

A Year of Healing



The American Red Cross Response to Hurricanes Katrina, Rita and Wilma





Thank You

The past year is a testament to the people of the United States and the world. They worked shoulder-to-shoulder, implemented plans under pressure and managed critical resources. Their experiences were forged by fortitude and, often, washed by tears.

All of you, whose fund drives, phone calls and efforts translated into relief for others...you made a difference. Our cadre of employees and volunteers provided relief one person at a time—through time, talent and perseverance. Our generous donors, whose dedication to the Red Cross mission made it possible to fulfill the emergency and longer-term needs of children, individuals, parents and grandparents they might never meet. Our partners, new and existing, who provided vital management expertise and resources that changed the way in which the Red Cross was able to provide relief.



Each act of kindness is like a brushstroke on a canvas. The brushstrokes combine to paint a complete picture of relief. Any missing wisp of paint or helping hand—diminishes the entire image. The American Red Cross required many hands to provide hope, especially this year.

This report reviews the historic 2005 hurricane season. It has the familiar facts and images. It also reports the work of the Red Cross and its partners in four distinct areas that were managed: people, ideas, resources and experience. These four areas have unique contributions to relief, but are carefully interlocked. We report the status of relief and how the 2005 hurricane season changed emergency response in the future. This report also provides expert “points of view” about people, ideas, resources and experience.

The American Red Cross continues to embrace the Gulf Coast region, providing physical and emotional support to communities hit hard by Hurricanes Katrina, Rita and Wilma. Each day adds new brushstrokes and paints new pictures.

Making a difference, one person at a time: an act of healing, a thirst quenched, a hand held. Thank you for your support.

Cover photo: A Red Cross volunteer delivers a hot meal to a Gulf Coast resident impacted by Hurricane Katrina.

Photo at left: Pat and Tim Sheehan try to salvage items from their devastated home. The 100-year-old house survived Hurricane Camille but was no match for Katrina.

People

In 2005, the United States experienced an unprecedented emergency, which resulted from its worst hurricane season ever. The three hurricanes brought suffering to people in an area larger than North and South Carolina combined. Hurricanes Katrina, Rita and Wilma damaged communities, trapped 40,000 people and wrenched millions from their homes. By some measures, the 2005 hurricanes created basic human needs that were 10 to 20 times greater than any domestic disaster in the past 125 years.

The challenges, the help and the hope...were all great:

- More than 244,000 people helped—95 percent of them were volunteers from 47 states, three territories and the District of Columbia. That huge number equals all the attendees of the last three Super Bowls and more than 27,000 of their friends.
- The Red Cross opened 1,400 shelters and provided 3.8 million overnight stays.
- More than 68 million meals and snacks were served. It's as if all the residents of California, Florida and Illinois were invited for lunch.
- More than 1.4 million families, approximately four million people, were helped. That is Red Cross aid to almost 1.5 percent of the U.S. population.
- On the fifth day after Katrina, the Red Cross served 995,000 hot meals—more than five times the number of meals ever served on a single day of disaster response.



Red Cross volunteers in a field kitchen serve hot meals after Hurricane Katrina.

Status

The need continues: eight months after the storms, more than 750,000 evacuees were still living away from their homes—scattered throughout all 50 states.

Today:

- For many thousands, concrete slabs are all that remain of their homes.
- For thousands more, opening the front doors of their homes reveals either mold-covered walls or nothing but studs and rafters—the sheetrock and ceiling removed as a first step toward rebuilding.
- Entire neighborhoods stand desolate and vacant, with spray-painted orange search-and-rescue symbols and high-water marks to give mute testimony to what happened a year ago.
- For some, their experience was so traumatic that they have begun to show symptoms of depression, anxiety, substance abuse and other disorders.



Astrodome

The TV images from the Houston Astrodome are familiar; the real-world personal stories are not.

James Maloney and Beth Martin, unable to leave New Orleans, sheltered in a hotel. Days later they piled into a bus for the Astrodome with just a few belongings. What they needed from the Red Cross were phone numbers and transportation.

