

Targeting Unmet Military Community Needs

Recommendations to the Central North Carolina Red Cross for Improving the Outreach Capacity of its Service to the Armed Forces

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Table of Contents

Executive Summary	ii
Problem Statement	1
Policy Question	1
Problem Overview	1
Problem Background	4
Service to the Armed Forces	4
The Central NC Red Cross	4
Criteria	6
Alternatives	8
Alternative 1: Implement a Triangle-wide SAF Undergraduate Internship Program	8
Alternative 2: Provide Free Child Care Vouchers to Military Families with Children	8
Alternative 3: Offer Comprehensive SAF Resource and Referral Casework Services	9
Alternative 4: Create Support Groups for Extended Military Family Members	9
Alternative 5: Form a Local, Volunteer-Led Military Community Learning Series	9
Alternative 6: Raise Public Awareness of Reserve and National Guard Service	10
Analysis	10
Decision Matrix	21
Recommendation	22
Bibliography	23
Appendix	26
A. National Military Family Obstacles and Concerns	26
B. Research Methodology	28
C. Summary of the Mission and Values of the Red Cross	30
Endnotes	31

Executive Summary

Policy Question

How can the Central North Carolina Chapter of the American Red Cross improve its capacity to support local service members, veterans, and their families?

Recommendation

I recommend the Central NC Red Cross focus on increasing support services to less visible members of the local military community, specifically National Guard and Reserve families and extended military family members who may fall outside of more traditional support networks. This can be accomplished through:

1. Implementing an undergraduate Service to the Armed Forces (SAF) internship program.
2. Forming a local, volunteer-led Military Community Learning Series.
3. Raising public awareness of military Reserve and National Guard service.

Problem Statement (p. 1)

The Central NC Red Cross Service to the Armed Forces department is seeking meaningful ways to expand its support to the local military community within a limited budget. Traditionally, SAF is known for sending emergency communications messages to troops, but now that this service is housed at a national level, smaller chapters, such as the one in Durham, are looking for new ways to serve the military community. To improve the department's capacity to support service members, veterans, and their families, the Red Cross needs to identify appropriate military-related outreach projects; increase SAF-specific volunteer participation; improve networking with, and knowledge of, other military support organizations; and more effectively communicate the types of SAF services they offer locally. Given the varied region the chapter covers, which includes rural, suburban, and metropolitan areas, SAF also needs to broaden its target audience to include more vulnerable or nontraditional members of the military community who might otherwise be overlooked.

Criteria (p. 6)

The following five criteria were applied to ensure that the alternatives proposed would:

1. Help the greatest number of people possible.
2. Provide a unique and useful service.
3. Reach an underserved audience.

4. Maximize financial and logistical feasibility, including marketability.
5. Inspire increased volunteer interest and ongoing engagement.

Alternatives (p. 8)

The above criteria were used to assess the appropriateness of the proceeding six alternatives:

1. Implement a Triangle-wide SAF undergraduate internship program.
2. Provide free child care vouchers to military families with children.
3. Offer comprehensive SAF resource and referral casework services.
4. Create support groups for extended military family members.
5. Form a local, volunteer-led Military Community Learning Series.
6. Raise public awareness of military Reserve and National Guard service.

Problem Statement

Policy Question

How can the Central North Carolina Chapter of the American Red Cross improve its capacity to support local service members, veterans, and their families?

Problem Overview

The American Red Cross is an organization defined by its ability to assist those in need, including American military families.¹ Although more widely recognized for its disaster relief and blood collection programs, the American Red Cross has supported members of the military community through its national Service to the Armed Forces (SAF) program since the Civil War, predominantly through facilitating emergency communications messages between service members and their loved ones at home.² As the nonprofit aims to bolster the locally-led services it offers to the military community before, during, and after deployment, individual chapters are exploring new ways to implement SAF programs that are timely, meaningful, and financially sustainable.³ The Central North Carolina Chapter of the American Red Cross is one such chapter seeking to improve its capacity for effective outreach and impact.

The Central NC chapter of the Red Cross currently faces two overarching obstacles in achieving the greatest success in reaching out to its local military community; both of these dimensions need to be carefully addressed in order for the SAF department to begin improving its functional capacity:

- (1) Operationally, the department faces financial constraints due to an expiring grant, has an overly broad and dispersed target audience, and lacks a well-defined outreach role.⁴
- (2) Structurally, there are very few dedicated Red Cross military program volunteers at the chapter, volunteer opportunities within the department are limited and lack the important dimension of volunteer ownership, and management of the program is often not a first priority, due primarily to the more urgent nature of other programs housed within the Emergency Services department.⁵

Hindered by financial constraints, the office needs to determine which types of support to focus on improving and how to best deliver the services selected. In 2011, the chapter received a \$60,000, one-year grant from the Department of Defense to boost its SAF programming efforts.⁶ With the extra funds, SAF was able to purchase and donate supplies to local military hospitals, implement a veteran transportation program, and fund welcome dinners for new recruits.⁷ As this grant is set to expire on June 30, 2012 and regular, donation-based chapter funding of SAF will afterwards resume, careful choices need to be made about which programs to continue and how.⁸

The department also currently faces a lack of reliable volunteer resources. The chapter has had difficulty in recruiting and retaining volunteers interested primarily in SAF programs, and currently there are less than 10 volunteers who volunteer regularly for SAF events.⁹ This

may be partially due to the fact that a number of SAF volunteer opportunities, such as tabling a military member information fair, occur irregularly, meaning volunteers are less likely to experience a clear sense of community belonging.

While the Central NC Red Cross needs to find ways to increase its volunteer base before it can expand its programming efforts, it also needs to make sure that volunteers have regular and rewarding opportunities to participate in department activities. Creating this strong volunteer base is important because the director of the local SAF department is also the director of the Emergency Services department to which SAF belongs; therefore, the ability of a single manager to administer a variety of SAF programs without additional support is quite limited.¹⁰

Intertwined in this problem of limited financial and human resources is a mandate to include all members of the military community in the SAF outreach audience.¹¹ While it is important to be viewed as inclusive and broadly supportive, limited resources may not be most effectively spent if spread across a large number of programs with minimal individual impacts. Reconciling competing demands of increasing accessibility to services and providing more finely tailored programs to meet the needs articulated by specific audiences is an inherent challenge.

