



**American
Red Cross**

Disaster Services Program Review

Fiscal Year 2011



A Message From the President and CEO

It has been a year of disaster headlines and tremendous challenges for communities across the country. For the American Red Cross, disaster after disaster tested our capabilities and our tenacity to assist families forced from their homes by floods, tornadoes, wildfires and hurricanes. Each time, our invaluable disaster workers and partners rose to the challenge. Food, shelter and comfort were supplied without hesitation.

Thankfully, the incredible generosity of the American public also did not waver, providing the means for these services to reach those in need.

This spring, in a span of only three months, the Red Cross launched 46 large-scale relief operations in 31 states. Floodwaters affected communities as far south as Louisiana and as far north as North Dakota. In Texas and Arizona, hundreds of thousands of acres burned. Terrifying tornadoes ravaged communities, making the names of Tuscaloosa and Joplin all too familiar on news broadcasts across the country.

Mother Nature seemed relentless. But the Red Cross was there because of you.

While this spring's national relief efforts captured the spotlight, it is important to remember the Red Cross responds to nearly 70,000 disasters every year—200 disasters each day. These everyday disasters, many of which are home fires, may not get the same kinds of headlines as a hurricane or major tornado, but for the family who has lost everything, it is a devastating tragedy. And because of your commitment to delivering help and hope, it's a tragedy they do not have to face alone.

Behind the services we provide throughout the country are the people who make it happen—our Red Cross employees and volunteers. After a tumultuous year of disasters, I could not be prouder of the volunteers who have worked long hours to ensure everyone had a roof over their head and a hot meal. These volunteers have put donor dollars to work. They have delivered much more than relief supplies, they have given comfort in a warm embrace and hope for a better tomorrow amid formidable circumstances.

We know new challenges will arise. Yet today more than ever, I am confident that the Red Cross will meet these challenges head on because of the remarkable assistance of our partners. With your support, the American Red Cross remains focused on our lifesaving mission. We will continue to invest not only in services and technologies, but also in partnerships and people.

Together, we will prepare for whatever disaster may come our way in the future.

Thank you.



Gail McGovern
President and CEO

Our Mission and Charter

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 and Red Crescent Movement, will provide relief to those affected by disaster and help people prevent, prepare for and respond to emergencies.

The American Red Cross provides shelters, meals and emotional support for victims of disasters; supplies nearly half of the nation's blood; teaches lifesaving skills; provides international humanitarian aid; and supports military members and their families. The Red Cross is a charitable organization—not a government agency—and depends on volunteers and the generosity of the American public to perform our mission.

The authority of the Red Cross to provide disaster relief was formalized in 1905 when Congress chartered the Red Cross to “carry out a system of national and international relief in time of peace and apply the same in mitigating the suffering caused by pestilence, famine, fire, floods and other great national calamities, and to devise and carry out measures for preventing those calamities.” The Red Cross believes that our Congressional Charter is not only a grant of responsibility; it is also a covenant of duties and obligations to the nation, to disaster victims, and to the people who generously support our work. That is why the Red Cross strives to continually improve our ability to respond faster and more effectively to disasters.

The charter also codifies that the Red Cross and our chapters are a single national corporation organized to help fulfill U.S. treaty obligations under the Geneva Conventions. The charter mandates that the Red Cross maintain a system of domestic and international disaster relief, and entrusts the organization to serve as a medium of communication between members of the military and their families.

Fundamental Principles of the International Red Cross and Red Crescent Movement

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

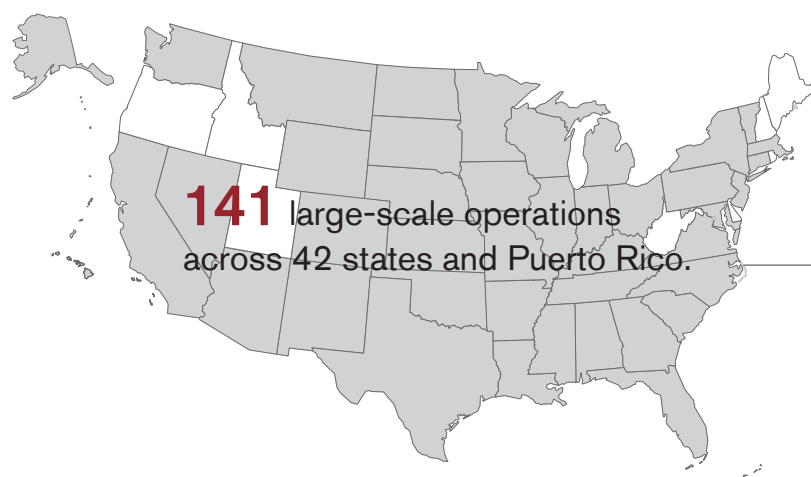
The Year in Review

Deadly tornadoes. Hurricanes. Record-setting floods. Wildfires. Blizzards. The past year had them all. During Fiscal Year 2011 (July 1, 2010 – June 30, 2011), the Red Cross responded to nearly 63,000 fires, nearly 2,000 floods, more than 520 tornadoes, nearly 330 explosions or other hazardous materials accidents and more than 160 major snow storms.

