



Delivering Relief, Inspiring Hope

2010 Disaster Relief Program Review



**American
Red Cross**

A Message From the President and CEO

This past year, when communities across our nation faced unforeseen adversity from disasters such as floods, tornadoes and earthquakes, they turned to the American Red Cross for help.

Whether the disaster was flooding in Georgia, Tennessee or Minnesota; an earthquake and tsunami that struck American Samoa; or spring tornadoes that ravaged Alabama and Mississippi, the Red Cross was there.

Your contribution in support of Red Cross disaster relief ensures that the Red Cross is ready to travel to the front lines of any disaster—supplying meals, opening shelters and distributing cleanup supplies.

Since 2006, the United States has been one of the countries hardest hit by natural disasters, and one of the countries that has suffered a tremendous amount of economic damage due to natural disasters. Today, more than 50 percent of all Americans live on or near a coastline, where they are vulnerable to hurricanes, storm surges and other weather-related disasters—and that percentage is expected to increase to 75 percent by 2025. Fourteen of our nation's 20 largest cities are on the coast, and more than 40 percent of new development is along our coastline.

As America's leading emergency response organization, the Red Cross will continue to adapt and evolve to meet new disaster challenges. In 2010, we made improvements in delivering services, reducing costs and providing a better client and volunteer experience. We adapted our disaster preparation strategy to meet obstacles such as the flu pandemic and the oil spill in the Gulf of Mexico. And we embraced new technologies to better communicate our message to clients, donors and partners.

Unfortunately, the current economic climate only intensifies the effects of disasters on individuals and families, who are increasingly faced with tighter budgets. While financial concerns affect nearly every individual, household and organization in America, the incredible resiliency of our nation and the generosity of the American people have enabled the Red Cross to continue to help those in need.

Thank you for your continued commitment and support. The American Red Cross is no stranger to adversity; we perform extraordinary acts in the face of emergencies every day. With your support, we will continue to provide help and hope to families and communities in crisis here and around the world.

Sincerely,



Gail McGovern
President and CEO



The American Red Cross: A Network of Relief

The American Red Cross is the nation's largest independent, nonprofit humanitarian organization helping people prevent, prepare for and respond to all types of emergencies. Every year, nearly 70,000 disasters occur across the country. Through our network of 650 chapters and our partners, donors and volunteers, we stand ready to comfort and care for victims—free of charge. This is our commitment to the American people.

However, meeting this commitment requires significant investment. The

Red Cross spent nearly \$270 million in Fiscal Year (FY) 2010, which covered the period from July 1, 2009 through June 30, 2010, on disaster readiness and relief throughout the United States. Over the year, the Red Cross responded to 62,510 disasters, from small-scale disasters such as single-family home fires to major disasters such as floods and hurricanes. This report summarizes how support from corporations, organizations, foundations and individuals for the American Red Cross Disaster Relief Fund helped us prepare for and

respond to major disaster relief operations in FY 10. Because of the generosity of Red Cross donors, victims of disaster found a helping hand in their darkest hours.

Almost 185 times a day, American Red Cross disaster workers help a family that has been touched by disaster.

Where We Need to Be: The Chapter Network

The Red Cross network of chapters across the country is equipped with the right tools to respond to emergencies that frequently affect different regions, such as hurricanes along the Gulf Coast or wildfires in California. Each chapter develops and maintains local disaster plans and identifies relief resources specific to the needs of their constituents. Additionally, chapters conduct response training as well as planning and preparedness activities with their partners to mitigate potential devastation and create communities that are more resilient.



Long Pond, Mass., resident Chris Swimm canoes his Red Cross cleanup kit to his home.

Virginia Hart/American Red Cross

Serving on the Front Lines: The Volunteer Network

The Red Cross is only as strong as the people on the ground who are helping those affected by disaster. Currently, we have more than 90,000 disaster workers nationwide—93 percent of them volunteers—who are ready to deploy at a moment's notice, often for weeks at a time. Trained by their local chapters, disaster workers gain the expertise in mission critical areas such as running shelters and setting up communications infrastructure. It is through the financial support of our donors that our workforce continues to grow in size and expertise.

"I've been an earthquake victim myself," said Donna Goldsworthy, a Red Cross nurse. "I was inspired to volunteer by the assistance the Red Cross provided after the Loma Prieta earthquake in 1989. The Red Cross has been an encouraging influence on my life."

Expanding Capacity to Help: Partner Network

In times of disaster, people know and trust the Red Cross to help them cope with some of the most frightening and uncertain times of their lives. This is a great undertaking and one that we cannot accomplish alone. The Red Cross continues to focus on building



Southern Baptist Convention and the American Red Cross partner to feed those affected by disasters.

“After disasters strike, it is paramount that those in distress are able to receive the same quality of care they would have before a catastrophe. We are pleased to partner with the American Red Cross to ensure that people receive the medical care they deserve.”

— Robert J. Tosatto, Medical Reserve Corps Program Director

relationships with government agencies and other nonprofits to more effectively provide relief.

