader bridges to understand CAP work.  
  
Yazoo MS — shared viewpoint: programmatic partners (Survival/Biomed), regional leaders, CAP team members, and community disaster program managers (DPMs) are named as useful contacts. Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx names a survival contact: "I've been in talks with the survival department with Connie, off and on" and highlights volunteer services and Biomed links. Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx names CAP team members and recommends DPMs and local mayors: "make sure you answer, you know, Dr. Jones's calls ... Dr. Jones and Dr. Shanika Young both are from that area," and "partner with the executive director, make that initial meeting to the mayor" and "If you would like to talk with the community disaster program managers ... particularly the community disaster program managers." Yazoo sources thus emphasize CAP team contacts, operational DPMs, and local municipal introductions.  
  
Madison TN — shared viewpoint: embedded CAP staff and chapter leadership (and CDPMs) are the logical contacts for CAP operational and partnership detail. Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx highlights regional leadership table access and CDPM training: "being part of the regional leadership team, you know, puts me at the table where I'm sharing with the regional officers" and "they actually get the training from the local chapter, the CDPM and they're going to actually go out canvas the neighborhood." Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx praises a local CAP manager as an accessible informant: "Curtis is a manager that has the broader scope of understanding ... he didn't mind me pelting him with questions." Transcript Region\_Chapter\_Steady\_State\_Joel\_Sullivan\_\_2025\_0822.docx also states succinctly: "Curtis, who manages our CAP program, would know the detailed answers to this." Across Madison documents, Curtis and other embedded CAP staff, plus CDPMs and executive/chapter leadership, are recommended.  
  
Atlantic NJ — shared viewpoint: executive directors, CDPMs, CAP leads, and volunteer recruiters are the central recommended contacts. Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx states processually: "We always go through the executive directors" and names Mass Care manager Joe Popp for fire client strategy: "I worked with the Mass Care manager, Joe Popp." Transcript Region\_Chapter\_\_Steady\_State\_Rose\_Taravella\_2025\_0905.docx and Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx both point to Christy Collins (CAP lead) and senior recruiters as interview targets: "Christy Collins, our CAP lead, has already begun meeting with our three executive directors" and "So I would say Jim Eden probably if you had to pick one," plus recommending a senior recruiter "Randall" for volunteer perspective. Atlantic NJ therefore centers EDs, CAP leads, CDPMs, and volunteer recruitment staff.  
  
Montgomery AL — shared viewpoint: seek multi‑role leaders who span RDO/DCS and volunteer sides (named individual referral). Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx explicitly recommends one person: "Unless you just want to talk to Darius, because, you know, Darius has had so many different positions during this time" and notes Darius's mixed roles: "He's been the assistant rdo. Rdo. And then now he's the RVSO." The other Montgomery‑linked files in the set (Mark Beddingfield, Lisa Johnson) have no relevant quotes in the supplied context, so Shannon’s recommendation of Darius stands out as the concrete Montgomery referral.  
  
Jackson OR — shared viewpoint: local CAP and DPM hires/turnover affect who is available to speak; named local staff are recommended where stable. Transcript CAP\_Staff\_Steady\_State\_Katrina\_Long\_2025\_08026.docx recommends Carissa and Simone Kaiser as knowledgeable local contacts: "I think it'd be interesting to hear what Carissa has to say" and "local Simone Kaiser would be the only person that maybe would be able to speak to it, because she's been here through it all." Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx explains turnover limits extra recommendations: "No, I think you've got everyone, because the rest, like I said, have turned over the position" and notes recent hires make contacts less informative. Jackson respondents therefore point to a small set of enduring local contacts when available and warn that turnover reduces recommendation options.  
  
Lee FL — shared viewpoint: CAP team members, former staff with institutional memory, volunteer leads, and CDPMs are named as useful contacts. Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx offers a personal referral: "I'm going to make a really unique recommendation ... She is no longer with the Red Cross anymore, but I'm sure she would still talk to you" and offers to connect. Transcript Region\_Chapter\_\_Steady\_State\_\_Krista\_Coletti\_2025\_0905.docx and Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx recommend CAP directors and CDPMs: "Neil Brockway, who's the CAP director" and "that's the only thing I would recommend is the cdpms for each chapter." Lee respondents therefore recommend CAP managers, experienced former staff, CDPMs, and volunteer leads.  
  
