



**American
Red Cross**

DISASTER CYCLE SERVICES · VOLUNTEER CONNECTION

Disaster Responder Intent

The national baseline across all six divisions, and a Labor Day target that can actually be hit.

Date	2026-08-14 · 24 days to Labor Day
Purpose	Fix the campaign denominator and set a defensible target
Prepared for	Scott O'Connell
Prepared by	Jeff Franzen
Basis	Volunteer Connection NHQ — Disaster Responder Roster, six of six division exports, runs 2026-08-13 and 2026-08-14

01 | THE ONE-SENTENCE VERSION

Do not promise a percentage of 32,396.

Intent is recorded for 3.7% of the national disaster responder roster. A 50% roster target means moving 15,013 people in 24 days. That will not happen. Target 12% of the roster — about 3,900 people — by concentrating the entire campaign on the 7,536 who deployed in the last year.

32,396

Disaster responders, all six divisions

1,185

Have any intent recorded — 3.7%

7,536

Deployed in the last 12 months — the real target list

24

Days from the roster run to Labor Day

The roster is now complete. All six divisions are in hand, so the denominator is no longer a moving number and the starting line is not a guess. Of 32,396 disaster responders, 1,185 have any deployment intent on file and 1,138 have it on their primary GAP.

The failure mode for this campaign is arithmetic, not effort. Every target circulating — 100%, 70%, 50% — is quoted against the full roster, and the full roster includes 15,918 people who have never been assigned to a disaster relief operation and who record intent at a rate of 1.6%. Asking them in 24 days is not a campaign, it is a rounding error with a deadline.

Intent already concentrates in one place: recent deployment. Among the 2,100 people deployed in the last 30 days, 15.3% already have intent recorded — roughly ten times the never-deployed rate. That group did not receive a better email. They are simply the people for whom the question is currently live.

The recommendation is to change the denominator, not the ambition. Publish the target against the last-12-month deployed list of 7,536. Hitting 52% of that list produces 3,887 records, which is 12% of the full roster — a number that survives contact with a briefing and can be defended line by line.

Read this before quoting any number upstairs. The 3.7% is national and complete. The contactability figures later in this brief — 99% with a cell number, 86% opted in to text — are *Pacific only*. Those columns are absent from the other five division exports, so no national text strategy can be costed until they are requested.

02 | THE STARTING LINE

All six divisions, one honest number.

Every figure below comes from a single export type — the Volunteer Connection NHQ Disaster Responder Roster — which carries the full responder universe and the intent columns on the same row. Numerator and denominator arrive in one file, so no join is required and no pivot has to be reconciled by hand.

DIVISION	RESPONDERS	REGIONS	ANY INTENT	% INTENT	PRIMARY GAP INTENT	DEPLOYED ≤12MO
Pacific	6,504	9	217	3.3%	210	1,712
SWARM	6,411	9	224	3.5%	209	1,311
SECAR	6,254	8	185	3.0%	176	1,416
Northeast	5,848	9	311	5.3%	304	901
North Central	3,930	6	149	3.8%	143	1,434
Central Atlantic	3,449	6	99	2.9%	96	762
National	32,396	47	1,185	3.7%	1,138	7,536

Intent means any of GAP1–GAP3 Intent populated. Primary GAP intent means GAP1 Intent specifically, which is what the campaign actually asks for.

The spread is narrow, and that is the finding

Divisions run from 2.9% to 5.3%. Northeast leads, but leads at five percent — no division has solved this, so there is no internal model to copy and no region to point at as proof the target is reachable. Whatever gets promised has to be built, not borrowed.