Throughout the year, we provided food and shelter to nearly 75,000 people and individual assistance to more than 90,000 families.

More than 20,000 Red Crossers worked tirelessly, assisting residents along rising rivers, supporting those forced from their homes by wildfires and helping those affected by tornadoes begin the process of rebuilding.

Service Delivery



While the Red Cross network of chapters is responding to emergencies in every state, every day, the states shaded in this map illustrate where the Red Cross provided large-scale relief from July 1, 2010 to June 30, 2011.



More than **20,000** disaster workers deployed



Approximately **490** shelters opened



More than **4 million** meals and snacks



2 million cleanup, comfort and relief supplies



Nearly **95,000** health and mental health contacts

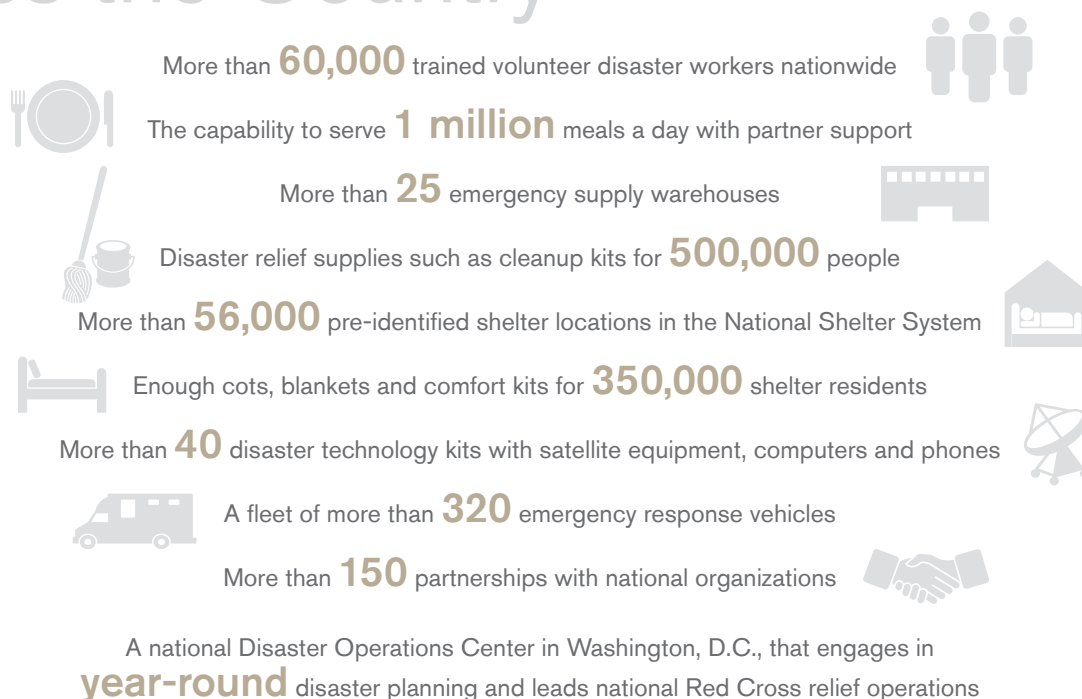
Always Ready

No matter where disasters strike, the American Red Cross is prepared to respond. Across the globe, in major cities and small towns, the Red Cross works year-round to ensure that we have the supplies we need and the infrastructure to deliver them. Each year, donations to American Red Cross Disaster Relief help those affected by crises receive immediate relief and long-term support.

In the face of an emergency, every minute counts. The support from donors enables us to maintain the resources and supplies below, ensuring help is on the way the moment it's needed:



Across the Country





Always There

With more than 130 years of emergency relief experience, the Red Cross and its volunteers are experts in the field of disaster response. In the wake of domestic disasters, the Red Cross is prepared to—

- Open shelters and serve meals;
- Distribute recovery supplies such as cleanup and comfort kits;
- Work with those affected to develop long-term plans for recovery and identify available resources;
- Provide physical and mental health care through our team of more than 3,800 licensed medical professionals and more than 3,200 mental health professionals; and
- Share important information to those looking to get or give help—via our website, blog, Facebook page and Twitter feeds. Visitors to redcross.org can locate open shelters, communicate their safety to friends and family members and search for loved ones lost in a disaster.

On the Front Lines of Relief

The Red Cross led multiple simultaneous disaster operations spanning from coast to coast in Fiscal Year 2011. Thousands of Red Crossers worked tirelessly, assisting residents along rising rivers to battle back floodwaters from their homes and businesses, feeding local responders as they fought wildfires, helping people recover from devastating spring tornadoes, and preparing the organization and communities for the 2011 hurricane season.