The Red Cross is less known for its Service to the Armed Forces department than its other services, so it needs to find ways to better publicize its services in order to attract greater volunteer support, community interest, and service member family involvement.¹² Among military members, there also sometimes exists a negative association or misperception of Red Cross SAF services, stemming from the department's processing of official notification and leave messages that traditionally bear bad news.¹³ Although the Red Cross is known for its ability to respond quickly in emergency situations, it should also ideally be trusted to provide reliable military community support services outside of emergency settings.¹⁴

Assessing and meeting the needs of the local military population is also difficult because most are members of the Army National Guard, military Reserve, or veterans. These individuals reside in various communities throughout the five counties (Durham, Granville, Orange, Person, and Vance)¹⁵ covered by the Central NC Red Cross, and centralizing outreach is thus problematic. Although North Carolina is home to two major military installations, Fort Bragg Army Installation and Marine Corps Base Camp Lejeune, as well as Seymour Johnson Air Force Base, these bases lie well outside of the local chapter's jurisdiction. Reserve and National Guard service members are often allowed to visit these bases to request and receive support services, but doing so is a travel inconvenience and services that are relevant to their needs may be limited. Reserve and National Guard families also tend to receive less government-sponsored support for extended family members, such as the parents, siblings, or adult children of a Reserve or Guard member, and many find it hard to find a sense of military community when living far away from a military installation or Yellow Ribbon Reintegration Program site.¹⁶

There are, however, two local National Guard armories and an Army Reserve Center in Raleigh, which could provide a location for targeting outreach. The VA Hospital in Durham and the USO in Raleigh also provide physical locations to access support services for the military community, although it is unclear whether they provide opportunity for collaboration or

increased competition for military-interested volunteers. Overall, though, North Carolina is viewed as one of the most successful states in terms of military support and membership; Governor Bev Purdue has called North Carolina “the most military friendly state in America” and the North Carolina Military Business Center estimates that “the value of total defense-related business activity in the state far exceeds even \$4.0 billion annually.”¹⁷ The state’s strong show of support for military families is beneficial, but the Red Cross also has to be sure to provide services that do not overlap with those already provided by the military and by other nonprofit military support organizations, such as the American Legion, VFW, and USO. Finding a useful niche outside of facilitating emergency communications messages is therefore also a goal.

Problem Background

Service to the Armed Forces

The mission of the American Red Cross Service to the Armed Forces department is to “provide humanitarian support to service members, veterans, and their families, around the clock, around the globe, and under a trusted symbol.”¹⁸ Worldwide, the Service to the Armed Forces program provides support to military families, services to military and veterans hospitals, and emergency communications messages to deployed service members, reaching out to 1.4 million active duty members, 800,000 National Guard and Reservists, and numerous veterans.¹⁹ SAF departments are active at 2,000 U.S. offices and in 40 locations abroad.²⁰ National military family support programs include educational materials such as “Get to Know Us Before You Need Us” pre-deployment briefings, military resource referrals, and “Coping with Deployment” psychological first aid courses.²¹

The Service to the Armed Forces department is best known for facilitating the verification and transmittal of Emergency Communications Messages (ECMs) from family members to deployed service members. It operates locally, nationally, and internationally to send news of family illnesses, injuries, or deaths, as well as births, urgent legal issues, or other emergencies.²² It is chartered by Congress to verify and send requests for notification and leave and also assists with processing emergency financial request paperwork on behalf of service members.²³ Due to national-level decisions to expand the scope and influence of programs offered to military families by the Red Cross, a number of chapters are currently reassessing their programming efforts to ensure that support is not limited to times of emergency.²⁴

The change aims to provide more holistic and ongoing support resources to the wider military community. The new national slogan adopted by SAF, which reflects this intent to meet new and emerging needs, is “Keeping Pace with the Changing Military.”²⁵ Especially as more troops are returning home, the focus is shifting from providing resources during deployment to providing a broader variety of resources in the short-term and long-term post-deployment stages, during which time many families find themselves vulnerable.²⁶

The Central North Carolina Red Cross

The Central NC Chapter of the American Red Cross serves Durham, Granville, Orange, Person, and Vance counties.²⁷ Its main office is located in Durham, NC, but it also has branch locations in Oxford, Chapel Hill, Roxboro, and Henderson. Its Service to the Armed Forces initiatives are led by the resident Emergency Services Director.

At the local level, the Central NC Red Cross offers military members and their families information and referrals, literature on coping with deployment, and pre-deployment briefings on the relevant Red Cross services offered. The chapter participates in informational fairs, welcome home events, and community networking forums with other agencies that provide outreach to the

military community. The Central NC Chapter is also unique in offering free transportation services to veterans in need of transportation to and from the Durham VA Hospital, although this program relies heavily on flexible volunteer availability and generous outside funding (currently from the grant) to continue functioning.²⁸

The chapter seasonally participates in the Holiday Mail for Heroes Program, which collects holiday cards to send to active-duty service members, and has an ongoing involvement with the Veterans' History Project, which aims to record the experiences of American military veterans for preservation in the Library of Congress; both are nationally sponsored initiatives.²⁹ The Central NC Red Cross is currently seeking a partnership with the Boy Scouts of America to help film the Veterans' History Project videos.³⁰

Although the Emergency Communications Messages are now centrally handled by four large, nationally-directed, 24-hour call centers, the chapter still performs the follow-up work for the messages, contacting family members to survey them on the services they received and to officially close each case. The Central NC Chapter currently performs follow-up services for approximately 20-25 emergency communications cases per month.³¹

Criteria

The following five criteria were applied to ensure that the alternatives proposed would:

1. Help the greatest number of people possible.
2. Provide a unique and useful service.
3. Reach an underserved audience.
4. Maximize financial and logistical feasibility, including marketability.
5. Inspire increased volunteer interest and ongoing engagement.

Criterion 1: Help the Greatest Number of People Possible

The alternative or alternatives selected should ensure that the greatest number of people possible are helped. This does not necessarily mean that the alternative with the broadest scope should be selected, but rather that the alternative with the highest likelihood of having a substantial impact on multiple individuals would be the optimal pick. The purpose of the Red Cross SAF department is to assist military families, so it should come as no surprise that helping the greatest number of people possible within this demographic is the first criterion.

Criterion 2: Provide a Unique and Useful Service

The aim of this criterion is to find an alternative that is appealing to the military community, and offers an innovative tool, approach or project within the nonprofit sphere. Duplication of resources is a concern here, as other area military support organizations (such as the VA, American Legion, VFW, and USO) also exist nationally and locally. Therefore, any alternative selected should address a present concern in a way that is new, exciting, and effective.