Verified against double counting, three ways

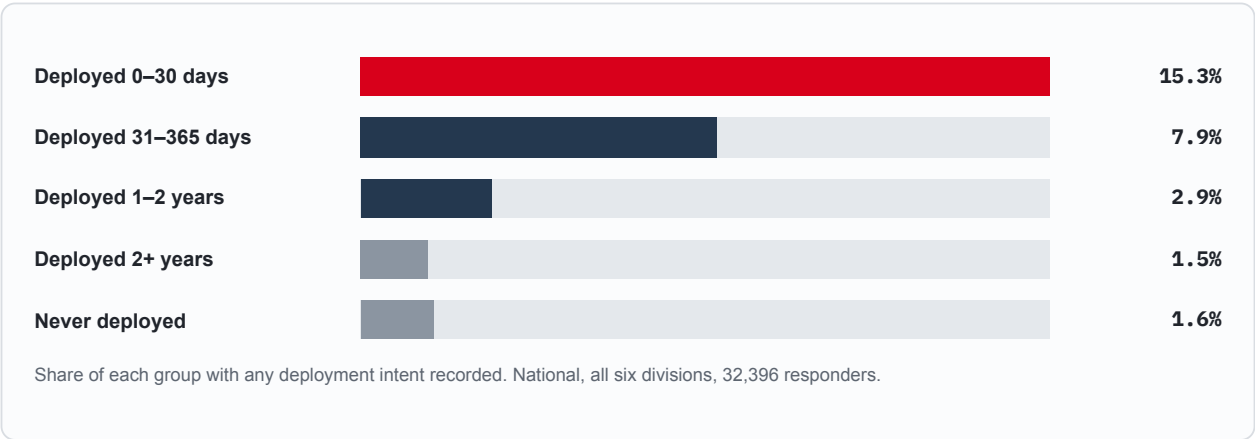
- **One export per division.** Six files, six distinct divisions. A Pacific PDF delivered the same day was deliberately *not* loaded — Pacific was already covered by its spreadsheet export, and a second Pacific file would have been read as additional rows rather than merged.
- **32,396 unique member numbers against 32,396 rows.** Member Num is the only identifier both export widths carry, and it is unique across the whole national set.
- **Zero duplicates dropped by the loader.** The deduplication step ran and found nothing to remove, which independently confirms no person appears in two division rosters.

The one rule that keeps this true. One export per division. The loader removes a person listed twice, but two vintages of the same division would both be read as valid rows and the total would inflate. Replace an export; never add a second one alongside it.

03 | KEY FINDING

Intent follows deployment. Nothing else comes close.

This is the most useful cut in the data and it holds across all six divisions. Sequence the campaign this way and the early numbers move fastest; ignore it and the campaign spends its 24 days on the population least likely to answer.



GROUP	PEOPLE	WITH INTENT	% INTENT	WHAT IT IS
Deployed 0–30 days	2,100	322	15.3%	Warmest list. Week one.
Deployed 31–365 days	5,436	432	7.9%	Week two. Completes the target list.
Available now (Avail = Yes)	2,722	405	14.9%	Willing but unrecorded. A data gap.
No primary GAP at all	2,291	17	0.7%	Nothing to confirm. Needs a different flow.
Never deployed	15,918	247	1.6%	Half the roster. Not this campaign.

The 2,722 who say they are available

Only 14.9% of them have intent recorded. These are people who have already told Volunteer Connection they are available right now and still have no intent on file. That is a records gap, not a willingness gap, and it is the cheapest conversion in the whole dataset.

The 2,291 with no primary GAP

They have nothing to confirm, so the campaign's core ask is meaningless to them and their 0.7% rate reflects that. Only 204 of them deployed in the last year. Assign a GAP first, then ask — and keep them out of the denominator until you do.

04 | RECOMMENDATION

Target 12% of the roster. Say it as 52% of the deployed.

Both numbers describe the same 3,887 records. The first is what leadership will ask for; the second is what the campaign will actually work. Publishing both, together, is what keeps the target honest when someone asks why it is not 50%.

Floor — 8%

2,591

records total, +1,406 from today. 59 a day nationally, about 1.2 per region per day. This is the number if the campaign is messy, launches slowly, or relies on email alone.

Target — 12%

3,887

records total, +2,702 from today. 113 a day nationally, about 2.4 per region per day, and 52% of the last-12-month deployed list. **This is the recommended commitment.**

Stretch — 16%

5,183

records total, +3,998 from today. 167 a day, about 3.5 per region per day, and 69% of the deployed list. Reachable only if text messaging and named GAP supervisors both actually fire.

Why 2.4 records per region per day is a real plan

There are 47 regions. The target asks each of them for between two and three new intent records a day for 24 days, drawn from a warm list averaging 160 people per region. A GAP supervisor working a 20-name call list converts that in an afternoon. The same target quoted against the full roster asks for 21 records per region per day from a list of 689, most of whom have never deployed — the same effort against six times the haystack.