The Red Cross is always seeking to improve the way we provide relief and to be more efficient as an organization. We are utilizing innovative technology, embracing a “whole community” shelter standard, developing new partnerships and implementing a cost-efficient supply chain system. It is imperative

“God bless you all for what you do to help people.”

—Bo Lawrence, Red Cross shelter resident during Hurricane Earl

that the Red Cross evolves with the changing times, and these service delivery improvements help us continue to meet critical needs in the face of crises across the country. The following is a snapshot of large-scale relief operations we responded to in FY2011.



Hurricanes of 2010

Hurricanes with destructive winds and heavy rainfall threaten the United States each year. And every year, the Red Cross is ready to help the more than 35 million Americans who live in regions at risk for Atlantic and Pacific hurricanes. We work to minimize their impact by partnering with a network of agencies to assess vulnerabilities and ensure we have the collective capacity to prepare for and respond to hurricanes.

In July 2010, rain pummeled southern Texas along the Rio Grande River, a region that was already struggling with flooded homes and evacuations after Hurricane Alex hit the month before. Tropical Storm Hermine soon followed, affecting more than 800 families. Hermine generated a number of tornadoes that affected businesses, industrial areas and residences in and around Dallas.

In September 2010, Hurricane Earl threatened the East Coast from North Carolina up to New England. The Red Cross positioned cots, blankets, food and water at regional shelters and trained Red Cross shelter workers to care for the hundreds of residents and tourists seeking refuge.

Storms of this magnitude require that the Red Cross be fully staffed, stocked with supplies and have shelters available when a hurricane approaches. Every dollar invested in readiness has the potential to save lives.



Facts at a Glance

In response to the hurricanes that affected a number of states, including Massachusetts, New York, North Carolina, Texas and the U.S. Virgin Islands, the Red Cross—

- Deployed 1,150 trained disaster relief workers;
- Opened 40 shelters, providing nearly 575 overnight stays;
- Provided nearly 400 health and mental health contacts;
- Served nearly 47,000 meals and snacks; and
- Distributed more than 1,000 relief items such as comfort kits, tarps, rakes and coolers.

Spring Tornadoes

The spring of 2011 brought the worst outbreaks of deadly tornadoes in decades. More than a thousand tornadoes were reported, prompting 28 Red Cross disaster operations in 18 states across the country. The first string of storms began on April 14, leaving a trail of destruction across the South and along the East Coast. Alabama was the hardest hit, with nearly 10,000 homes damaged or destroyed, and approximately half a million residents left without power, as tornado-ravaged Tuscaloosa became the focus of network news broadcasts.

On May 22, tornadoes barreled through the Midwest, with the most intense fury focused on the town of Joplin, Mo., where more than 7,000 homes were damaged or destroyed.

Then on June 1, the tornado outbreaks spread to Massachusetts, which rarely experiences severe tornadoes. Springfield reported the heaviest damage, although 19 other communities were affected.

Facts at a Glance

In response to the large-scale tornadoes that have affected communities across 18 states, the Red Cross has—

- Deployed more than 9,100 trained disaster relief workers;
- Opened nearly 150 shelters, providing more than 2,600 overnight stays;
- Provided nearly 64,000 health and mental health contacts;
- Served more than 2.7 million meals and snacks; and
- Distributed more than 1.4 million relief items such as clean-up kits, hygiene kits, tarps and rakes.

Within hours of these disasters, trained workers were on the ground, opening shelters and handing out meals and relief supplies. Blood products were sent in when needed. And Red Cross caseworkers met with families to determine short-term housing options.

“The tornado caught us completely by surprise...”

Leobardo Olvera is one of many tornado survivors in North Carolina. “We were warned about severe thunderstorms coming through our area, and I made the children come inside to be safe,” he said. A tornado destroyed his family home soon after.

“I don’t know what my family and I would have done without the support of the Red Cross,” Olvera continued. “We have lost everything, and it is only through the kindness and generosity of the Red Cross that we are going to be able to make a start back. Without the Red Cross, we would have had nothing!”

The Red Cross will continue to be there for the Olvera family and others as they move forward on the road to recovery.





Spring Floods

Floods are the most frequent and costliest natural disasters in the United States in terms of human hardship and economic loss. High water can mask infrastructure damage and force residents from their homes for days, sometimes weeks, at a time.

A collective and immediate response to spring flooding is made possible by the Red Cross stocking warehouses, training volunteers and building partnerships. Each Red Cross chapter conducts response training, as well as planning and preparedness activities, to identify relief resources specific to the needs of its constituents in order to mitigate the potential devastation.