Gerald Sibely lived in New Orleans with his wife, mother and six children. When the mandatory evacuation order came, Sibely decided they would all stay behind because he could not transport his family together. The wind howled and shook the house, then water breached the levee. A stranger with a motorboat was able to evacuate Sibely's entire family. Once they arrived at the Astrodome, they could feel some relaxation setting in. "My family is still together, we are alive," he said.

"Uncle Bob Muir," as fellow survivors at the Astrodome knew him, was remarkable for his positive outlook. The retiree lived in Houston shelters since being forced from his home in St. Bernard Parish. Pushed by 16-foot floodwaters, Muir waited in the rafters of his shed until his nephew rescued him. He became an unofficial volunteer at the Astrodome, serving a special blend of New Orleans coffee. Muir set up his cart loaded with a percolator, ground coffee and cups to begin brewing his coffee for hundreds in the shelter.

As fear abated, life continued. School buses pulled into the Astrodome parking lot to pick up New Orleans children as the Houston school year began. Not the way most parents envisioned the start of the 2005 school year, but the children were dressed and had pencils, lunches and teachers. Volunteers and parents waved to the students, one busload at a time, as their journey of healing continued.

As the Red Cross helps people cope with what happened in the past, it must also help them plan ahead. The Red Cross is on-site to assist coastal families as they prepare for the next emergency.

Anniversaries Mean Helping Others

American Red Cross volunteers Don and Julie Barlow celebrated their second wedding anniversary on October 19, 2005. They have experienced much since meeting through their local chapter in Austin, Texas.

“This is the fifth disaster we’ve been on together,” said Julie. They are both emergency response vehicle (ERV) drivers and have taken the year off to be available for disaster relief anytime, anywhere. “It doesn’t matter how long we’re on the road, as long as we’re helping people,” said Don.

They choose to donate their time to the Red Cross efforts because they enjoy the person-to-person contact. “We love the people, so it’s hard to leave,” says Julie, who also celebrated her birthday on September 5 with a romantic dinner of MREs (meals ready to eat).



Southern Baptists

The Illinois Southern Baptist Disaster Relief team cooked food in a kitchen set up in a hot church parking lot in Bogalusa, Louisiana. In one day, they sent 14,500 meals via Red Cross emergency response vehicles (ERVs) to hungry storm survivors in the surrounding areas.

When disaster strikes, the American Red Cross swings into action. It rarely responds alone. For many disasters, one of its closest partners providing meals is the Southern Baptist Convention, a partner since 1987.

“We provide people and the kitchens,” says Fred Kinsey, Southern Baptist Convention Liaison to the American Red Cross, “and the Red Cross provides supplies and logistics.”

One New Orleans kitchen, known as Kitchen 44, closed February 4, 2006 after cooking more than 850,000 meals. In total, more than 68 million meals and snacks were distributed to 2005 hurricane season survivors.



A Red Cross caseworker talks with a couple displaced by the rising floodwaters caused by Hurricane Katrina.

A record 995,000 hot meals were served in a single day.

Horizons

One year later, the needs of survivors are still overwhelming; it will take the continued best efforts of government and non-profit organizations for these families to recover. The Hurricane Recovery Program (HRP) is the next step in the Red Cross response effort, helping hurricane survivors along the road to recovery.

The HRP is focusing on four areas in which the Red Cross can help the most: helping families plan their recovery; providing emotional support; providing vital information and recovery resources; and meeting emerging needs. HRP team members will be meeting one-on-one with individuals and families to help identify their needs and the full scope of available resources; they will also be joining forces with other community organizations that have vital resources necessary for recovery. Sometimes, it's more than physical needs that become a priority—people need emotional support as well. The HRP will be providing resources and programs to help individuals and families with emotional support.

“A couple of weeks ago, I was going to fly home for my 14-year-old's confirmation. When he found out what I was planning, he got on the phone and called and said, ‘No, Dad. I'm so proud of what you're doing there. You're doing what confirmation talks about. You need to be there. That would be the best confirmation gift, if you'd stay there and do what you're doing.’”