So that multiple organizations can act as one, the Red Cross and eight other agencies established the Coordinated Assistance Network (CAN) in 2003. This network facilitates sharing of information about disaster-based client needs and helps prevent clients from

having to retell their story multiple times to different agencies. Currently, through participation in CAN, up-to-date client and resource information is shared among more than 1,380 agencies and their affiliates—a 70 percent increase from 2009. This model is collaborative, diverse and inclusive—it takes an entire community to respond to a disaster.

Non-Government Partnerships

Year-round, chapters form local partnerships that provide greater insight into the needs of a community and help develop effective plans to serve residents. The Red Cross also leverages its relationships with a variety of faith-based and civic organizations that advocate on behalf of diverse populations. Groups around the country, such as the Medical Reserve Corps (MRC), the National Council of La Raza, 100 Black Men, National Baptist Convention and Southern Baptist Convention help us deliver relief including health support, emotional support and cleanup supplies. For example, the Red Cross provides the food and cooking supplies, and Southern Baptist Convention prepares the meals. The MRC deploys medical personnel to assist in shelters or in the field, and the Red Cross provides the MRC with mass care and logistical support during disaster.

Government Partnerships

The Red Cross engages government partners at the local, state and federal level in planning for and preparing our coordinated response to emergencies of all sizes. Trained Red Cross disaster workers staff local and state emergency operations centers, ensuring that Red Cross efforts are complementary to and coordinated with other relief activities.

Together with our government and nongovernment partners, the Red Cross has the capacity to feed thousands of people at once, the skills to provide medical support in the midst of chaos, the understanding to know the specific needs of individual communities and the trust of the people we serve. These partnerships harness the expertise of many diverse agencies and organizations for a common goal—providing relief.

Making an Impact: Donor Network

The Red Cross is not a government agency and depends on charitable donations from the American people to carry out its mission. Each year, the size and scope of disaster response grows and changes. The financial support of our donors

allows the Red Cross to overcome new challenges and is the lifeline of our disaster response capability; it supports our infrastructure, resources and immediate costs when disaster strikes. The Red Cross of our humanitarian services.

Whether it is a \$10 donation sent via a text message or a million-dollar contribution from a corporate donor, this support helps victims forced to evacuate their homes find shelter. It ensures parents have meals to give their children when their local grocery stores are destroyed. It enables people to find the guidance they need to take the first steps toward recovery. Our donors' investment in the Red Cross truly changes lives.

2010 Annual Disaster Giving Program Members

Members of the Annual Disaster Giving Program (ADGP) understand the importance of being ready at a moment's notice. ADGP members make annual pledges to support disaster relief in advance of disaster, which enables the Red Cross to put systems and supplies in place to deliver our services even before the first dollar is raised. Without the dollars to invest in readiness, we would not be a strong presence on the front lines of disaster response.

Altria Group
American Express
AXA Foundation
Cisco Foundation
ConAgra Foods
Costco Wholesale Corporation
Darden Restaurants, Inc.
FedEx Corporation
GE Foundation
General Motors Foundation
The Home Depot Foundation
John Deere Foundation
Kimberly-Clark Corporation

Lowe's Companies, Inc.
Merck
Morgan Stanley
Nationwide Insurance Foundation
Northrop Grumman
Ryder Charitable Foundation
State Farm
State Street Foundation
Target
The TJX Companies, Inc.
UnitedHealthcare
UPS

The Network in Action

Before Disasters Strike

Before the first volunteer deploys, the first shelter opens, the first meal is served or the first comfort kit is distributed, the Red Cross must have the proper supplies and systems in place to prepare our organization and communities for emergencies so that devastation and loss is minimized. The Red Cross maintains readiness in the following ways:

Building Partnerships to ensure the needs of all communities are met through collaboration with government, nongovernment and faith-based organizations.

Developing Operational Support, such as systems and tools, to coordinate immediate and effective relief operations. This involves maintaining a national Disaster Operations Center; recruiting, training and managing volunteers; and pre-positioning supplies and resources.

Strengthening Disaster Systems, such as specialized IT platforms, to manage large-scale service delivery and volunteer deployment. For example, the National Shelter System contains critical, public-facing information about more than 56,000 pre-identified shelter locations nationwide, including the location, capacity, facilities, contact information and shelter status.

Emphasizing Disaster Readiness through educational materials in various languages that inform the public about how to stay safe and protect their homes. We collaborate with the U.S. Department of Homeland Security, FEMA, the insurance industry, emergency management and environment officials, educators, businesses and others who are concerned about the increasing, and often unnecessary, losses caused by disasters.

Capacity for Relief

- More than 90,000 trained disaster workers
- More than 25 emergency supply warehouses stocked with disaster relief supplies
- Ability to serve 1 million meals per day
- 42 disaster technology kits with satellite equipment, computers and phones
- More than 56,000 pre-identified shelter locations
- Enough cots, blankets and comfort kits for 350,000 shelter residents
- A fleet of more than 320 mobile response vehicles



Overcoming Challenges

The Red Cross is in a unique and critical position of being the organization people turn to in their time of need. Therefore, the Red Cross must overcome any arising challenges that may hinder a response. For example, after the initial outbreak of H1N1 in April 2009, the Red Cross taught individuals, families, schools, businesses and organizations about flu symptoms, when to seek medical attention, and how to reduce the spread of the virus in their communities. The Red Cross worked closely with federal and state

officials, including the Centers for Disease Control and Prevention and the Department of Homeland Security, to ensure Red Cross shelters adhered to health regulations and that disaster workers were trained to respond to potential situations.