What the alternatives actually cost

ROSTER TARGET	RECORDS NEEDED	NEW IN 24 DAYS	PER DAY	VERDICT
100%	32,396	31,211	1,300	Not arithmetically possible.
70%	22,677	21,492	896	Not possible; invites gaming.
50%	16,198	15,013	626	Twice the entire deployed list.
12%	3,887	2,702	113	Recommended. Defensible line by line.

The gaming risk is a target risk. The charter's stated fear — staff updating records on volunteers' behalf — is created by the size of the gap between 3.7% and the promised number. A high target does not raise effort, it raises the incentive to manufacture records. A manufactured intent field is worse than an empty one, because it will be trusted during a real activation.

05 | WHERE TO PUSH AND WHO NEEDS AN OWNER

Six regions set the pace. Six need a named owner this week.

Ranked by share of the region's roster with intent recorded. The right-hand column is the one that matters operationally: the share of each region's *recently deployed* people who have intent, because that is the list the campaign will actually work.

Setting the pace

REGION	DIVISION	ROSTER	INTENT	% ROSTER	DEPLOYED ≤12MO	% OF THOSE
Northern New England	Northeast	427	59	13.8%	77	36.4%
Southeastern Pennsylvania	Northeast	360	30	8.3%	59	27.1%
Indiana	North Central	605	48	7.9%	178	18.5%
Arizona and New Mexico	SWARM	806	62	7.7%	147	23.1%
Cascades	Pacific	627	37	5.9%	141	22.0%
Massachusetts	Northeast	578	34	5.9%	86	20.9%

Need a named owner

REGION	DIVISION	ROSTER	INTENT	% ROSTER	DEPLOYED ≤12MO	% OF THOSE
Puerto Rico	SECAR	264	2	0.8%	12	0.0%
Tennessee	SECAR	902	7	0.8%	195	1.5%
North Texas	SWARM	710	7	1.0%	135	2.2%
Los Angeles	Pacific	1,116	16	1.4%	266	3.8%
Pacific Islands	Pacific	558	8	1.4%	212	2.8%
Central and South Texas	SWARM	719	11	1.5%	163	4.3%

Los Angeles is the single biggest opportunity

The largest region in the country by roster, with 266 people deployed in the last year and only 10 of them holding intent. It is one named owner away from contributing more records than most divisions' small regions combined.

Some regions need cleanup, not a campaign

Alabama and Mississippi (226 with no primary GAP), Illinois (183), Central and Southern Ohio (177), and Wisconsin (171) carry the heaviest missing-GAP burden. Asking those people to confirm intent asks them to confirm nothing.

06 | TWENTY PLAYS, PART ONE OF THREE

Fix the denominator, then work the warm list.

These twenty plays were first written against the Pacific Division alone. Every number below has been recomputed against the complete national roster. Plays that rest on Pacific-only evidence are marked.

- 1 Publish the denominator as "deployed in the last 12 months," not 32,396.**
7,536 people, not 32,396. Every scoreboard, every regional target, every slide. This single change is what makes the rest of the plan arithmetically possible.
- 2 Lead with text messaging. PACIFIC EVIDENCE ONLY**
In the Pacific export, 6,418 of 6,504 responders (99%) have a cell number and 5,563 (86%) have opted in to text. The other five divisions do not carry those columns at all, so this is the strongest play in the plan and also the one that cannot yet be costed nationally. Request the columns this week — see page 10.
- 3 Week one is the 2,100 deployed in the last 30 days.**
They already sit at 15.3% intent, roughly ten times the never-deployed rate. Warmest list, fastest early numbers, and the group most likely to make the first weekly report look like the campaign is working.
- 4 Week two is the remaining 5,436 deployed in the last year.**
At 7.9% intent they are half as warm as week one but seven times warmer than the never-deployed. Together the two weeks cover the full 7,536-person target list.
- 5 Leave the 15,918 never-deployed off this campaign entirely.**
Half the national roster, converting at 1.6%. Different message, different season. Ask them after Labor Day, when the ask can be about readiness rather than a deadline.
- 6 Sprint the 2,722 who show Avail = Yes.**
Only 14.9% have intent recorded. They have already told the system they are available; the intent field simply never got filled. 1,321 of them also deployed in the last year, which makes them the highest-yield names on the entire list.
- 7 Give every GAP supervisor a 20-name list, not a blast.**
2.4 records per region per day is a phone call, not a mail merge. A division-wide email against 7,536 names converts worse than 47 supervisors each working twenty.