Criterion 3: Reach an Underserved Audience

It would be easy for the Red Cross to focus primarily on veterans, or on active duty service members, or even on the spouses and/or children of military families, because they are often the most visible. In providing a resource with true impact, however, the Red Cross should aim to help those who are often the hardest to reach: the extended military family members (anyone other than the Primary Next of Kin, who, if the service member is married, is often the spouse—meaning, in many cases, that this group can include the service member’s parents, adult children, or siblings, as well as grandparents, aunts and uncles, etc.), close friends (including girlfriends and boyfriends) of service members, and Reserve and National Guard families in general, all of whom are integral parts of the military community, but who often receive less attention from the public and from military support programs. Rather than targeting the easiest to reach, the goal should be to provide support to those with the least available resources.

Criterion 4: Maximize Financial and Logistical Feasibility, including Marketability

The reality is that the Central NC Red Cross must operate within a small budget to execute its SAF programs. There are also currently limited volunteer resources with which to carry out these programs. Finally, once the programs are in place, successful marketing is extremely important to get the word out to the military community. Thus, making sure any alternatives selected are financially feasible, logistically feasible, and marketable is key.

Criterion 5: Inspire Increased Volunteer Interest and Ongoing Engagement

Given that volunteers are at the heart of Red Cross operations and that SAF growth depends on healthy volunteer numbers and capacity, it is very important to make sure that alternatives selected engage the volunteer in rewarding ways. If the alternative is dull or tiresome, volunteer interest will quickly wane. Providing opportunities that are flexible and allow for volunteer creativity and input will, on the other hand, encourage ongoing interest and buoy the department's internal energy and ultimate sustainability.

Alternatives

The above criteria were used to assess the appropriateness of the following six alternatives:³²

1. Implement a Triangle-wide SAF undergraduate internship program.
2. Provide free child care vouchers to military families with children.
3. Offer comprehensive SAF resource and referral casework services.
4. Create support groups for extended military family members.
5. Form a local, volunteer-led Military Community Learning Series.
6. Raise public awareness of military Reserve and National Guard service.

Alternative 1: Implement a Triangle-wide SAF Undergraduate Internship Program

The Central NC Red Cross is responsible for serving a geographic area that includes a number of large universities, including Duke University in Durham, the University of North Carolina at Chapel Hill, and North Carolina State University in Raleigh. Each of these three universities already has a Red Cross club in place, geared at involving active undergraduate students in events such as CPR certification, blood drives, and other Health and Safety themed events. At the Duke Red Cross Club, these activities are grouped under separate committees.³³ The Duke Red Cross Club president, John Park, shared that he has been considering adding another committee to the club, and would be very interested in learning more about an opportunity with the local SAF department.³⁴

To harness this potential for interest in SAF programming, the Central NC Red Cross could create a flexible internship program that would allow undergraduate students to intern part-time in the Durham office, or perhaps even remotely, to further the aims and ambitions of SAF. The semester-long internships could provide practical and marketable experience for the undergraduates, and would supply SAF with a consistent base of ambitious volunteer leaders to keep SAF programs thriving. The tech-savvy students could utilize social media to promote programs, could plan and implement SAF-related events of their own creation, and could network with each other across the three universities to improve the overall strength of the SAF department and Red Cross clubs.

Alternative 2: Provide Free Child Care Vouchers to Military Families with Children

To address some of the strain created by deployment in military families with small children, SAF could provide vouchers for free daycare services to overworked military spouses.³⁵ These vouchers could offer a free morning or afternoon of daycare services, during which time the spouse would be able to take time off to relax and rejuvenate. The Central NC Red Cross could fund the vouchers from its own budget or it could apply for grants to provide financial resources for this special program. The Red Cross could also seek partnerships with

local daycare organizations willing to display their support for military families and could attempt to secure vendor agreements at discounted hourly child care rates. The project would provide not only a tangible service, but also an opportunity for the Red Cross to build ongoing business partnerships.

Alternative 3: Offer Comprehensive SAF Resource and Referral Casework Services

Currently, the Central NC Red Cross lacks an accurate and functional database of area resource information and referral contacts to help comprehensively guide military community members. Many military family members are overwhelmed by having to navigate such resources on their own, and could benefit from more personalized casework, a skill which the Red Cross is familiar with through its disaster relief casework services. If the Red Cross could continue to provide communication and support to interested individuals who go through its “Know Us Before You Need Us” modules, it would also be making more room for volunteers to play an important and interactive role in SAF. These volunteers could not only be responsible for disseminating information, but could also help compile it, keep it up to date, and even improve networking with other military support nonprofits.

Alternative 4: Create Support Groups for Extended Military Family Members

Given the wide geographical spread of service members falling under the chapter’s five-county jurisdiction, paired with the prevalence of Reserve and National Guard families, the Red Cross could explore the option of creating online and in-person support groups geared toward extended military family members (although more immediate family members and service members would also be welcome to participate). The goal would be to fill a gap and provide support to parents, siblings, and close friends of active duty, deployed, or deceased service members who desire to have a greater connection to the military community in the local area, even if their service member is not living in this area. The option of group membership could be publicized on the chapter’s website, shared during pre-deployment orientations, and made searchable online by creating a specific webpage and/or Facebook group. The groups could be referred to as “Empowerment and Opportunity” Groups, rather than support groups, to highlight the positive possibilities of interacting with other military community members. Volunteers could help organize and moderate the groups, and plan monthly group activities.

Alternative 5: Form a Local, Volunteer-led Military Community Learning Series

To engage military community members in enriching activities, the Red Cross could sponsor, organize, and lead an ongoing Military Community Learning Series. The learning series could be composed of practical how-to classes, held once a month to start and more frequently as capacity increased, that would provide social opportunities as well as a chance to cultivate

practical skills, self-sufficiency, and healing creativity.³⁶ The classes would be directed at Reserve and National Guard family members as well as the more traditional audience of veterans, active duty service members, and immediate families.

Military members, community members and volunteers with expertise on certain subjects could teach the classes, which would be hosted at the Durham office of the Red Cross or at other community locations as appropriate. Examples of classes offered could include Car Care Basics (intended to help those with deployed spouses have better confidence in their car maintenance abilities), Cooking for Keeps (which would highlight recipes that could be made ahead of time in bulk and frozen, directed at busy families), or an Up-cycling and Green Living workshop (which would outline environmentally-friendly ways to save money). The learning series could also engage local businesses to help partner on events, lending experts or supplies to the classes. The series would be a positive way for the Red Cross to help military families help themselves, while employing the skills and enthusiasm of the broader Triangle community.