The Red Cross also had to plan for complications if a tropical storm were to occur during the summer 2010 oil spill cleanup operation along the Gulf Coast. Sheltering was our primary concern: thousands of additional people were in the region

to support oil spill relief efforts, so we had to prepare to shelter higher-than-expected numbers of people. The Red Cross also planned for an oil-contaminated storm surge, which might delay reentry into hurricane-affected areas, thus keeping people in our shelters for longer than usual.

While the flu pandemic and the oil spill made response preparations more challenging, the Red Cross was ready to serve the American people just as we have for nearly 130 years.

Preparing for Hurricanes

While media and public attention is focused on a hurricane when it comes ashore, what is often missed are the preparations made by the Red Cross to mitigate the hurricane's impact. The Red Cross spent nearly \$30 million as part of its efforts to be ready for what was forecasted to be a severe 2010 hurricane season. This included training and preparing volunteers as well as pre-positioning equipment and materials near areas that could potentially be hit by hurricanes. For example, the Red Cross pre-positioned more than 55 shelter and kitchen support trailers filled with 32,000 cots, 65,000 blankets and 120,000 shelf-stable meals throughout hurricane-prone areas.

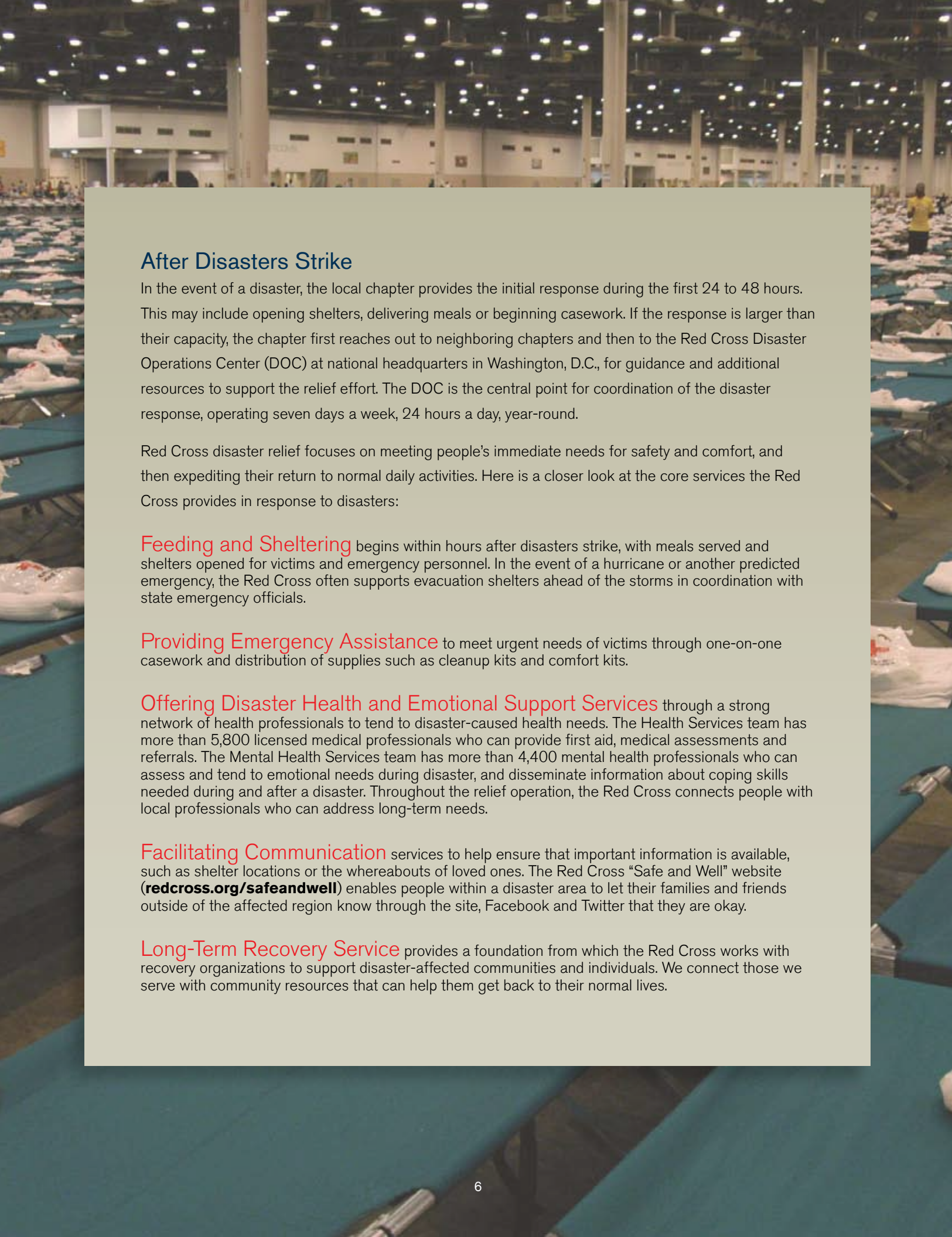
We have also called upon our partnership with United Parcel Service (UPS) to see where we could improve logistics and supply chain management.