07 | TWENTY PLAYS, PART TWO OF THREE

Make the ask short, and make it land three times.

- 8 One-tap link straight to the intent screen.**

Do not send people hunting through Volunteer Connection. Every click between the message and the field is a conversion lost, and this audience is being asked during a wildfire season, not at a desk.
- 9 Three touches maximum: text day 1, email day 4, supervisor ping day 10. Then stop.**

Twenty-four days does not support a drip campaign. Three touches inside the first ten days leaves two weeks for the supervisor lists to do the real work.
- 10 A sixty-second script: primary GAP, availability window, deploy yes or no.**

Nothing else. Every additional field lowers completion and none of the others are what the campaign is measured on.
- 11 Daily scoreboard by region — new intent records, not opens.**

Northern New England (13.8%) and Southeastern Pennsylvania (8.3%) set the pace. Puerto Rico and Tennessee (0.8% each), North Texas (1.0%), Los Angeles and Pacific Islands (1.4% each) need a named owner before the scoreboard means anything.
- 12 Run the missing-GAP cleanup as a separate sprint.**

2,291 people nationally have no primary GAP: SWARM 546, North Central 542, SECAR 493, Central Atlantic 355, Pacific 241, Northeast 114. Concentrated in Alabama and Mississippi (226), Illinois (183), and Central and Southern Ohio (177). Assign a GAP first, then ask.
- 13 The 2,291 with no primary GAP get a "pick one" flow, not a "confirm" flow.**

Their intent rate is 0.7% because the campaign's core question does not apply to them. Only 204 deployed in the last year, so this is small enough to run as a clean side workflow rather than a carve-out in the main message.
- 14 Use the 322 recent deployers who already recorded intent as peer messengers.**

They deployed in the last 30 days and filled the field without being asked. A message from a peer who just came off an operation carries weight that a division email does not.

08 | TWENTY PLAYS, PART THREE OF THREE

Protect the channel, and publish the result either way.

15

Tie the ask to the season, not to "please update your profile."

The campaign closes the week after Labor Day, in the middle of wildfire and hurricane season. That is the reason a volunteer should care, and it is the only framing that survives being forwarded.

16

Chapter volunteer leads get call lists of 15 to 20, counted daily.

Not a spreadsheet of 32,396. Not a PDF of 7,536. A named list, a daily count, and a person who owns it.

17

Two short texts, not a drip. PACIFIC EVIDENCE ONLY

An 86% opt-in rate is an asset that gets spent, not a channel that refills. Two messages against the warm list; do not burn it on the never-deployed half of the roster who will not convert anyway.

18

Once 40% of the warm list converts, stop adding tactics.

Resend the same ask to non-responders. New tactics late in a 24-day window add coordination cost and confuse the scoreboard without adding records.

19

A login is not a win. Only a saved intent record on the primary GAP counts.

This is also the anti-gaming control. Count records that a volunteer saved, report staff-entered records separately, and the 80–100% pressure has nowhere to hide. The roster export carries no login data at all, so a login-based metric cannot even be produced from this source.

20

Cut the campaign at Labor Day and publish the result in one chart.

3.7% to whatever it reaches, by region, on the last-12-month deployed list. Publish it whether it hits or misses. A campaign that reports an honest 11% against a stated 12% target is more useful next year than one that reports 70% against a denominator nobody can reconstruct.

The two plays that decide the rest. Play 1 makes the target possible; play 2 is the only channel that can reach 7,536 people in 24 days. Play 1 costs a decision. Play 2 costs a data request that has not been made yet.

09 | WHAT THIS DATA CANNOT TELL YOU

Three gaps, and what to request this week.