Quote from Terry Cooney and his son. Cooney is a Red Cross volunteer ERV driver based in New Orleans. His 14-year-old son lives in Spring Lake, New Jersey.

How We Practice Is How We Play Each of Us Holds a Place on the Team

Rev. Nelson B. Rivers III,
Chief Operating Officer, NAACP

Much has been written about the demise of “community” and civic engagement in recent years. Passivity resides where participation once lived. Poet Robert Frost's axiom that “good fences make good neighbors” may have been taken too literally.

Declining civic engagement is, at least for a time, set on its ear after the 2005 hurricane season. “Nature's 9-11” spurred a reaction that should be no surprise. Unprecedented emergency always will be met with unprecedented volunteerism and engagement.

Last year's full-load test on the system shows how we responded well and how we need to change. My experience with the NAACP and organizations such as the American Red Cross reinforces a concept easily forgotten until we are forcefully reminded. It's a

foundation for future success:
How you practice is how you play.

If we practice together effectively, we play together well in the big game. As a society, we must stay engaged; build social capital together.

For instance, the Red Cross has conducted trainings at African Methodist Episcopal Church meetings around the country to teach the skills needed to operate Red Cross shelters and support relief operations. Similar programs have been held at Progressive National Baptist Conventions and NAACP regional conferences. That's good practice.

Because of our common interest in making a difference, it's important that the NAACP and the Red Cross work as one to prepare for disasters such as hurricanes. Each is one piece



in a mosaic of diverse inputs—race, gender, age, education, religion, profession and skills—that better the chances of success when assembled into a complete picture.

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.” according to an expert on successful teams, Coach Vince Lombardi. As a nation, whether we maintain effective engagement in the post-2005 hurricane season is our choice. The challenge is to maintain the energy so forcefully focused in an emergency to fuel our civic engagement year-round.

Ideas

In August 2005, preparations began early for potentially damaging storms. On the morning of August 29 when Hurricane Katrina made landfall on the Gulf Coast, Red Cross employees and volunteers from 45 chapters had opened more than 200 shelters and evacuation centers for 30,000 people. With the support of 25 Southern Baptist field kitchens, preparations were made to produce 500,000 meals a day; 166 Emergency Response Vehicles (ERVs) and thousands of trained volunteers advanced to their staging centers.

As with many emergencies, residents were braced and hopeful. Nature and weather, however, are unpredictable. After the storms hit, their magnitude was reshaped. Before Hurricane Katrina, the largest single hurricane on record to which the Red Cross had responded was Hurricane Andrew, which hit Miami but leveled Homestead, Florida.

From the perspective of immediate human needs, Hurricane Andrew was big:

- 68,000 families needed help with basics, such as clothing and medicine.
- More than 5.6 million meals and snacks were served.

Thirteen years after Andrew, Hurricanes Katrina, Rita and Wilma set new records:

- More than 1.4 million families—approximately four million people—needed direct emergency assistance such as clothing and other necessities.
- More than 68 million meals and snacks were served.

Status

Imagine a disaster client having to tell his or her story only once, opening the doors to assistance from all participating relief agencies. Imagine a coordinated network in which major relief organizations share information about disaster assistance provided and the needs that remain.

That idea is a reality. After September 11, the American Red Cross and seven other organizations changed their working relationship by forming the Coordinated Assistance Network (CAN). CAN is used by the Katrina Aid Today National Case Management Consortium as its common data-sharing system. This consortium oversees 3,000 professional staff and volunteers with the capacity to provide comprehensive case management for up to 100,000 families in an emergency.

At the local level, the Red Cross and partner agencies use CAN to help people integrate into the community to rebuild lives and families. The result? Recovery efforts are better coordinated and more effective for future emergencies.



Safe and Well

Technology changed the way relief was delivered during the 2005 hurricane season: supply chains, tracking people in shelters, providing immediate assistance to people—all of these employ technology on an enormous scale.