Toward the end of FY 2010, Hurricane Alex, the first Atlantic hurricane of the season, gathered strength and threatened the Gulf Coast. In response, the Red Cross:

- Deployed 133 people;
- Mobilized 17 mobile response vehicles and kitchen equipment to south Texas;
- Opened four shelters, which provided more than 115 overnight stays; and
- Served more than 5,000 meals and snacks.

Although south Texas was spared a direct hit, we were able to exercise our latest response plans and training, work with new and existing partners to strengthen community response capability, and show residents that we were ready to assist if necessary.

Because this report covers FY 2010, it does not cover the tropical storms we responded to in the latter part of the season, such as Hurricane Earl, which threatened the East Coast in September. More information on the Red Cross 2010 hurricane response can be found on redcross.org.



After Disasters Strike

In the event of a disaster, the local chapter provides the initial response during the first 24 to 48 hours. This may include opening shelters, delivering meals or beginning casework. If the response is larger than their capacity, the chapter first reaches out to neighboring chapters and then to the Red Cross Disaster Operations Center (DOC) at national headquarters in Washington, D.C., for guidance and additional resources to support the relief effort. The DOC is the central point for coordination of the disaster response, operating seven days a week, 24 hours a day, year-round.

Red Cross disaster relief focuses on meeting people's immediate needs for safety and comfort, and then expediting their return to normal daily activities. Here is a closer look at the core services the Red Cross provides in response to disasters:

Feeding and Sheltering begins within hours after disasters strike, with meals served and shelters opened for victims and emergency personnel. In the event of a hurricane or another predicted emergency, the Red Cross often supports evacuation shelters ahead of the storms in coordination with state emergency officials.

Providing Emergency Assistance to meet urgent needs of victims through one-on-one casework and distribution of supplies such as cleanup kits and comfort kits.

Offering Disaster Health and Emotional Support Services through a strong network of health professionals to tend to disaster-caused health needs. The Health Services team has more than 5,800 licensed medical professionals who can provide first aid, medical assessments and referrals. The Mental Health Services team has more than 4,400 mental health professionals who can assess and tend to emotional needs during disaster, and disseminate information about coping skills needed during and after a disaster. Throughout the relief operation, the Red Cross connects people with local professionals who can address long-term needs.

Facilitating Communication services to help ensure that important information is available, such as shelter locations or the whereabouts of loved ones. The Red Cross "Safe and Well" website (redcross.org/safeandwell) enables people within a disaster area to let their families and friends outside of the affected region know through the site, Facebook and Twitter that they are okay.

Long-Term Recovery Service provides a foundation from which the Red Cross works with recovery organizations to support disaster-affected communities and individuals. We connect those we serve with community resources that can help them get back to their normal lives.

On the Front Lines of Relief

In FY 2010, numerous flood and tornado relief operations across the nation put considerable resources to work as thousands of people turned to the Red Cross for assistance. This past year, floods were among the most frequent and costly natural disasters in terms of human hardship and economic loss, forcing residents into shelters, destroying homes and disrupting livelihoods. The financial support of our donors ensured that people affected by these floods and other disasters received the help they needed to recover.

While the Red Cross typically responds to natural disasters, we also worked behind the scenes at other devastating events such as

the mine explosion in West Virginia on April 5. Trained disaster relief and mental health workers were present, providing emotional support, spiritual care and information to survivors and their families.