The 2011 spring season began with annual flooding along the Red River, affecting communities in Minnesota and North Dakota. For weeks, the Red Cross fed community members and local partners, who were piling sandbags to block the rising water.

In May, rivers throughout the Northwest rose as rain and snowmelt caused widespread flooding and prompted evacuations of the Crow Nation, a Native American reservation situated in southeastern Montana. More than 300 residents stayed in a Red Cross shelter in Billings, some 80 miles from home.

In some states such as Arizona, Oklahoma and Tennessee, flooding was caused by severe tornadoes that only exacerbated the devastation.

Facts at a Glance

In response to large-scale floods, the Red Cross—

- Deployed nearly 8,000 trained disaster relief workers;
- Opened nearly 250 shelters, providing nearly 22,000 overnight stays;
- Provided nearly 24,000 health and mental health contacts;
- Served 1.1 million meals and snacks; and
- Distributed more than 514,000 relief items such as comfort kits, tarps and rakes.

As residents began to repair their homes, Red Cross emergency response vehicles delivered cleanup kits containing mops, buckets, gloves and bleach. We continued to work with our partners to serve hot meals to those who were not sure where their next meal would be coming from. And Red Cross mental health workers fanned out in affected neighborhoods to help those who were coping with the loss of their homes.

>>Did you know that the Red Cross launched 46 large-scale disaster operations in 31 states over the spring in response to tornadoes, wildfires and floods?

Wildfires

In a wildfire, every second counts. Fires often begin unnoticed and spread quickly; igniting brush, trees and homes. In Texas alone, April wildfires burned more than 1 million acres, prompting the evacuation of residents and damaging more than 200 homes. The Red Cross opened shelters for hundreds of people affected by these wildfires and provided food and water for first responders.

A blaze that sparked southwest of Alpine, Ariz., on May 29 soon became the largest fire in Arizona history, burning more than half a million acres. More than 4,000 firefighters and personnel joined in the relief efforts, numbers unheard of in the state. More than a dozen Arizona communities were evacuated in a matter of days after the fire began to rapidly threaten their homes. To provide safety and comfort for evacuees, the Red Cross opened a shelter and provided meals, snacks and comfort items such as soap and shampoo.

Facts at a Glance

In response to the large-scale wildfires that have affected a number of states, including Arizona, Colorado, New Mexico, Texas and Washington, the Red Cross—

- Deployed more than 940 trained disaster relief workers;
- Opened 19 shelters, providing nearly 2,000 overnight stays;
- Provided more than 1,200 health and mental health contacts;
- Served more than 24,000 meals and snacks; and
- Distributed nearly 5,600 relief items such as comfort kits, tarps and rakes.



Everyday Disasters

Every day, local Red Cross chapters are responding to house fires, helping families cope with the loss of their home, possessions and priceless keepsakes. For example, in February 2011, 13 families were left homeless by an explosion and fire in Allentown, Pa. The Red Cross was on the scene to provide lodging, food, clothing, shoes, medication replacement, blankets, toiletry items, seasonal garments and referrals for other resources from our partners.

These incredibly personal tragedies are the most common disasters that the Red Cross responds to on a day-to-day basis in communities across the country. While these disasters garner rather limited attention even locally, the Red Cross is there, helping families rebuild in the devastating aftermath.

Similarly, on June 27, 2011, residents of the Vacation Lodge motel in Kissimmee, Fla., suddenly found themselves watching flames engulf the place they called home. Soon, the Red Cross was alongside firefighters, offering them cold drinks and meeting with more than 230 residents to evaluate what help they needed. The Red Cross also provided food and water at a shelter opened for evacuees. Red Cross nurses treated minor injuries and monitored blood pressures and mental health volunteers were on hand to help residents cope with the trauma.

After determining emergency needs, the Red Cross then provided affected families with client assistance cards that were pre-loaded with money to buy food, clothing and other necessities lost in the fire, as well as funds to pay for a month at an extended-stay motel.



"I don't know where I would be today if I hadn't met with the Red Cross volunteers. I lived at the motel for three months and it was our home. Now I can find another place."

—Patricia Solar, mother of two, who lost her home to the fire in Kissimmee, Fla.

>> Did you know that last year, the Red Cross responded to more than 68,000 disasters? That's roughly one every eight minutes.



Strength in Partnerships

Disasters create a wide range of emergency needs, more than any one organization or government agency can meet. The Red Cross is proud to develop and maintain partnerships throughout the year that enhance our readiness and response capabilities. Whether it's by coordinating with experts in specific aspects of disaster relief such as mass feeding and logistical support, or learning about the communities we assist from local organizations, working with partners makes the Red Cross stronger.

Government Partners

On October 22, 2010, the Red Cross and the Federal Emergency Management Agency (FEMA) signed a new memorandum of agreement detailing how to co-lead mass care activities, including feeding, sheltering, bulk distribution and family reunification, bringing together the resource strengths of FEMA and the mass care expertise of the Red Cross.