Monterrey CA — shared viewpoint: chapter leadership, CAP managers/coordinators, comms volunteers, and fundraising/board members are recommended contacts for CAP scale and partner engagement. Transcript CAP\_Staff\_\_Steady\_State\_\_Gaby\_Perez\_Albarracin\_2025\_0904.docx advises: "work with the ed, the cdpm, and then leadership within that area and bring the CAP manager and CAP coordinators to all the table" and notes a dedicated communications volunteer: "one of the positions ... is a dedicated person to CAP within the comms ... a volunteer position." Transcript Region\_Chapter\_Staff\_\_Steady\_State\_Michelle\_Averill\_2025\_0825 (1).docx lists named teammates (Patsy, Gabby, Lucy, Amanda) and suggests including DPMs and CAP managers in partner meetings: "you can have the DPM and the CAP team manager and myself and, you know, if you want to include blood services in it." Monterrey materials emphasize ED/CDPM/CAP manager coordination, comms volunteers, and board/fundraising partners.  
  
Butte CA — shared viewpoint: regional execs, EDs, CDPMs, and DROs are recommended, with named internal collaborators cited. Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx names Michelle Lockwood, Luke Beckman, Jake and partner Josh Jameson and recommends RE/ED and RDO contacts: "Michelle Lockwood, who's kind of our. The person that we work most closely" and "So that's the RE and Ed. Jackie and Katie, I think are on." Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx emphasizes talking to DROs/DPMs: "I would say our DRO or our Regional Disaster Officer would be a great resource for that question." Across Butte documents, local CAP collaborators, executive leadership, and disaster officers are the advised contacts.  
  
Mississippi AR — shared viewpoint: embedded CAP managers, CDPMs, and executive directors are primary recommended interlocutors; community disaster program managers are trusted relationship holders. Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx names Matt Henry, Veena, and Pam Knapp Carver and recommends ED Michael Sullivan: "Matt Henry, our cap manager ... Veena and Pam Knapp Carver ... I also think our executive director, Michael Sullivan, ... might have some insight." Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx emphasizes county leaders and first‑responder liaisons: "strong relationship with the emergency manager, making sure that we have a good relationship with the county judge." Mississippi respondents recommend embedded CAP staff, CDPMs, EDs, and local emergency contacts.  
  
Lake IN — shared viewpoint: volunteer services managers (chapter and regional) and community DPMs are the recommended contacts for CAP operational and community perspective. Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx states: "we reached out to our volunteer manager ... chapter volunteer service manager ... she wants to bring in the regional volunteer service manager" and "I think you should probably talk to the, the community DPMs." These lines show Lake IN stakeholders prioritize volunteer management and community DPMs as key informants.  
  
Chatham GA — shared viewpoint: CAP managers, regional executives, volunteer officers, and named regional ops contacts are recommended. Transcript Region\_Chapter\_\_Steady\_State\_Alex\_Taylor\_2025\_0905.docx names Alicia and Maria and praises the regional executive: "Should speak with about speaking to Alicia and Maria, too?" and "My regional executive is pretty phenomenal in that she has CAP report at every Georgia region meeting." Transcription Region\_Chapter\_\_Steady\_State\_Alicia\_Dougherty\_2025\_0908 (1).docx names Alex Taylor (CAP manager) and recommends Neal Brockway and Adelaide Kirk: "Alex Taylor, she's the CAP manager" and "They're not, you know, they don't report to me right now. They report to Neal Brockway" and "Her name's Adelaide Kirk. K I R K. She would be the number one person to probably get more feedback." Chatham documents thus point to CAP managers, regional execs, and named regional operations staff.  
  
Lake CA — shared viewpoint: chapter EDs and region leadership should be engaged; (document mapped to Jacquelyn\_Clites) the relevant file provides role‑level recommendations. Transcript Region\_Chapter\_\_Steady\_State\_Jacquelyn\_Clites\_2025\_0902.docx recommends empowering EDs and CAP manager engagement with the RLT: "I saw in South Florida that the ED took a really active role ... I think we should have probably empowered and tasked our executive director" and "there might have been a place for the CAP managers with meeting with the RLT periodically." No additional specific contact details are provided in the excerpt.  
  
Warren KY — shared viewpoint: CDPMs and local DAC/DAT specialists and volunteer leads and partner organizations are identified for CAP coordination. Transcript CAP\_Staff\_Steady\_StateJosh\_Riddle\_2025\_0911.docx recommends CDPMs for each chapter: "that's the only thing I would recommend is the cdpms for each chapter." It also notes local volunteer leads and partner organizations: "I've talked to our volunteer lead quite a bit about it" and "We're trying to get the foundation that works underneath Service One Credit Union as an actual CAP partner." Warren respondents favor CDPMs, volunteer leads, and local partners.  
  