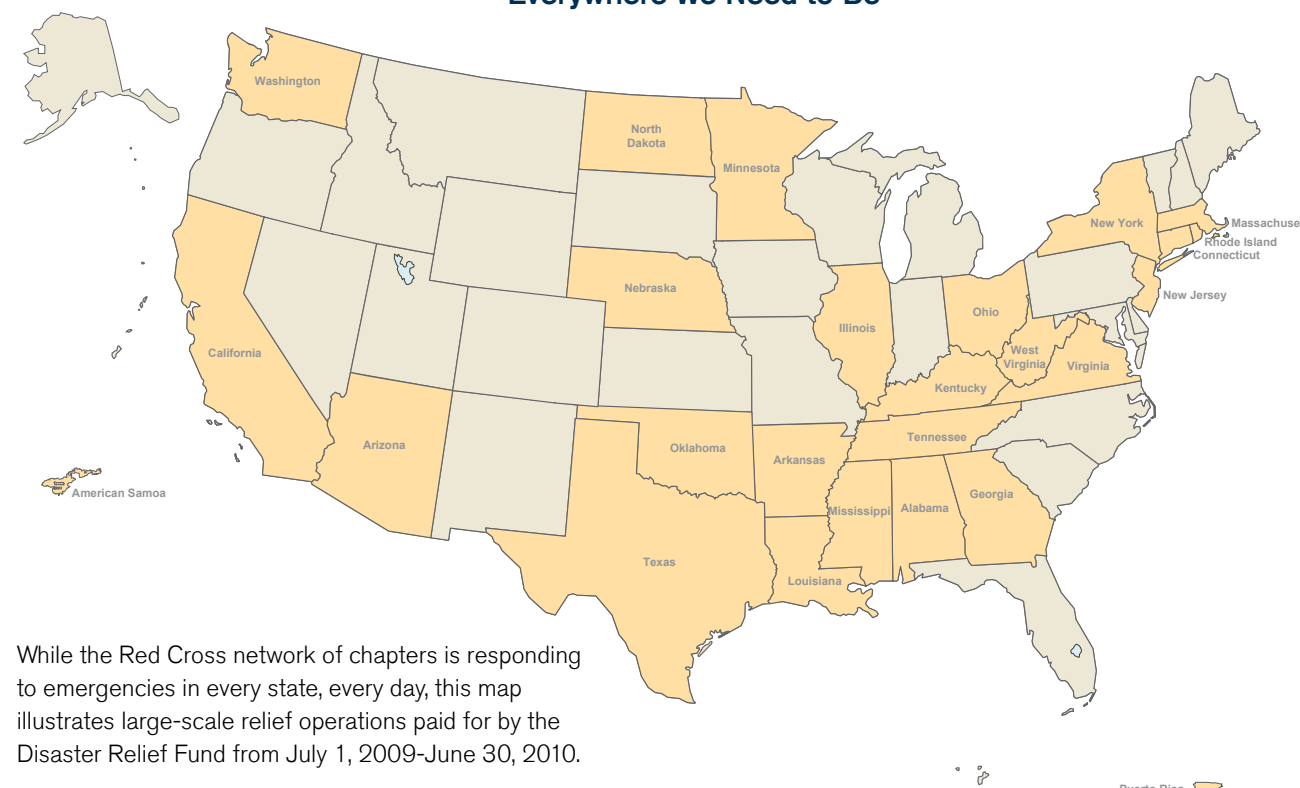
The following is a snapshot of the five costliest disasters we responded to over the past year that were supported by the Disaster Relief Fund:

FACTS AT A GLANCE—FISCAL YEAR 2010

- ▶ 33 large-scale operations paid for by the Disaster Relief Fund
- ▶ More than 10,000 disaster workers
- ▶ 212 shelters
- ▶ Nearly 25,000 overnight stays
- ▶ More than 1.1 million meals and snacks
- ▶ More than 761,000 bulk items such as cleanup kits and comfort kits

- Georgia Floods
- American Samoa Tsunami and Earthquake
- March Floods (W. Va., N.J., R.I., Minn., Mass.)
- Spring Tornadoes (Ala., Miss.)
- Spring Floods (Ark., Ky., Tenn.)

Everywhere We Need to Be



While the Red Cross network of chapters is responding to emergencies in every state, every day, this map illustrates large-scale relief operations paid for by the Disaster Relief Fund from July 1, 2009-June 30, 2010.

Georgia Floods

Beginning on September 21, 2009, Georgia residents suffered flooding in many of the counties around metropolitan Atlanta, as well as in north Georgia. Numerous power outages, road closures, uninhabitable homes and school district closings devastated communities. Shelter residents Johnie Chavours and her two sons told Red Cross disaster worker Cameron Ballantyne about evacuating their home because of flooding. "We haven't had to want for anything since we've been here," Chavours said. "Without you guys [Red Cross], we would be out in the water, floating. You gave us a place to lay our heads, and we thank you for that." That night, Johnie and her sons were three of thousands to receive support, food, comfort and a safe place to sleep in a Red Cross shelter.

Such large responses can often exceed the capabilities of local volunteers, and for this and other operations, the Red Cross uses an online tool that matches availability and qualifications of disaster workers with a particular need on the ground. As a result, when the affected chapters in Georgia recognized the need for more help, the Red Cross network of volunteers responded. "The call came for additional disaster workers to support relief efforts in Atlanta," said Kay Wilkins, CEO of the Southeast Louisiana Chapter of the Red Cross in New Orleans. "In response, our chapter sent five local

FACTS AT A GLANCE GEORGIA FLOODS

- ▶ More than 1,000 disaster workers
- ▶ 9 shelters
- ▶ More than 3,300 overnight stays
- ▶ More than 103,000 meals and snacks
- ▶ Nearly 150,000 bulk items

volunteers trained in bulk distribution and casework. Red Cross volunteers in other states have provided us with the same generosity of time and skills many times before." More than 1,000 disaster workers were in Georgia, helping residents along the difficult road to recovery.

Johnie Chavours and her two children sought safety in a Red Cross shelter after their home in Georgia flooded.



Touching More Lives

The Red Cross is reinvigorating the way we provide one-on-one assistance to clients in shelters and through neighborhood outreach by providing new tools and training to our caseworkers. Red Cross caseworkers help clients think through and plan their steps for recovery, connecting them to Red Cross resources, as well as to resources available from local, state and national partners. In 2010, we developed the "Moving Forward After Disaster" booklets (also available in Spanish), which contain critical resources, checklists and contact information to facilitate recovery. The booklets have proven successful with clients and caseworkers alike, and are used regularly on disasters.

American Samoa

On September 29, 2009, a powerful 8.1 magnitude earthquake in the Pacific Ocean spawned a significant tsunami that swept ashore on American Samoa. Coastal villages on the eastern and northern part of the island were destroyed, affecting thousands of residents. Most communities were left without water and power, and widespread damage to infrastructure could take years to rebuild.