Alternative 6: Raise Public Awareness of Reserve and National Guard Service

In more general terms, the Red Cross could improve its support to the local military community by becoming a vocal advocate of those who often receive the least amount of attention: military Reserve and National Guard members. By highlighting the importance of their service, the chapter would be educating the community on the sacrifices Reserve and Guard families face, and giving due recognition to their service to the country. The initiative could include a component to educate local community organizations about the importance and challenges of Reserve and National Guard service, and to request that these members also be recognized as deserving gratitude and praise for their military service. One example of outreach could be requesting military member entrance fees/membership discounts to museums or events be applicable not only to active-duty military, but to all military members. Another example could be organizing local churches to hold a simultaneous day of appreciation for Reserve and National Guard families. Media-savvy volunteers could lead these community awareness-building measures by creating a social media campaign and by attending local events designed for the military community.

Analysis

Alternative 1: Implement a Triangle-wide SAF Undergraduate Internship Program

Criterion 1: Help the Greatest Number of People Possible

SOMEWHAT SATISFIES

The internship program would only be directed at a select number of enthusiastic undergraduate students, but their potential ability to greatly boost programming efforts means that they indirectly could contribute to affecting larger audiences. According to the authors of the book *Nonprofit Organizations: Challenges and Collaboration*, effective capacity building processes “focus on identifying leaders who are already active in communities”³⁷—such as undergraduate student leaders who already boast broad, youthful social networks. The scope of their impact would of course depend highly upon the types of SAF activities in which the interns engaged, but it is safe to say that active leadership and avid community involvement would be necessary to guide the success of any new SAF programs selected for implementation. Thus, although this alternative does not quite perfectly fit this criterion, it is closely tied enough to it to merit a rating of “somewhat satisfies.”

Criterion 2: Provide a Unique and Useful Service

SATISFIES

The internship program would provide a new opportunity for undergraduate Red Cross Clubs to become more thoroughly involved in chapter and SAF operations, linking the chapter with a bevy of young volunteers. The program would provide a unique opportunity for collaboration across these clubs, which could pave the way for larger-scale, co-planned events. Students are also drawn to service learning opportunities; in 2011, DukeEngage, Duke’s immersive service learning program for undergraduates that places students in full-time volunteer positions domestically and abroad for a summer, received over 1,000 competitive applications for 425 available spots.³⁸ The SAF internship program would provide a way for passionate students to give back to the local community while improving their lists of extracurricular activities and internship experiences,³⁹ but would also be tremendously useful to SAF itself because it would provide for regular, reliable volunteer leaders. Finally, engaging young volunteers in SAF could help revive and rejuvenate the department’s image.

Criterion 3: Reach an Underserved Audience

SOMEWHAT SATISFIES

The volunteer internship program is more focused on building volunteer capacity than on reaching an underserved audience, however this increased capacity could lend itself to an increase in the ability to provide more numerous and robust SAF services. College-aged youth might also be more effective in advertising events or reaching out to more diverse audiences. Because of G.I. Bill benefits, a number of veterans are also currently college students; in 2009, it

was expected that approximately 100,000 veterans would enroll in college under the bill.⁴⁰ Veterans on college campuses can often feel isolated and misunderstood,⁴¹ integrating a SAF presence and greater military awareness on area college campuses could potentially help alleviate some of this feeling. Indirectly, then, this alternative would likely contribute somewhat to reaching an underserved audience.

Criterion 4: Maximize Feasibility and Marketability

SATISFIES

An internship program could be very feasible, if the chapter was willing to demonstrate flexibility in hours served and allow student interns to work independently on projects.⁴² Red Cross clubs could help with the internship application process by advertising available positions to their members. Student interest in such programs would likely be very high, at least according to the opinion of Duke Red Cross Club President John Park.⁴³ In fact, popular Red Cross internship programs for college undergraduates already exist at other Red Cross chapters, such as The American Red Cross in Greater New York and the American Red Cross of Greater Chicago, as well as in Washington, DC at the American Red Cross national headquarters.⁴⁴ Utilizing the internship program could additionally increase manpower in the department without a significant added financial burden, maximizing operational feasibility.

Criterion 5: Inspire Volunteer Interest and Engagement

SATISFIES

The Internship program would have the potential to reenergize the volunteer atmosphere within SAF. An internship often has more appeal and receives more attention than does a standard volunteer position, at least for college students, and would thus be more likely to engage college-aged volunteer interest; the American Red Cross in Greater New York touts its internship program as offering “stimulating and challenging professional projects” and “assignments and activities that enhance their (the interns’) educational experience and skills.”⁴⁵ If it adopted Alternative 1, the Central NC Red Cross chapter would be utilizing innovative, energetic university interns to promote SAF community awareness and support, and as the visibility of SAF programs increased, so would the likelihood of more volunteers expressing interest in the department.

Alternative 2: Provide Free Child Care Vouchers to Military Families with Children

Criterion 1: Help the Greatest Number of People Possible

SOMEWHAT SATISFIES

The child care voucher program would target a specific audience, military spouses with children, which means it would have a limited scope of impact. The number of military families with children is rather large, however, so this does not necessarily mean its impact would be minimal. As of November 2010, there were 1.9 million children nationwide with a parent serving

in the military, and 43% of active-duty and Reserve members had children.⁴⁶ Still, given the uncertainty, and the fact that military families without children and veterans would not benefit from the program, this alternative will be designated as only somewhat satisfying the criterion.

Criterion 2: Provide a Unique and Useful Service

SOMEWHAT SATISFIES

The child care vouchers would provide a useful service to military spouses needing a break, although the idea of such a service is not completely unique. The National Association of Child Care Resource and Referral Agencies has partnered with the Army, Navy, Marine Corps, and Air Force to provide the NACCRRRA Military Fee Assistance Program, through which military families “are eligible to receive a monthly subsidy to help offset the cost of child care in their communities.”⁴⁷ However, need for improved child care resources continues to be strong, especially among National Guard and Reserve families; according to the December 2010 presidential initiative policy report “Strengthening Our Military Families: Meeting America’s Commitment:”

“Child care programs are needed that support Reserve Component families and geographically dispersed active duty military families while the service member is deployed. Guard and Reserve families are experiencing significantly increased mobilization rates and families who previously had limited exposure to the military now must deal with the likelihood of multiple or longer deployments.”⁴⁸

In their essay “Coping with the Unique Demands of Military Family Life,” authors Leora Rosen and Doris Durand also point out that:

“Finding suitable, affordable day care is a persistent problem for military families. A total of 70 to 80 percent of parents with children use some form of childcare.”⁴⁹

Given that the resource would be useful, but not altogether unique, this alternative only meets half of the stipulated criterion, and thus receives a grade of “somewhat satisfies.”