1. Contactability, outside Pacific

The Pacific export carries 59 columns including cell phone, text opt-in, and account ID. The other five carry 41 to 43 and drop all three. **The text-message strategy — the single strongest play in this brief — is unevidenced for 25,892 of 32,396 responders.**

Ask: re-run the Disaster Responder Roster in the Pacific 59-column layout for all six divisions.

2. Whether anyone is logging in

The Disaster Responder Roster carries intent but no login or profile-update data. The Active Members Report carries login and profile recency but no intent field. Neither export carries both, which is why reach and intent cannot currently be measured for the same person.

Ask: both exports for the same division on the same day, so they can be joined on member number.

3. What counts as a volunteer-completed update

The export records that an intent value exists. It does not record who entered it or through what screen. That distinction is the entire anti-gaming control described in the charter, and it cannot be measured from this file. If the campaign is going to claim volunteer-completed updates, the field has to be instrumented before the campaign runs, not audited after it.

Ask: confirm with the Volunteer Connection team whether entry source is stored and can be exported. If it is not, say so in the campaign report rather than implying the records are volunteer-authored.

Two smaller caveats worth carrying into the briefing

- **Multi-region responders are counted once.** Deduplication keeps the first division encountered. Zero duplicates were found nationally, so this affects nothing today — but it is the rule, and it matters if rosters are ever re-cut.
- **Roster freshness varies.** 38% of responders have had their record confirmed within the last year, which means a majority of the contact information behind this campaign is more than twelve months old.

- | | |
|---|--|
| ☐ Request the 59-column roster layout for all six divisions | ☐ Decide the target: 8% floor, 12% recommended, 16% stretch |
| ☐ Publish the denominator as the 7,536 deployed in 12 months | ☐ Name an owner for Los Angeles, Tennessee, and North Texas |
| ☐ Split the 2,291 missing-GAP cleanup into its own sprint | ☐ Confirm whether entry source can be exported |
| ☐ Stand up the daily by-region record count before launch | ☐ Agree that only a saved primary-GAP record counts |

10 | PROVENANCE

Where every number came from.

01 Source Volunteer Connection NHQ Disaster Responder Roster, one export per division, six of six divisions. Runs 2026-08-13 and 2026-08-14.	02 Combine Concatenate, then deduplicate on Member Num — the only identifier both export widths carry. 32,396 unique values, 0 dropped.	03 Derive Recency measured against each division's own report-run date, not today's date, so a division exported a day earlier is not penalised.	04 Publish Aggregate counts and percentages only. No name, email, address, or phone number leaves the private source directory.
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SOURCE	WHAT IT CARRIES	ROWS	VINTAGE
Disaster Responder Roster Volunteer Connection, NHQ report	Full responder universe with GAP intent, availability, confirmation date, GAP age, deployment history. <i>No login data.</i>	32,396 47 regions	2026-08-13 2026-08-14
Active Members Report merged extract, supporting context only	Last login and profile-update recency across 14 region groupings. <i>No intent field — cannot be an intent source.</i>	16,051 of 97,358 members	2025-03-18 to 2026-07-13

Do not blend the two roster counts. Different populations, different vintages, different questions.

Definitions used throughout

TERM	DEFINITION IN THIS BRIEF
Any intent	Any of GAP1, GAP2, or GAP3 Intent populated.
Primary GAP intent	GAP1 Intent populated. This is what the campaign asks for and what should be reported.
Deployed ≤12 months	Last assigned date within 365 days of the report run. The recommended campaign denominator: 7,536 people.
Available now	Avail = Yes on the roster. 2,722 people.
No primary GAP	Primary GAP field empty — nothing exists to confirm. 2,291 people.

Reproducing this

Reports, aggregate tables, and the rebuild script live in the private `vc-responder-intent` repository; the generator scripts live in `red-cross-data/tools/`. Adding or replacing a division export is a file drop plus `bash refresh.sh`, which runs its self-checks first. Source exports carry volunteer names, home addresses, personal emails, and cell numbers; they are gitignored and stay on local disk.

Prepared by Jeff Franzen, 2026-08-14, from the complete six-division roster. Baseline figures are observed counts. Target figures are recommendations derived from those counts and from the 24 days remaining to Labor Day (2026-09-07); they are not commitments and no target has been agreed. Contactability figures apply to the Pacific Division only and are labelled as such wherever they appear.