Community Partners

The Red Cross has also collaborated with community organizations and nonprofits to increase our collective response capacity. We have agreements with more than 150 nongovernment organizations to ensure we are providing effective and well-coordinated response and recovery efforts that meet the needs of everyone. Such organizations include community, civic, faith-based, advocacy, labor unions and business. In FY 2011, the Red Cross signed a national memorandum of understanding with the YMCA of the USA to identify new shelter facilities and other areas of collaboration. So far, approximately 250 new shelters have been identified with the YMCA, and we are working together to locate hundreds more across the country. Partnerships with organizations

like HOPE worldwide and the National Black Nurses Association help enhance our joint response efforts, build capacity and expand our outreach into local communities.

Reaching Diverse Communities

The Red Cross also forms partnerships with national organizations that can extend our reach into communities across the United States. To meet translation needs, the Red Cross has formal partnerships with the National Association for Judiciary Interpreters and Translators. We also partner with organizations that help us enhance our cultural sensitivity when serving diverse communities. Representatives from these organizations offer advice, and some even have their members assist during large-scale emergencies. For example, when severe storms and tornadoes pummeled the South in the spring of 2011, the National Association for the Advancement of Colored People (NAACP), National Baptist Convention USA and Islamic Relief USA deployed members to assist with Red Cross relief efforts. Additionally, Red Cross chapters maintain local relationships with organizations and communities in their jurisdiction. For example, when major flooding affected Montana this year, the chapter's relationships with Native American reservations proved crucial in delivering Red Cross services to these communities.



A Lifetime Partner—Gene Collins



"I just roll up my sleeves and do whatever is needed," is Gene Collins' humble description of his work for the Red Cross as a voluntary partnership coordinator. A leader in the NAACP, Collins has coordinated with the Red Cross for more than 20 years and now

plays a critical leadership and liaison role, helping coordinate many disaster partners' activities to ensure the needs of each disaster operation are met as efficiently as possible.

The NAACP has a long partnership history with the Red Cross. The NAACP has state representatives across the country in charge of emergency management, and all regional conferences include a section on emergency preparedness. Red Cross representatives are frequently invited to attend these conferences to discuss the partnership. The NAACP also has volunteers at both the local and national levels who contribute to disaster preparedness and response activities. Collins strives to duplicate the strength of this partnership with all of the partnerships he helps foster on behalf of the Red Cross.

Collins has a busy schedule. Some days he can be found coordinating partner responses from his desk at the Red Cross national headquarters Disaster Operations Center. Other days, he may be conducting trainings for new partners or managing partner responses in the field during large-scale disasters. With his many years of experience, Collins has seen great changes within both the NAACP and the Red Cross, and is pleased at the progress that has been made. He has seen the

Red Cross learn from major response efforts such as Hurricane Katrina, and become a stronger, more experienced and better-prepared organization

He sees partners playing a huge role not only by enhancing Red Cross service delivery capabilities, but also by serving as ambassadors for the Red Cross. Partners can improve engagement in communities, allay concerns or misconceptions for those who are unfamiliar with the work of the Red Cross and explain the variety of services available to people in the wake of disaster.

Collins remains busy year-round, preparing partners to assist when disaster strikes, so that responses are conducted smoothly. "We come together during a disaster; we plan ahead," said Collins. "We don't want to have a disaster within a disaster. I'm pleased with what we've accomplished in the past 20 years."



Investment in Volunteers

Volunteers are the fuel that powers the American Red Cross. In the aftermath of disaster, when people see the Red Cross symbol, they know that compassionate help has arrived—the vast majority of the time, in the form of a volunteer. The Red Cross believes in empowering our volunteer force; giving them the training they need to give the help that provides the maximum impact for each individual.

During FY 2011, the Red Cross had more than 487,000 volunteers serve the country as local chapter, national disaster, biomedical, and Service to the Armed Forces volunteers. Compared to the nearly half a million trained volunteers who delivered Red Cross services this year, the Red Cross employed 32,000 paid staff. Our robust volunteer force allows the Red Cross to put donor dollars, which might otherwise pay staff salaries, directly into response costs, as well as into training enhancements to help our volunteers perform even better.

In 2011, the Saba Learning Management system was launched across the Red Cross chapter network to provide one system of record to monitor training history for volunteers, employees and people who have attended Red Cross classes. It serves as one central platform for both Web-based and blended learning for internal and external learners. It will allow the Red Cross as a national organization to track all trainings, students, instructors and certification data for all lines of service in one place—eliminating the service contracts and redundant technologies that accompanied a multisystem approach. With this streamlined approach, any volunteer or potential volunteer can easily visit redcross.org to take disaster services classes.

The Red Cross also provided on-site training for more than 12,000 Red Cross disaster volunteers already deployed to national response operations. These trainings enhanced the capacity of our volunteers to respond to the particular needs of specific disasters.