(Note: several user‑listed geography files had no relevant quoted excerpts in the provided context. For those files I explicitly state that no relevant quotes were available in the supplied materials.)  
  
Sarasota FL (Krista\_Coletti already covered above) — included above under Sarasota.  
  
Cameron TX (Kayla\_Gonzalez file) — no relevant quotes in supplied context for Transcript Region\_Chapter\_Staff\_Steady\_State\_Kayla\_Gonzalez\_2025\_0904.docx; no verbatim quotes available to cite.  
  
Yazoo MS (Mark\_Beddingfield file) — no relevant quotes in supplied context for Transcript Region\_Chapter\_Steady\_State\_Mark\_Beddingfield\_2025\_0828.docx; no verbatim quotes available to cite.  
  
Montgomery AL (Mark\_Beddingfield and Lisa\_Johnson files) — no relevant quotes in supplied context for Region\_Chapter\_Steady\_State\_\_Mark\_Beddingfield\_2025\_0828.docx or Region\_Chapter\_Staff\_Lisa\_Johnson\_2025\_0915.docx; no verbatim quotes available to cite.  
  
Butte CA (Jacquelyn\_Clites also covered above) — Jacquelyn\_Clites file was used earlier for Lake CA/Butte CA; see those paragraphs.  
  
Chatham GA (Maria\_Center covered above) — Transcript Region\_Chapter\_\_Steady\_State\_Maria\_Center\_2025\_0827.docx recommends RDO/ED/RE/CDPM and a community partner Rosie/Grow Initiative: "Maybe the rdo? ... talk to the, the ED and the RE ... and then obviously the, the cat manager" and "Rosie will tell you from Grow Initiative that people are being pulled off the streets." Maria Center therefore points to regional execs, CDPMs, and named community partners.  
  
Additional single‑document geographies with quotes in the supplied context:  
  
- Terrebonne LA (Gilda\_Ebanks) — covered above.  
- Monterrey CA (Michelle\_Averill) — covered above.  
- Mississippi AR (Matt\_Henry) — covered above.  
- Lee FL (Cindy\_Magnuson, Josh\_Riddle, Krista\_Coletti) — covered above.  
- Jackson OR (Katrina\_Long, Priscilla\_Fuentes) — covered above.  
- Chatham GA (Alicia\_Dougherty, Alex\_Taylor, Maria\_Center) — covered above.  
- Many other geography‑file mappings in the user's list correspond to documents whose excerpts appear above (I have cited each document that contained relevant quoted material). Where a user‑listed document did not appear with quoted content in the provided context, I have said so.  
  
Cross‑category comparison and contrast: patterns, divergences, and hypotheses  
  
Shared emphases across geographies: across the entire set of geography‑tagged transcripts the most consistent recommendation is to speak with internal Red Cross leadership and operational staff—executive directors (EDs), Regional Executives (REs), CAP managers/coordinators, CDPMs/DPMs, and volunteer services leads. This pattern is visible across many geographies and documents: e.g., "We always go through the executive directors" (Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx), "let me introduce you to the executive director for this section" (Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx), and "Matt Henry, our cap manager ... are all embedded now" (Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx). The frequency data the user provided aligns with this: the "Chapter and regional executive directors and senior leadership" option shows an overall count of 18 and the largest geographic counts concentrated in Atlantic NJ (3), Lee FL (2), Butte CA (2), Mississippi AR (2), Chatham GA (2), Yazoo MS (2), etc., reflecting how often ED/RE/District managers are recommended.  
  
Operationally oriented contacts (CAP managers, CDPMs, DROs/DPMs, and volunteer services) also recur across geographies as high‑value interlocutors. For example, "So that's the RE and Ed. Jackie and Katie, I think are on" and "they actually get the training from the local chapter, the CDPM" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx; Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). The user‑supplied frequency tallies mirror this: "CAP managers and embedded CAP team members" and "Disaster Cycle Services officers, senior DPMs and Regional Disaster Officers" appear repeatedly (each with overall counts ~18 and ~18 respectively in the frequency list), matching the textual evidence that these operational roles are widely recommended.  
  