The Red Cross went village-to-village, distributing relief supplies to the approximately 2,000 families affected. Ninety-seven Red Cross disaster workers deployed to American Samoa to assist the nearly 300 local volunteers coordinating a response. Pulling supplies from our

warehouse on the island and by partnering with FEMA, the Red Cross supported the 14 shelters on the island, constructed temporary housing, and provided coolers, cooking kits, tarps, cots, work gloves, flashlights, trash bags and comfort kits.

In addition, Red Cross specialists in mental health and spiritual care worked with members of the faith-based community on American Samoa, helping children from preschool to high school deal with the loss of family members and classmates. Partner organizations such as Save the Children and Catholic Charities also teamed up

with the Red Cross to address the specific needs of children, such as physical safety, specialized food and clothing or attention to mental health and spiritual care.

FACTS AT A GLANCE AMERICAN SAMOA

- ▶ Nearly 400 disaster workers
- ▶ More than 45,000 meals and snacks
- ▶ More than 88,000 bulk items

"I want to thank the Red Cross for everything", said a child staying in a shelter. "They have brought us happiness, and kept away sadness."



The Red Cross, AmeriCorps and Save the Children worked together to care for children affected by the storms in American Samoa.

March 2010 Floods

Severe floods devastated parts of Massachusetts, Minnesota, New Jersey, North Dakota, Rhode Island and West Virginia in March 2010. Prolonged rains and severe snowmelts inundated communities, forcing residents to flee their homes for Red Cross shelters. Record flooding across these states extended over multiple weeks. As a testament to their commitment to the community, many Red Cross workers volunteered to help despite being directly affected by floodwaters. They opened shelters, delivered meals, distributed cleanup supplies and offered a shoulder to lean on.

In addition to shelters, the Red Cross opened bulk distribution sites where those affected could pick up cleanup supplies such as rakes and garbage bags along with safety information. "Getting help into the hands of people as quickly as possible is the priority of the

Red Cross in times of disaster," said James Tittle, director of the Red Cross relief operation in Rhode Island. "From our experience with other major disasters, outreach visits coupled with direct distribution of relief items speed up the recovery efforts."

FACTS AT A GLANCE—MARCH FLOODS

- ▶ More than 1,600 disaster workers
- ▶ 38 shelters
- ▶ Nearly 5,000 overnight stays
- ▶ Nearly 234,000 meals and snacks
- ▶ Nearly 103,000 bulk items

Spring Tornadoes

Tornadoes, nature's most violent storms, tore across Alabama and Mississippi on April 24, 2010, reducing homes to rubble and bringing down power lines. Red Cross disaster workers quickly mobilized to open shelters and provide basic necessities. Residents returned to their homes hoping for the best, but found debris and scattered keepsakes instead. As they began repairs, they were assisted by Red Cross disaster workers driving mobile response vehicles and delivering cleanup supplies such as gloves, rakes and garbage bags, as well as meals and snacks.

"Thank y'all for what you've done," said Doug Kirk, whose home in Mississippi was destroyed by the tornadoes. "Someone came up with a meal for my wife and me. We hadn't eaten all day. It meant so much."

While some trained disaster workers assessed damage to better meet the needs of those affected, Red Cross caseworkers, along with mental health professionals, went door-to-door meeting with survivors, listening to their stories

and assessing needs. "Disasters are devastating," said Charlotte Simpson, a Red Cross disaster worker. "Red Cross caseworkers are there with a hug and offer the hope people need."

FACTS AT A GLANCE—SPRING TORNADOES

- ▶ More than 600 disaster workers
- ▶ 11 shelters
- ▶ More than 185 overnight stays
- ▶ Nearly 51,000 meals and snacks
- ▶ Nearly 11,000 bulk items

Spring Floods

Just days after tornadoes tore across Alabama and Mississippi, record-breaking rains deluged Arkansas, Kentucky and Tennessee. Severe, slow-moving storms caused the worst flooding Tennessee had witnessed in 50 years. As heavy rains continued to pound the state, the Red Cross sprang into action to meet the immediate needs of the thousands of residents forced from their homes by encroaching floodwaters. Within hours, shelters were opened, hot meals were prepared and served, and basic comfort items like hygiene kits and blankets were distributed.

When the rains stopped, Red Cross workers were in affected communities, offering cleanup supplies, water and snacks, and encouragement to those beginning the long and difficult process of salvaging their belongings and repairing damage. Speaking with a Red Cross disaster worker in her flood-damaged home in Millington, Tenn., Anita Thornton said, "We don't know what we would have done without you all. You all came through. You've been here since day one with mops and buckets—everything." After the immediate needs of affected residents were met, the Red Cross remained in

Tennessee to help with long-term recovery needs through client casework. "I always knew you did good work, I just never had to experience it," continued Anita.

FACTS AT A GLANCE SPRING FLOODS

- ▶ More than 3,000 disaster workers
- ▶ 55 shelters
- ▶ Nearly 9,000 overnight stays
- ▶ Nearly 361,000 meals and snacks
- ▶ Nearly 364,000 bulk items

Kathleen Clark shows Red Cross disaster worker Tim Hopkins the damage to her property on the Piney River in Tennessee.