A day in the life

of a Red Cross disaster worker

7:00 a.m. Woke up in a Red Cross shelter alongside disaster survivors displaced by the storm.

8:00 a.m. Ate breakfast with other Red Cross volunteers.

8:30 a.m. Met with the Job Director to receive an update on progress and on the work yet to be done.

9:00 a.m. Attended a group meeting with volunteers who are performing the same function, such as feeding or sheltering. Since I'm a casework volunteer, we discussed some of the disaster-caused needs that people noticed the previous day.

9:30 a.m. Volunteers received their daily assignments. Another casework volunteer and I accompanied an emergency response vehicle (ERV) through an affected neighborhood. A mental health volunteer and two feeding volunteers went with us.

10:15 a.m. Parked our ERV near a housing development that had sustained major damage. Two volunteers served hot meals and snacks to hungry people.

10:30 a.m. Went door-to-door with my casework partner and a mental health volunteer to meet with residents and develop plans for replacing lost items, repairing damages and coming up with a recovery plan.

Noon During a visit with a family, the mental health volunteer noticed that a young child seemed withdrawn. She used a coloring book to talk with the child about his disaster experience, while I talked with his parents about using the Red Cross cleanup kit.

4:30 p.m. Completed the work in my assigned area and returned to the disaster operation headquarters.

5:00 p.m. Met with my Activity Lead and submitted the casework forms that I completed that day.

6:00 p.m. Had dinner with my fellow volunteers.

7:00 p.m. Relaxed with other volunteers and got to know them a bit better.

9:00 p.m. Went to bed.



21st Century Disaster Response: The American Red Cross and Social Media

What's coming, where to go, what to do, what to expect next—these are key pieces of information that the American Red Cross can deliver through social media. A status update on Facebook, a tweet on Twitter, a YouTube video, or a post on our blog are all ways in which our clients can connect with us in the midst of a disaster. Through the use of Red Cross social media outlets and applications, people can seek safe refuge, find loved ones and receive the latest news. We are able to reach out in real time, bringing people reassurance during the uncertainty of an emergency.

A Place to Stay

Launched in February 2011, the American Red Cross Shelter View application for the iPhone maps the location of nearby shelters while displaying the shelters' current capacities and populations. The app also provides links to the latest emergency news on the Red Cross Disaster Online Newsroom. Downloaded more than 31,000 times (as of January 2012), the app serves as a critical tool for those affected by disasters across the country.

At redcross.org, a dynamic shelter map is updated every 30 minutes by the National Shelter System. Open Red Cross shelters can found by address, city, state and zip code. Both the online map and the Shelter View app use Google Maps to plot shelter locations.

Peace of Mind for Loved Ones

In the confusion caused by a disaster, it can be difficult for those affected to reach out to family members, letting them know they're safe. The Red Cross Safe and Well website (redcross.org/safeandwell) gives users the capacity to ease the worries of loved ones by registering themselves as safe. Integrated with Facebook and Twitter in 2011, the Safe and Well tool can automatically update statuses on Facebook and Twitter just by checking a box on the registration page. The site has the capacity to register individuals and as well as larger groups.

"Technology is a tool, not an end in itself. Our goal is to help alleviate human suffering and ensure that the country is as prepared as possible to respond to any disaster. We will use technology to do that, but it is not about the technology, it is about the people we serve."

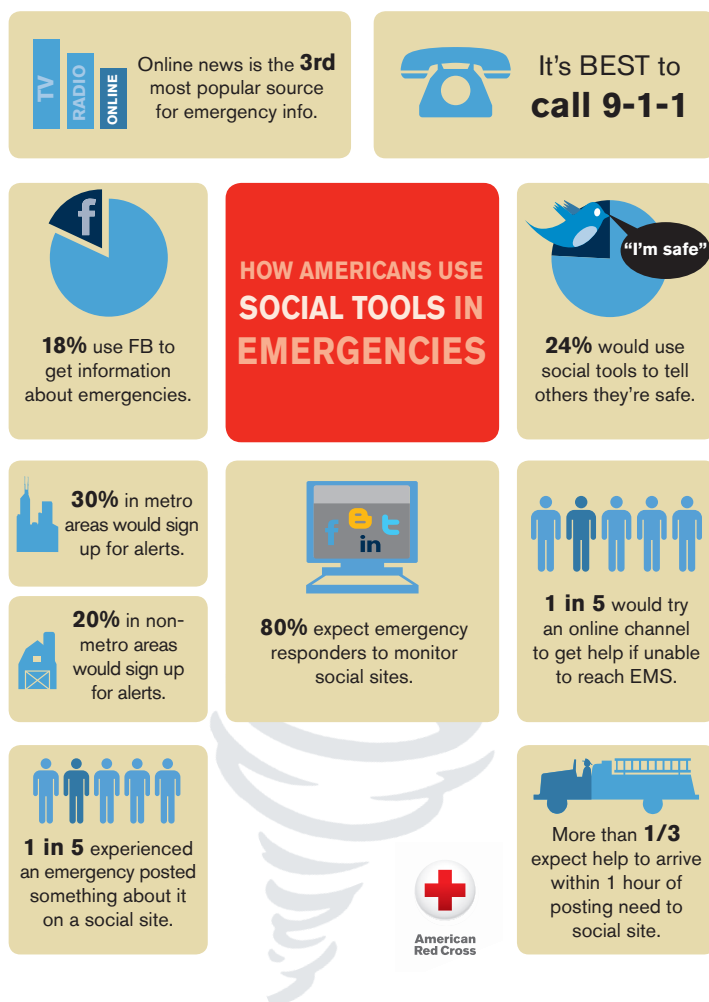
*—Suzy DeFrancis, Red Cross Chief
Public Affairs Officer*