Criterion 3: Reach an Underserved Audience

SOMEWHAT SATISFIES

This alternative would contribute somewhat to reaching an underserved audience. It can be argued that military spouses do not receive the same benefits as their service member counterparts in terms of respite services, but it can also be argued that military families with children are already frequently targeted by nonprofit military support organizations. The USO in Raleigh, for example, offers a children’s play area and plans seasonal events geared toward children such as “Breakfast with Santa.”⁵⁰ Military-sponsored resources, such as Army Family Readiness Groups and The National Guard Family Program, are also aimed directly at linking military families with the support they need, including child care services.⁵¹ Whether the Red Cross would actually be able to reach out to the spouses receiving the least amount of assistance with child care is also questionable; therefore this alternative only somewhat meets the criterion.

Criterion 4: Maximize Feasibility and Marketability

DOES NOT SATISFY

Financially, the child care voucher alternative is the least appealing. The program would require ongoing funding from the chapter and very rigorous outreach to area child care centers to try to procure discounted Red Cross rates. Marketing the program would also be difficult to do fairly, as the goal would be to reach spouses who rarely get a break, not merely to defray the costs of child care for those military families already attending a participating daycare facility. For these reasons, the alternative fails to adequately meet this criterion.

Criterion 5: Inspire Volunteer Interest and Engagement

DOES NOT SATISFY

Child care vouchers don't engage volunteers and are too dependent upon the purchase of services. Even if volunteers were enlisted to help distribute the vouchers, or to secure agreements with local daycares, the amount of interaction they would receive is minimal. Many volunteers enjoy interacting with the military families they support,⁵² and this alternative would not provide for that type of rewarding experience. The potential for the project to grow into something more dynamic than a voucher program is also limited, given the complex liability issues surrounding creating something like a volunteer babysitting service housed at the Red Cross. Given all of this, Alternative 2 fails to meet this criterion.

Alternative 3: Offer Comprehensive SAF Resource and Referral Casework Services

Criterion 1: Help the Greatest Number of People Possible

SOMEWHAT SATISFIES

Providing casework and referrals could reflect SAF's commitment to "support and supplement" the resources already provided by the military to military families,⁵³ but the likelihood of it impacting a large number of people is minimal, given associated problems with volunteer capacity and program visibility. Volunteers would have to be trained on how to assess family needs and connect family members with appropriate resources, which would also entail compiling a comprehensive database of those resources. The amount of work that would be required would be substantial, and the number of families reached most likely small, at least to start. Nevertheless, information sharing can be a powerful tool with ripple effects, and because military family members assisted may go on to share information provided with their friends, as well as because this alternative would clearly provide help where it was lacking, the alternative just barely meets the qualification of "somewhat satisfies" for this criterion.

Criterion 2: Provide a Unique and Useful Service

DOES NOT SATISFY

Though a comprehensive casework and referral system for military families has the potential to be very useful, as it could help military households feel better prepared and more

resilient, housing such a program at the local Red Cross office would not be unique nor practical. Military families already receive support service information from their units, and if they need to find resources locally, they can contact 24/7 referral information phone lines such as Military OneSource, “a free service provided by the Department of Defense to service members and their families to help with a broad range of concerns including money management, spouse employment and education, parenting and child care, relocation, deployment, reunion, and the particular concerns of families with special-needs members.”⁵⁴ In fact, a family support survey conducted by the National Military Family Association found that 69% of respondents ranked Military OneSource as being “very useful or somewhat useful.”⁵⁵ They can also browse other comprehensive resource websites such as www.warriorgateway.org.⁵⁶ Creating a new Red Cross SAF resource and referral line staffed by on-call volunteers, for example, might then only encourage an unnecessary overlap of services. Current military members are also already able to visit a USO station, such as the one located in Raleigh/Durham airport, to request referral information in person, or can reach out to their Family Readiness Officer for guidance. Veterans also have resource centers already in place, specifically through the VA, but also through VFW and American Legion Posts in the greater Triangle area.

Criterion 3: Reach an Underserved Audience

SOMEWHAT SATISFIES

Whether casework would be performed with underserved audiences is undetermined. If an individual has already learned about the services the Red Cross offers, they have likely also learned about other community resources and may be better informed to start. Still, the opportunity would be open to all community members and thus could potentially reach the underserved, depending on the effectiveness of marketing attempts and the ability of the Red Cross to inform other military support organizations of its service. The fact that it is hypothetically targeting those who are most in need and least-well connected to community resources, though, merits this alternative a mark of “somewhat satisfies” for criterion 3.

Criterion 4: Maximize Feasibility and Marketability

DOES NOT SATISFY

Offering a resource and referral network and volunteer caseworkers to assist in locating appropriate services sounds useful, but would be too difficult to manage given current volunteer limitations. Even if volunteerism in the department were to increase, fluctuating information and lack of knowledge of the program would make it difficult for caseworkers to keep up with the information and for military members to access it. Although it would be useful to provide more accurate and robust information and referral sheets during pre-deployment orientations and “Get To Know Us Before You Need Us” presentations, this can be easily accomplished (perhaps by internet-savvy SAF volunteers interested in a challenging independent project or, if the program is implemented, by enthusiastic SAF interns) without the implementation of a more rigorous (and likely logistically burdensome) casework process.

Criterion 5: Inspire Volunteer Interest and Engagement

DOES NOT SATISFY

Because the referral service does not provide a direct service from the Red Cross, but rather directs callers to other organizations, it would be highly unlikely to fully engage and sustain a large amount of ongoing volunteer interest. Although some volunteers might be interested in this type of casework or remote (i.e. phone) assistance, the time investment and amount of initial learning required would create a barrier to access and interest for the typical volunteer. By failing to bring together members of the military community and broader community, the alternative also fails to garner the type of positive attention that might attract new volunteers. For these reasons, the alternative does not satisfy this crucial criterion.

Alternative 4: Create Support Groups for Extended Military Family Members

Criterion 1: Help the Greatest Number of People Possible

SOMEWHAT SATISFIES

Fostering a network of inclusive support groups would demonstrate the intention of the Red Cross to reach a wide and diverse military community audience. Whether the project would actually succeed in doing so, however, is uncertain. It could have the potential to substantially increase availability of emotional support and access to resource knowledge for participating military community members, but it would have to first overcome the stigma that is sometimes associated by involvement in support groups that focus on mental health (which can by itself be a highly sensitive subject).⁵⁷ By encouraging the development of a strong network of support, though, the Red Cross could serve as a catalyst for broader community inclusion. As stated previously, though, the expected results of attempting such a program are quite uncertain, and would depend highly upon the combined effectiveness of program design and implementation. Therefore, this alternative only somewhat satisfies the criterion of helping the greatest number of people possible.