Donor Dollars at Work*

Small-Scale Disasters

The Red Cross responds to small-scale emergencies such as single-family home fires, which generally fall within the local chapter's response and financial capabilities. In 2010, the chapter network responded to 62,510 disasters.

COST: \$196,884,000

Major Disasters

Readiness and Partnering

The Red Cross provides planning and preparedness for disasters. Readiness and capacity development provides a means to actively build capacity and to evaluate the potential needs of the community ahead of events. The Red Cross also focuses on capacity enhancement of relationships with both government and nongovernment organizations to ensure a coordinated, immediate and effective response.

COST: \$20,613,000

Food and Shelter

The Red Cross provides regular meals in its shelters as well as through mobile distribution and additional fixed sites for affected residents and responders. Through effective partnerships with government and community organizations, the Red Cross ensures that shelters meet the needs of individual communities.

COST: \$13,212,000

Disaster Operations Management

The Red Cross has a team of people who coordinate the response to national disasters by deploying human and material resources for disaster response. They also provide guidance and support on a 24/7 basis to disaster relief operations and chapters, and share critical information with partners in government and voluntary disaster relief agencies.

COST: \$12,411,000

Logistical Support

A disaster relief response requires a vast reserve of resources and volunteers. Managing these resources requires real estate, logistical support and vendor agreements that exceed local capabilities. Associated costs include, but are not limited to, rented space for shelter facilities, disaster response headquarters and warehousing, vehicle rental, fleet management, fuel and other necessities.

COST: \$5,805,000

Emergency Assistance to Families and Individuals

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.

COST: \$5,753,000

Physical and Emotional Support Services

The Red Cross provides physical and emotional support services, including basic first aid and prescription replacement.

COST: \$5,546,000

Disaster Systems

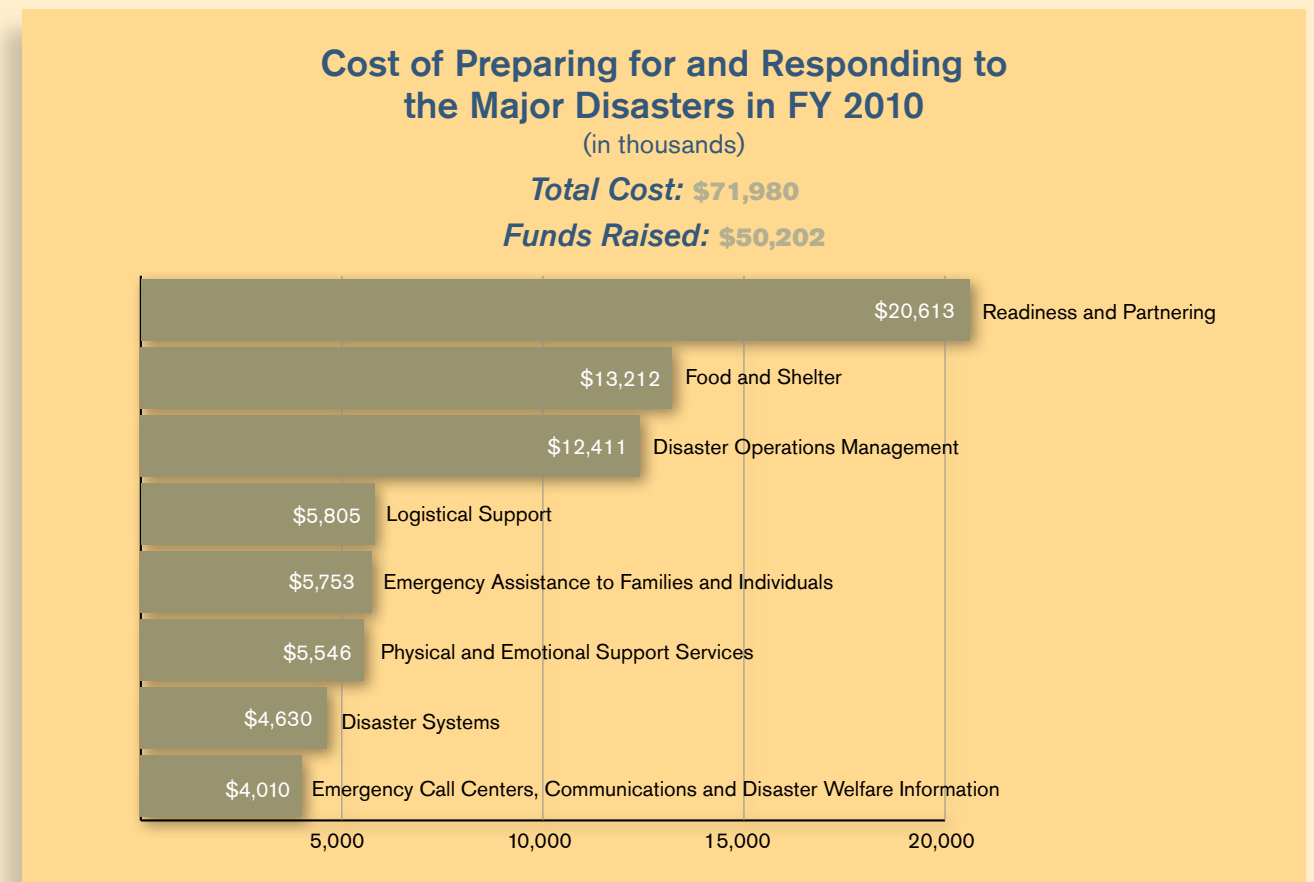
Red Cross IT systems used to record casework and recruit, manage and deploy volunteers.