The Red Cross and Social Media

The Red Cross continues to provide the caring, compassionate response Americans have come to expect, while modernizing our technologies and engaging with the public through social media. As new platforms have emerged, the Red Cross has embraced them in order to keep our clients, donors, employees and volunteers informed and prepared:

- The Red Cross was the first Top 50 nonprofit to join Twitter (June 2007)
- The Red Cross Facebook page has generated nearly 406,000 likes (as of February 2012)
- The Red Cross Shelter View iPhone application has been downloaded more than 31,000 times (as of January 2012)
- The Red Cross Twitter account has nearly 625,000 followers (as of February 2012)

In August 2011, a national survey done for the Red Cross on potential social media usage during emergencies demonstrated how important it is for major national organizations to communicate with people via social media during times of crisis. The results of the survey revealed the following:



The Road Ahead

Every day, disasters strike and lives are changed. And every day, as the Red Cross responds, we are also planning for the next crisis. It is imperative to advance our capabilities so that we're ready to help. To make the Red Cross an organization that future generations can rely on, we continue to build upon our achievements and to proactively meet challenges head-on.

We have illustrated in this report how we have developed new technologies, expanded shelter accessibility and strengthened partnerships over the past year. Our work, however, does not stop there.

- **Supply Chain**—When disaster strikes, relief cannot wait. Every second and every dollar counts. We are implementing an enterprise-wide Supply Chain Management system to help the organization become more efficient and effective when organizing resources and delivering services. It will save money, provide time-critical information about resources and allow us to quickly leverage third-party vendor relationships to procure and move relief supplies. We strive to more efficiently receive, acknowledge and use in-kind donations according to donor intent. With increased visibility, the Red Cross can eliminate duplicate purchases and reduce the quantity of goods that expire before use. Overall, this new Supply Chain Management system will lower the total cost of operations, while also building sustainability of services. In years past, we mobilized large-scale disaster

relief operations—including a headquarters, volunteer deployment and the shipment of bulk relief items—within 72 hours. With an updated Supply Chain Management system, we could mobilize in as little as 48 hours.

- **Nurses in Action**—We are also planning to broaden the once limited capabilities of Red Cross nurses to care for those in distress. New guidance will ensure that Red Cross nurses can better meet health needs they discover when working one-on-one with affected families. Moving forward, the nearly 5,000 Red Cross nurses who provide disaster health services can act within their licensure scope of practice, assessing and intervening as they have been prepared to do by their education and experience.
- **Enhance Partnerships**—The efficiency and effectiveness of our services is highly dependent on the strength of our partnerships. The Red Cross continues to engage new partners and advance current memorandums of understanding. In 2010, we forged a new partnership with FEMA to jointly lead the planning and coordination of mass care services such as opening shelters and providing meals. Looking ahead, we'll further this agreement by implementing a National Mass Care strategy and developing Community Mass Care training. The Red Cross is also exploring ways to increase private sector involvement on relief operations and readiness activities.

Your Gift at Work

Individual Assistance

Red Cross client caseworkers meet with individuals affected by disaster to offer assistance and identify any special needs, such as planning their long-term recovery to ensure that they are safely accommodated. Assistance can include groceries, clothing, lodging and other assistance to help a family get back on their feet. This category also includes several tools used by the Red Cross to get help to individuals, such as the system maintenance for the Client Assistance System, Coordinated Assistance Network and the Safe & Well program. **\$180,891,000**

Readiness and Partnering

The Red Cross helps communities plan and prepare for disasters. Additionally, significant time and resources are spent to ensure the Red Cross is prepared to respond to the next disaster. This includes training programs for volunteers and communities members. The Red Cross also works to enhance relationships with both government and nongovernment organizations to ensure a coordinated, immediate and effective response. Readiness and partnering activities provide a means to actively expand our reach and to evaluate the potential needs of the community ahead of events. **\$27,833,000**