Criterion 2: Provide a Unique and Useful Service

SATISFIES

The extended family support group would be unique and useful because it would be all-inclusive in nature, inviting nontraditional family members to express their concerns, feelings, and opinions on the secondary impacts and stress associated with military deployment (or combat injury or loss) of a loved one. In an area without the influence and resource repository of a large military base, it may be more difficult for military community members to connect, and the extended family support group could fill this void. This alternative could provide a means of social cohesion as well as greater inclusion and space for meaningful networking opportunities. It would have the potential to reduce stress; according to Rosen and Durand, “the army has been aware, at least since the Vietnam War, of the importance of informal support networks among Army spouses as a source of assistance, particularly during deployments.”⁵⁸ If implemented both

as an in-person and online support network, it could also provide a valuable resource to individuals living in more rural areas covered by the Central NC Red Cross, who might not be able to make it to meetings held in more urban areas.

Criterion 3: Reach an Underserved Audience

SATISFIES

This alternative would definitely be targeting an underserved audience, as improving access to military family mental health resources is a top national concern.⁵⁹ By including all members of the extended military community in this project, the Red Cross would be filling gaps that exist in more traditional support networks.⁶⁰ The Red Cross would also be following one of the recommendations suggested by the RAND National Research Defense Institute for improving deployment experiences of Guard and Reserve families, which is to “explore ways to connect families to one another, including families that live near one another but represent different units or reserve components.”⁶¹

Criterion 4: Maximize Feasibility and Marketability

DOES NOT SATISFY

The problem with creating an extended family support group is that initial marketability is weak and if the administrators of the group itself are not actually military family members themselves, there may be little confidence in the new measure. There is also the question of where the volunteers would fit in once the support groups were formed, as it seems organization and leadership of the groups would blossom naturally from within the ranks of group members. Given the necessary time to grow and the required talent to create something compelling and participatory, a support group could be financially and logistically feasible, but marketability prospects are still poor. Due to this strong constraint, the alternative fails to satisfy the criterion.

Criterion 5: Inspire Volunteer Interest and Engagement

DOES NOT SATISFY

There would be little room for volunteer involvement and engagement in this project, other than setting up and moderating (if necessary) the support networks. Volunteers also might feel uncomfortable trying to facilitate such groups without proper background training in broaching sensitive mental health topics.⁶² Alternative 4 thus fails to adequately meet criterion 5.

Alternative 5: Form a Local, Volunteer-led Military Community Learning Series

Criterion 1: Help the Greatest Number of People Possible

SATISFIES

The Military Community Learning Series could play an active role in helping military community members be more efficient and creative in daily life tasks, which would in turn help them reduce stress and increase wellbeing. The opportunity to network socially would also be

beneficial for morale, and the opportunity to teach and share their own skills in return would encourage a sense of independence and usefulness; in all of these ways, the alternative would clearly help the individuals involved. Since the classes would be open to all members of the military community, including SAF volunteers, it could also have the power to attract and help a great number of people within the local area. This alternative thus fully satisfies the criterion.

Criterion 2: Provide a Unique and Useful Service

SATISFIES

The Military Community Learning Series would provide the chance for participants to both give and receive knowledge, making it useful, unique, and dynamic. The series would encourage self-sustainability, growth, and empowerment, and offer a chance to socialize with other military community members while organically forming a support community. The project would also be unique because it could enlist the help of local businesses and artists to teach, and because it would focus on the positive aspects of military community membership. According to Saroj K. Hardit, a Psychology intern with the Memphis VA Medical Center and a specialist on working with military members with PTSD, these informal environments can also provide a way for military community members to discuss stressors of military life in an informal, non-confrontational, and non-stigmatic way.⁶³ The program would also be useful because, according to the Inter-Service Family Assistance Committee's 2011 ISFAC Community Guide, "education, employment and wellness are vital to the well being of [military] families."⁶⁴

Criterion 3: Reach an Underserved Audience

SATISFIES

This alternative would likewise be open to all and thus also open to the underserved. Rather than targeting a specific group, it would provide opportunities for involvement for a number of individuals, from the more traditional service members, service member families, and veterans to extended military family members, engaged community leaders, and friends of military members or military spouses. The alternative would be addressing the underserved by addressing the lack of an inclusive, positive military community gathering forum in this area.

Criterion 4: Maximize Feasibility and Marketability

SATISFIES

The Military Community Learning Series could be very feasible because it could be very flexible. Content of the courses offered could depend upon the interests of volunteers wishing to teach them, classes could be held in rooms at the local chapter, and advertising could be done online or through free local events guides such as *The Independent Weekly*. The Red Cross could also network with other military support entities, such as the VA and the USO, to make military community members aware of the upcoming class offerings.

Criterion 5: Inspire Volunteer Interest and Engagement

SATISFIES

Alternative 5 provides a great amount of room for volunteer input, creativity, and involvement. It encourages participation because SAF volunteers could teach courses, could help design or promote courses, or could even participate in the courses themselves. According to the authors of *Building Community Capacity: A Manual for U.S. Air Force Family Support Centers*, “community members want to be involved in supporting their community and its members, but the often lack information and opportunities for involvement.”⁶⁵ This project would supply that missing opportunity for involvement across a diverse set of interested potential volunteers.

Alternative 6: Raise Awareness of Military Reserve and National Guard Service

Criterion 1: Help the Greatest Number of People Possible

SATISFIES

The Red Cross would seek to elevate public awareness and service recognition of National Guard and Reserve members to be seen as more equal in weight to that of active-duty or veteran service members, and in doing so could help a great number of individuals receive due recognition and thanks. By adopting a stance of advocacy for Reserve and National Guard families, the Red Cross would also be helping the local community better understand how to integrate and assist military families of deployed service members and recently returned veterans. Speaking up for this group would mean SAF would also be speaking out for future members of the Reserve and National Guard, as well as for families of Reserve and National Guard members, all of whom could be helped by the positive nature of the project.

Criterion 2: Provide a Unique and Useful Service

SATISFIES

Promoting awareness of Reserve and National Guard contributions and sacrifices would provide a unique service and a useful voice. The project is more open-ended than some of the others discussed, and could draw significantly from the inspiration of the volunteers leading it. It is also useful in that it could improve the morale of a sometimes overlooked demographic through increasing acts of recognition and thanks. In the words of the Inter-Service Family Assistance Committee:

“In the active-duty, National Guard and Reserve components, military members and their families have made tremendous sacrifices for our nation and they continue to do so. Our most patriotic Americans need to hear from their leaders and from hometown America that their sacrifices are recognized and appreciated.”⁶⁶

Criterion 3: Reach an Underserved Audience

SATISFIES

The aim of this project would be to provide greater recognition to an under-appreciated demographic within the military community, specifically Reserve and National Guard members,

who make up a large portion of the troops deployed (according to RAND, “Reserve component members made up more than 40 percent of the troops in Iraq in 2004, and in total have represented almost 30 percent of all deployed personnel”).⁶⁷ Yet Reserve and National Guard membership often continues to be seen by the public as somehow less vital and less sacrificing than full-time active duty membership.⁶⁸ The alternative therefore fulfills the criterion fully.