Local partners and volunteer/community conduits (faith leaders, volunteer firefighters, NAACP, food pantries, foundations) are recommended particularly in areas where CAP interacts closely with community organizations (e.g., Cameron TX, Terrebonne LA, Lee FL, Madison TN). Representative quotes: "Los Fresnos Neighborhood Food Pantry" (Transcript CAP\_Staff\_Steady\_State\_Hansel\_Ibarra\_2025\_0819.docx), "volunteer firefighters in Lafourche Parish" (Transcript CAP\_Staff\_Steady\_State\_Gilda\_Ebanks\_2025\_0821.docx) and "Jake's the relationship manager with Josh Jameson at the Hope Center" (Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). The frequency summary flags "Local community partners, faith leaders and partner relationship managers" as the most frequent option overall (overall: 20), reflecting that many respondents suggested partner interviews.  
  
Key differences between geographies and why they likely arise  
  
1) Leadership‑centric vs. operations‑centric recommendations: Some geographies foreground executive/strategic contacts (EDs, REs, board members) as the primary referral (e.g., Atlantic NJ: "We always go through the executive directors." — Transcript CAP\_Staff\_Steady\_State\_Kristi\_Collins\_2025\_0826.docx; Butte CA: "So that's the RE and Ed." — Transcript CAP\_Staff\_Steady\_State\_Nate\_Millard\_2025\_0903.docx). Other geographies prioritize embedded operational staff and disaster contacts (e.g., Mississippi AR: "Matt Henry, our cap manager ... are all embedded now" — Transcript Region\_Chapter\_Steady\_State\_Barry\_Falke\_2025\_0909.docx; Butte CA: "I would say our DRO ... would be a great resource" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx). Hypothesis: local implementation maturity and the structure of CAP deployment shape recommendations—where CAP is well integrated, respondents name operational CAP managers (boots on the ground); where CAP is relatively new or being institutionalized, respondents highlight EDs/REs and governance actors to secure institutional buy‑in.  
  
2) Emphasis on volunteer services and community partners in some geographies vs. internal disaster operations in others: Cameron TX, Terrebonne LA, and Lee FL emphasize local partners and volunteer leaders (food pantries, churches, volunteer firefighters) as prime contacts ("Los Fresnos Neighborhood Food Pantry"; "volunteer firefighters in Lafourche Parish"), while Lake IN and parts of Mississippi stress community DPMs and disaster program managers ("I think you should probably talk to the community DPMs" — Transcript CAP\_Staff\_Steady\_State\_Simone\_Moore\_2025\_0821.docx). Hypothesis: varying local partner ecosystems and CAP’s operational focus (community mobilization vs. disaster response/integration) determine whether partner leaders or disaster program staff are the most informative interviewees.  
  
3) Named individual referrals vs. role‑level recommendations: Some respondents provide named individuals (e.g., "Jim Eden" — Transcript Region\_Chapter\_Steady\_State\_Rachel\_Lipoff\_2025\_0908.docx; "Dr. Jones" and "Dr. Shanika Young" — Transcript Region\_Chapter\_Steady\_State\_Tamica\_Jeuitt\_2025\_0828 (3).docx; "Darius" — Transcript CAP\_Staff-\_Steady\_State\_Shannon\_Randolph\_2025\_0825.docx), whereas others give only role labels (ED, CDPM, RDO) without names. Hypothesis: access to named referrals correlates with local staff stability and respondent proximity to CAP operations—regions with embedded CAP staff and lower turnover yield more specific name referrals; regions experiencing turnover or recent hires offer role‑level but not person‑level guidance (see "Everybody who we work with this in Central region is gone" — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx).  
  
4) Willingness to facilitate contact vs. uncertainty or deferral: Several respondents offer to follow up with names or connect interviewers to contacts ("I do have all of her personal contact and I can ask her" — Transcript CAP\_Staff\_Steady\_State\_Cindy\_Magnuson\_2025.docx; "All right, Carolyn, I'll get that name and number to you" — Transcript Region\_Chapter\_Steady\_State\_David\_Hicks\_2025\_0829.docx). Others explicitly decline additional recommendations because of turnover or because they expect unconstructive feedback ("I don't think there's anybody else that would give. I think what you might hear from folks would be a bunch of complaining" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). Hypothesis: organizational confidence and availability of knowledgeable staff influence whether respondents can provide contact names or only defer to higher leadership; turnover and anticipated negativity reduce willingness to refer.  
  
Integrating the provided frequency differences into interpretation  
  
- The frequency counts provided by the user show "Chapter and regional executive directors and senior leadership" (overall: 18) and "CAP managers and embedded CAP team members" (overall: 18) each appear at similar overall rates. This quantitative parity aligns with the qualitative pattern: many respondents recommend speaking both up the chain (ED/RE/leadership) and at the operational level (CAP managers/CDPMs). The presence of both counts suggests a dual strategy is necessary for robust inquiry: interview leadership for strategy/authorization and embedded staff for operational detail.  
  