Disaster Vehicles, Equipment & Warehouses

Disaster response requires a reserve of resources ready to deploy at a moment's notice. Managing these resources requires real estate, logistical support and vendor agreements that go beyond what a local chapter can do. Costs associated with this include rented space for shelter facilities, disaster response headquarters and warehousing, vehicle rentals, fleet management, fuel and other necessities. **\$25,224,000**

Physical and Mental Health Services

The Red Cross provides physical and emotional support services to clients including first aid and replacement of prescription medicines. **\$17,024,000**

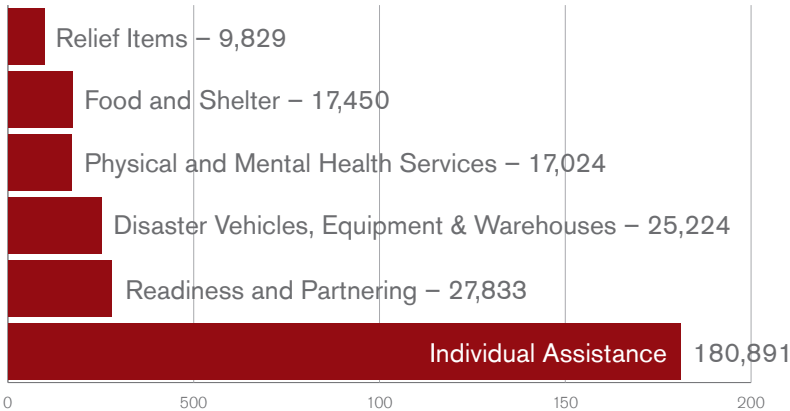
Food and Shelter

The Red Cross serves meals at its shelters, from emergency response vehicles and fixed feeding sites in affected communities, and to first responders in the field. Through effective partnerships with government and community organizations, the Red Cross opens shelters and ensures they meet the needs of individual communities. **\$17,450,000**

Relief Items

The Red Cross distributes a broad range of relief items to clients including comfort kits with hygiene items like toothbrushes and toothpaste, cleaning supplies, tarps and shovels. **\$9,829,000**

Donor Dollars at Work*
Total Cost: \$278,251
(in thousands)



*An average of 91 cents of every dollar the Red Cross spends is invested in humanitarian services and programs.

Thanks to the ongoing support of the members of our Annual Disaster Giving Program and Disaster Responder Program, the Red Cross stands ready throughout the year, offering immediate assistance to ease the impact of a disaster and guide families affected toward recovery. These members include:

Annual Disaster Giving Program (\$500,000 or more annually)

3M	Lowe's Companies, Inc.
Altria Group	Merck
Aon	Morgan Stanley
Bank of America	Nationwide Insurance Foundation
Caterpillar Inc.	Northrop Grumman
Cisco Foundation	Optum
Citi Foundation	PepsiCo and the PepsiCo Foundation
ConAgra Foods Foundation	Ryder Charitable Foundation
Costco Wholesale Corporation	Southwest Airlines
Darden Restaurants, Inc.	State Farm
Dell Inc.	State Street Foundation
Dr Pepper Snapple Group	Target
FedEx Corporation	The TJX Companies, Inc.
GE Foundation	UnitedHealthcare
The Home Depot Foundation	UPS
John Deere Foundation	Walmart
Kimberly-Clark Corporation	The Walt Disney Company
Kraft Foods	

Disaster Responder Program (\$250,000 annually)

American Express	PuroClean
ArcelorMittal	Starbucks Coffee Company
AXA Foundation	and Starbucks Foundation
General Motors Foundation	US Airways
H&R Block	

Thank You

The generosity of our donors has empowered the American Red Cross to provide critical disaster relief services, allowing us to deliver our lifesaving mission across the country. This year, severe tornadoes, floods, wildfires and tropical storms have tested the endurance of many, but their resiliency found hope in the helping hand offered by the Red Cross. It is because of you—the individuals, corporations, foundations and organizations that linked arms with us—that shelter, food and comfort could be provided in times of need.

As the Red Cross prepares for the challenges of the future, we recognize the remarkable loyalty and support of our donors, who help ensure that every need is met during a disaster. Thank you for your partnership, and for reaching out to your neighbors with help and hope.



For more information about the American Red Cross and to see your gift at work, please visit **redcross.org** to—

- Learn what actions you can take to make your community and family safer;
- Participate in discussions about issues affecting the work of the Red Cross through social media platforms such as Facebook (facebook.com/redcross) and the Red Cross blog (**blog.redcross.org**);
- Read real-time, first-person accounts from Red Cross people in your community or on a mission on the other side of the world;
- Find a shelter during a disaster;
- List yourself as safe and well after a disaster, and find out if loved ones are okay, too; and
- Make a financial donation, or find out where to donate blood, take a course or volunteer.



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