Criterion 4: Maximize Feasibility and Marketability

SATISFIES

As this alternative is primarily an information sharing and awareness building campaign, it would be financially feasible. Some information might require paper or printing costs to produce on a larger scale, but these costs would be relatively minimal. Although the effort would require innovation and energy from its organizers, it is very feasible and offers many opportunities for innovative marketing to a number of community groups and businesses. Therefore, the alternative adequately satisfies criterion 4.

Criterion 5: Inspire Volunteer Interest and Engagement

SOMEWHAT SATISFIES

Alternative 6 would be primarily volunteer-driven and has the potential to engage volunteers in a number of different ways. Due to the very start-up nature of the project, though, and the need to think outside-of-the-box in order to find new ways to actively promote awareness, the opportunity would require a significant level of commitment. Volunteers would need to be able to work independently and to be comfortable thinking creatively. Ensuring volunteers would express ongoing interest in the project could therefore be a challenge. At the same time, the fact that the project would involve volunteers in creating special projects and initiatives means it could lend a greater sense of volunteer ownership and accomplishment, and encourage volunteer leadership. Hence, the alternative somewhat satisfies this criterion.

Decision Matrix

Key:

Satisfies criterion: 2 points

Somewhat satisfies criterion: 1 point

Does not satisfy criterion: 0 points

Total Points Possible: 10 points

	Criterion 1 BROAD IMPACT	Criterion 2 UNIQUE & USEFUL	Criterion 3 UNDERSERVED AUDIENCE	Criterion 4 FEASIBILITY	Criterion 5 VOLUNTEER APPEAL	Total Score
Alternative 1 INTERNSHIP PROGRAM	1	2	1	2	2	8
Alternative 2 CHILD CARE VOUCHERS	1	1	1	0	0	3
Alternative 3 REFERRAL CASEWORK	1	0	1	0	0	2
Alternative 4 SUPPORT GROUPS	1	2	2	0	0	5
Alternative 5 LEARNING SERIES	2	2	2	2	2	10
Alternative 6 RAISE AWARENESS	2	2	2	2	1	9

Recommendation

I recommend that the Central NC Red Cross should focus more of its SAF efforts on supporting those who have the least resources available within the local military community, and less on programming that overlaps with already existing services, or that provides only minimal impact to a select few within the military community. This can be accomplished by pursuing the below alternatives:

- Alternative 1: Implementing a Triangle-wide SAF undergraduate internship program.
- Alternative 5: Forming a local, volunteer-led Military Community Learning Series.
- Alternative 6: Raising public awareness of military Reserve and National Guard service.

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Appendix A

National Military Family Obstacles and Concerns

Much of the research available on military family issues focuses on the psychological strains and mental health impacts of military service. Instances of suicide in the military have risen in recent years, as has the frequency of multiple deployments.⁶⁹ According to an April 2012 *New York Times* article, the risk of a veteran committing suicide is double that of a civilian, and can be almost quadruple if the veteran is a young man between the ages of 17 and 24.⁷⁰ The article also highlighted that approximately one in five veterans returning from deployment in Iraq or Afghanistan suffers from post-traumatic stress disorder or a traumatic brain injury.⁷¹

The fear of a service member being injured or killed in combat is also a huge stress for family members, and one that affects many aspects of wellbeing.⁷² Mental health concerns exist not only for active-duty service members and veterans, but also for their spouses and especially for their children.⁷³ Inherent in addressing the needs of the military member or veteran is also therefore the need to address relationships with that person's family and community.

As troops continue to be drawn down, it is becoming more apparent that successful reintegration, in addition to coping with deployment, is a primary concern for military families and those who work to support them.⁷⁴ There is discussion of the emotional ups and downs integrated into the "cycle of deployment," with explanations of anticipated reactions before, during, and following deployment phases; and it seems the last phase is now the most relevant.⁷⁵ Post-traumatic stress disorder (PTSD), for example, is a major issue for recent veterans of the wars in Iraq and Afghanistan; in their 2010 preliminary report, the Committee on the Initial Assessment of Readjustment Needs of Military Personnel, Veterans, and Their Families recommended that the Department of Defense provide longer-term services and earlier intervention practices in addressing the mental health needs of recently returned veterans.⁷⁶

Practical limitations and concerns, such as the weight of household responsibilities, are also frequently cited as military family stressors.⁷⁷ Childcare issues, especially during active-duty deployment, can be overwhelming for a single parent, especially if the extended family support network is weak or geographically far-removed.⁷⁸ In addition, Reserve families and extended military family members, such as parents, brothers, sisters, and adult children, may not have access to the same benefits and resources as their active duty and immediate family counterparts, and are sometimes not fully included in the umbrella of nonprofit military support services.⁷⁹ When the service member returns home, the way the family operates has often changed, and adjusting to a new routine (or making attempts to return to the old one) can potentially be a very stressful transition, especially if family support during deployment was lacking.⁸⁰

Making the transition even harder is the fact that the economy is weak and many young veterans who attempt to reenter the civilian job market have found limited employment opportunities.⁸¹ According to the Bureau of Labor Statistics, jobless rates for veterans of the wars

in Iraq and Afghanistan were at 15.2% in January 2011, the highest percentage in five years.⁸² Advocacy organizations such as the Iraq and Afghanistan Veterans of America believe that part of the problem is due to a pervasive “military-civilian disconnect,” in which civilians, especially potential employers, don’t fully understand the extent and transferability of the leadership skills attained during military service.⁸³ In general, the majority of the American public feels quite removed from war; according to the 2008 book *After the War Zone: A Practical Guide for Returning Troops and Their Families*, “in spite of wide-reaching, graphic news coverage, blogs, email, and other forms of communication, war doesn’t appear to have affected the daily lives of the general public, only the troops and their close family and friends.”⁸⁴ Greater awareness and inclusion is therefore needed to tackle this important issue.

Although the core mission of the American Red Cross is not to provide mental health services or intensive social work interventions, greater insight into prevalent service family member needs can help identify potential gaps or growth opportunities within military support services. The Red Cross may indeed have, or be able to grow, the capacity to help alleviate some of these military family pressures through innovative community outreach and support.

Appendix B

Research Methodology

My objective in performing background research was to gain a deeper understanding of the dynamics of military family culture, the challenges of deployment and reintegration, and the best practices used by social services agencies and nonprofit organizations intending to bolster military member, family, and veteran support networks.