- The "Local elected officials, emergency managers, and first responders" group has the largest overall count (23) in the frequency table. Qualitatively, multiple transcripts recommend mayors, emergency managers, and fire departments (e.g., "we asked those mayors to help us identify ... interested in volunteering"; "start going out and ... relationships with fire departments" — Transcript CAP\_Staff\_Steady\_State\_\_Matt\_Henry\_\_2025\_0911.docx; Transcript CAP\_Staff\_Steady\_State\_Curtis\_Morman\_2025\_0829.docx). Hypothesis: because CAP activities (e.g., home fire interventions, community preparedness) intersect directly with municipal emergency infrastructure, respondents frequently recommend local elected/emergency leaders as valuable cross‑sector informants.  
  
- The counts for volunteer services leadership and local community partners (13 and 20 overall respectively) align with repeated textual calls to involve volunteer leads and community introducers in many geographies (see multiple quotes cited above). This validates the observed theme that interviews should include community partner perspectives to capture CAP’s community mobilization impacts.  
  
Practical implications and recommended interview sequencing (derived from cross‑category patterns)  
- Combine leadership and operational interviews: begin with a short conversation with the Regional Executive or Executive Director to understand strategy and authorization (respondents repeatedly stressed ED/RE as the gateway: "We always go through the executive directors"), then interview embedded CAP managers/CDPMs for operational detail and partner lists ("Curtis ... would know the detailed answers to this"; "Matt Henry, our cap manager ... are all embedded now").  
  
- Include disaster operations and volunteer services in parallel: schedule interviews with DRO/DPM/RDO or community DPMs to capture disaster‑side constraints and integration ("If you truly, truly want to know ... talk to Disaster Cycle Services" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Caedy\_Minoletti\_2025\_0904.docx), and with volunteer services leads and recruiters to understand volunteer pipelines and partner engagement ("The volunteer services engage with us. They show up at our events" — Transcript CAP\_Staff\_\_Steady\_State\_\_April\_Jones\_2025\_0827 (1).docx).  
  
- Seek named CAP team members and partner introducers where available: when transcripts provide named contacts (e.g., "Dr. Jones", "Jim Eden", "Jake", "Leslie Cornelius", "Christy Collins"), prioritize those interviews for concrete operational examples and partner contacts; if names are not available, use role‑based referrals to identify current incumbents.  
  
Limitations and caution in interpreting geographic variance  
- Turnover and recent hires create holes in person‑level referrals (explicit in multiple documents). Several transcripts warn that staff churn reduces the pool of experienced interviewees ("Everybody who we work with this in Central region is gone" — Transcript CAP\_Staff\_\_Steady\_State\_Glama\_Carter\_\_\_2025\_.docx; "the senior DPM has only been on for a few months" — Transcript Region\_Chapter\_Steady\_State\_\_\_Priscilla\_Fuentes\_\_2025\_0909.docx). Where turnover is high, role‑level interviews (ED, DPM, CAP manager) may be more feasible than named referrals.  
  
- Some respondents caution that additional interviews may yield repetitive complaints rather than constructive recommendations ("I don't think there's anybody else that would give. I think what you might hear from folks would be a bunch of complaining" — Transcript Region\_Chapter\_Staff\_Steady\_State\_Shawn\_Schulze\_2025\_0826.docx). This suggests interviewers should clarify research aims and frame questions to elicit constructive, solution‑oriented insights.  
  
Conclusion (synthesis without open‑ended offers): Across the geographic categories, documents converge on a multi‑level referral strategy: consult executive leadership (EDs/REs) to understand institutional priorities and secure introductions; interview embedded CAP managers and CDPMs for operational practices and partner lists; engage DRO/DPM/RDO and community DPMs for disaster‑integration perspectives; and include volunteer services, volunteer recruiters, and community partner introducers (faith leaders, NAACP, local nonprofits) to capture partner and mobilization experience. Variation across geographies—whether a region emphasizes EDs, CAP managers, DCS staff, or community partners—appears driven by local CAP integration maturity, staff stability/turnover, the balance of steady‑state vs. disaster roles in local practice, and the existence of named, accessible champions. The frequency tallies provided corroborate that ED/RE/senior leadership, CAP managers, DRO/DPM roles, volunteers/volunteer services, and community partners are the most commonly recommended groups to speak with about CAP—and the textual quotes included above illustrate how respondents in different geographies articulated those recommendations in role‑specific and, at times, name‑specific terms.

#### Code frequency by document/respondent

Frequency Chart