COST: \$4,630,000

Emergency Call Centers, Communications and Disaster Welfare Information

The Red Cross provides disaster welfare information, which includes people and resources used to provide connectivity infrastructure and critical information, including locations for Red Cross service sites for shelters and the distribution of food and emergency relief items. It also includes the maintenance and operation of the Red Cross Safe and Well website and a toll-free information line.

COST: \$4,010,000



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A Look Ahead to Fiscal Year 2011

The Red Cross is committed to finding more cost-effective and efficient ways of meeting emergency needs, while remaining dedicated to quality and consistent disaster relief services. We strive to improve our internal capabilities so that we can continue to be good stewards of donor dollars. Here are a few examples:

Build Partnerships

Over the past several years, the Red Cross and U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) have worked diligently to coordinate efforts to meet the demands of a disaster response. In October 2010, we forged a new partnership with FEMA to jointly lead the planning and coordination of mass care services such as opening shelters, feeding those affected, distributing emergency supplies and reuniting families. The

agreement does not change what services the Red Cross will provide to disaster victims, but it gives the Red Cross a stronger leadership role to help develop a more collaborative approach to planning and assessing mass care services across the U.S.

Strengthen Red Cross Volunteers

In an effort to continue building a strong cadre of volunteers, the Red Cross has launched a new learning management system that will host the many online training

opportunities the Red Cross makes available. For volunteers, this new system will enable anyone to receive training regardless of location and to manage their career development by identifying gaps to advancing to the next level. For the Red Cross, this system shows who took what course and who is trained and ready to deploy during a disaster. Additionally, this system will be more cost effective because it will reduce the numbers of service contracts in place and simplify maintenance.



Daniel Cirma/American Red Cross

Red Cross disaster workers load mobile response vehicles with hot meals before circulating through disaster-affected neighborhoods.



Daniel Cirma/American Red Cross

A boy pilots his tricycle through the ample open space set aside for the children to play in a Red Cross shelter. Meanwhile, his mother works with Red Cross nurses to refill her medications after having to leave them behind when their home flooded.

Expand Shelter Capacity

Increased community expectations, improved evacuation planning, constrained resources and an understanding of the diverse physical and mental health needs of individuals have changed the sheltering environment and increased demand for sheltering services. In response, the Red Cross has taken a leadership role in communities nationwide by successfully integrating community partners and agencies into sheltering operations. Moving forward, the Red Cross will continue to act as a catalyst for shelter planning across the country, bringing together advocacy experts and diverse partners at the local, state and federal level to ensure

shelter services are appropriate and meet the diverse needs of residents. Red Cross shelters stand ready to meet the needs of entire communities. Whether someone enters our shelter in need of a wheelchair or baby formula; replacement medications or a comforting toy, the Red Cross is prepared to offer personalized care and attention.

Be Ever Ready

Leveraging these new tools and implementing tested strategies, the American Red Cross network for relief—our chapters, partners, volunteers and donors—will help to ensure each and every community is disaster ready.

Thank You

On the evening of September 16, as Phyllis Ebanks and Sherry Dowling made their way home to their apartments in Brooklyn, N.Y., they had no idea what awaited them.

Phyllis looked up at her building, astonished: "The roofs from the buildings next to ours had blown onto the top of our building, caving in the ceiling of the room where I sleep!"

They were then barred from their building indefinitely due to possible structural damage, and needed a place to stay, clothes, and other assistance. The Red Cross was there.

"The Red Cross gave me a sense of relief," said Phyllis. "Desperate for information, I asked questions and not once did the Red Cross tell me that I'd have to wait for the answers. They helped me with money for food and put me in a hotel right away; they didn't leave me wondering where I was going to stay."

"I love the Red Cross," said Sherry, who received emergency housing, financial assistance for food and referrals to city agencies for longer-term care. "If it wasn't for them, I probably wouldn't know my next step—what I was going to eat, where I was going to sleep. They really helped a lot!"

Phyllis added, "I'm grateful to the Red Cross. They gave me peace of mind."

Every shelter we opened, every meal we served and every person comforted by the Red Cross is your gift at work. The American Red Cross depends on support such as yours to fulfill our mission to transform lives of crisis into lives of hope. Your donation helps to ensure that no one is left alone in his or her time of need. Thank you.



For more information about the American Red Cross and to see your gift at work, please visit [redcross.org](https://www.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](https://www.facebook.com/redcross)) and the Red Cross blog ([blog.redcross.org](https://www.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.



Donor Communications and Relations
431 18th Street, N.W.
Washington, DC 20006



The Red Cross delivers hot meals to residents repairing their disaster-affected homes.

Daniel Cima/American Red Cross