My project is client-based and thus relies heavily on a comprehensive literature review, key interviews, and investigation and comparison of best practices in military support programs. I served intermittently as a Service to the Armed Forces volunteer with the local chapter, and possess previous experience working as a SAF caseworker in San Diego—both experiences which add to my understanding of the problem's context.

For my literature review, I consulted books, recent journal articles, online content, national and local news reports, and military support-specific policy documents. Through this background research, I broadened my knowledge of existing family support programs provided directly by the various branches of the military and the United States Department of Defense, as well as through nonprofit organizations with similar missions, such as the United Service Organizations (USO), Veterans of the Foreign Wars of the US (VFW), Armed Services YMCA (ASYMCA), Wounded Warrior Program (WWP), Iraq and Afghanistan Veterans of America (IAVA) and Blue Star Families. My review of the programs of these organizations guided my selection of viable alternatives. I also reviewed practical manuals on nonprofit management, such as how to improve volunteer outreach, engagement, empowerment, and nonprofit program implementation, in order to address the internal capacity concerns articulated by the client.

Because this report is largely concerned with improving local service delivery, program design, and community awareness building, I thought it was important to gain perspective from local stakeholders as to where there may be gaps in service, how the Red Cross SAF department is typically viewed, and what types of new initiatives, if possible, could be useful. I expected much of my most insightful research into these questions to be derived from Red Cross stakeholders and members of the local military community, so I sought to conduct a limited number of key subject interviews to gain insight on which military-related obstacles are currently most pressing and what sort of programs might alleviate these issues. To accomplish this aim, I sought a variety of interview subjects, from professionals working in the field of military support to former service members. Interviews conducted are listed below.

In-depth Interviews:

- Beth Walden, Interim Emergency Services Director, Central NC Red Cross
- Tim Bothe, former Emergency Services Director, Central NC Red Cross
- Savannah Ryan, SAF Outreach Coordinator, American Red Cross of San Diego, CA

- Patricia DeZetter, RDU Center Assistant Director, USO of North Carolina
- William Abb, LTC (Ret), Deputy Director, Citizen-Soldier Support Program, UNC
- Jessica Meed, Research Associate, Citizen-Soldier Support Program, and Reserve spouse
- Nicholas Turza, Sanford MPP Student and former U.S. Army Captain
- Saroj K. Hardit, M.S., Psychology Intern at Memphis VA Medical Center
- John Park, Duke Red Cross Club President

Limited Interviews:

- Blanche Hudon, Volunteer Services Director, Central NC Red Cross
- Leslie Pitre, Service to the Armed Forces Manager, American Red Cross of Mississippi
- Lynne Grates, Executive Director, Armed Services YMCA, Fort Bragg/Camp Lejeune
- Joel H. Lipsey, Commander, American Legion Post 7, Durham, NC
- Sandra R. Grissom, Veterans Service Officer, Vance County, NC
- Caroline Jones, UNC Red Cross Club President, Chapel Hill, NC

Upon completing thorough background research and conducting my key interviews, my primary methodological approach was performing the traditional weighing of identified alternatives against carefully selected criteria. This method helped determine which options were best suited to both the needs of the community and the abilities of the Central NC Red Cross.

Appendix C

Summary of the Mission and Values of the Red Cross

All of the alternatives proposed in this paper ensured compatibility with the mission, values, and guiding principles of the American Red Cross, as well as the designated focus of the Service to the Armed Forces Department. These aims are as follows:

Red Cross Mission:

“The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies.”

“Our humanitarian mission connects us to people and communities across the nation and around the world. We are committed to ensuring that our people, programs and services reflect the diversity of the people and communities we serve.”⁸⁵

Service to the Armed Forces Mission:

"To support and supplement those activities of the military that affect the health, welfare and morale of services members and their families.”⁸⁶

Red Cross Values:⁸⁷

- Humanitarianism
- Stewardship
- Helping Others
- Unity
- Voluntary Spirit
- Continuous Learning

Fundamental Principles of the Red Cross and Red Crescent Movement:⁸⁸

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality

Endnotes

- ¹ American Red Cross Website, About Us page, available:
<http://www.redcross.org/portal/site/en/menuitem.d8aaecf214c576bf971e4cfe43181aa0/?vgnextoid=477859f392ce8110VgnVCM10000030f3870aRCRD&vgnextfmt=default>.
- ² “The Changing Face of Help: The American Red Cross Turns 125,” Promotional booklet, Washington DC: American Red Cross: Creative Resources, 2006, p. 5.
- ³ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁴ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁵ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁶ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁷ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁸ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ⁹ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ¹⁰ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ¹¹ In-person interview with Emergency Services Director Tim Bothe, September 16, 2011.
- ¹² Phone interview with Savannah Ryann, San Diego SAF Outreach Leader, January 15, 2012.
- ¹³ *Knowledge gained from previous personal experience as SAF Caseworker in San Diego, CA.*
- ¹⁴ Phone interview with Savannah Ryann, San Diego SAF Outreach Leader, January 15, 2012.
- ¹⁵ Central NC Red Cross website, About Us page: “Our Chapter,” available:
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- ¹⁷ “Defense Spending Increased 13% in North Carolina,” North Carolina National Guard website, Press Release, March 5, 2012, available:
<http://www.nc.ngb.army.mil/index.php/2012/03/14568/>.
- ¹⁸ Service to the Armed Forces PowerPoint Presentation, “Get to Know Us Before You Need Us” informational meeting for military families, Central NC Red Cross, Durham office, November 8, 2011: 6pm-7:30pm.
- ¹⁹ “Service to the Armed Forces: Supporting our service men and women, their families and our nation’s veterans,” Service to the Armed Forces Informational Pamphlet A3308-03/10, March 2010.
- ²⁰ Service to the Armed Forces PowerPoint Presentation, “Get to Know Us Before You Need Us” informational meeting for military families, Central NC Red Cross, Durham office, November 8, 2011: 6pm-7:30pm.
- ²¹ “Service to the Armed Forces: Supporting our service men and women, their families and our nation’s veterans,” Service to the Armed Forces Informational Pamphlet A3308-03/10, March 2010.
- ²² *Knowledge gained from previous personal experience as SAF Caseworker in San Diego, CA.*

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- ²³ “Service to the Armed Forces: Supporting our service men and women, their families and our nation’s veterans,” Service to the Armed Forces Informational Pamphlet A3308-03/10, March 2010.
- ²⁴ *Knowledge gained from previous personal experience as SAF Caseworker in San Diego, CA.*
- ²⁵ American Red Cross website, SAF information page, available:
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