Three days after Hurricane Katrina hit, more than 60 people from various tech companies offered to help. In just two days, these generous individuals helped to increase Red Cross network capacity by 400 percent.

Reuniting families was a national priority. To rapidly expand the Red Cross ability to assist, the International Committee of the Red Cross' Family Linking system was adapted. Other organizations had systems to reconnect families as well, but many were Web-based and not connected to each other.

Red Cross technology partners devised a Meta-site that functioned much like search engines such as Google and MSN. The site searched the Internet, collected links to other sites providing similar services and consolidated them. Families could more easily check for loved ones in the registry.

The American Red Cross Safe and Well Web site was the result of this effort. The site, accessible via www.redcross.org, allows a disaster survivor to select and post standard messages that indicate he or she is safe and will make contact. Those worried about a family member can access the site and view their "safe and well" messages. There is also telephone-based assistance for those who cannot access this service via the Internet.

This tech-team effort was summed up in the December 2005 *COMPUTERWORLD* magazine: "The private sector has an important role to play in disaster preparedness and disaster response.... The U.S. needs a powerful public/private alliance that can be activated during times of national emergency."



Microsoft

The Safe and Well system, originally Katrinasafe.org, had a key contributor in Microsoft, which responded to the hurricanes with both money and ideas.

- Three of Microsoft's "Across America" buses, with satellite communications systems and advanced technology, were deployed to American Red Cross relief operation centers in Louisiana and Mississippi to provide vital communication capabilities.
- Microsoft teams worked closely with governments, customers and business partners to restore infrastructure and communication capabilities.
- Microsoft's chief information officer led the company's technology relief assistance efforts, effectively deploying the breadth of Microsoft's technical assets to support relief efforts through nonprofit organizations, governments, various agencies, business partners and customers.
- In Washington's Puget Sound area, a Microsoft team developed and implemented an Appointment Manager application, enabling the Red Cross to schedule volunteers for training and manage the influx of spontaneous volunteers.

"I firmly believe that each of us is here for a purpose, and each day of our lives is a gift that we should use wisely. We have chances every day to touch the lives of our neighbors, friends, family and strangers. I am proud of what each of you is doing during this terrible tragedy."

—Tommy Middleton, senior pastor of Woodlawn Baptist Church in Baton Rouge, to a group of Red Cross volunteers at a shelter.



A Red Cross worker entertains two children while their mother completes paperwork at a shelter in Birmingham, Alabama.

Music Helps the Healing Process

Love of music and a desire to help others led Brooklyn native Bernard Williams on a journey that took him far from home. He calls himself "a Yankee who loves the South."

After hearing of Hurricane Katrina's devastation, Williams rented a trailer, packed it with professional sound equipment and hitched it to his van. Williams traveled to the Gulf Coast, playing recorded music to residents of Red Cross shelters throughout the affected areas.

Williams owns a small recording business and has been a recording engineer for decades. "When I'm feeling low, music lifts my spirit," he said, and reasoned that music would "uplift the spirits" of shelter residents.

Horizons

Innovative ideas from businesses, the kindness of volunteers and the collective efforts of social service groups came to life during the 2005 hurricane season. Those same ideas remain at the core of the Red Cross for this year's season and beyond.

With the support of our colleagues and constant generation of ideas from our valued partners, the Red Cross responds to those in need each and every day. As we continue to strive to build even greater capacity and strengthen our reach, we look forward to more ideas born from the creativity and collaboration with those across the country who believe in our mission and support our response.

Giving Back to Others

Hurricane Katrina brought back vivid childhood memories for Mulk and Roma Raj. When India was partitioned from Pakistan in 1947, they both fled the violence. The memory of living as refugees in shelters remains fresh in their minds.

Mulk and Roma volunteered their expertise as mental health counselors and were deployed to Baytown, Texas. “When you are loved, it gives you the power to love others,” Mulk said. “Since we’ve made America our home, how can we not help?”

“The Red Cross teaches us to think of tomorrow, to get training, to be prepared.”
—Mulk Raj

Idea-Driven Leadership Helps People in Need

Sean O’Keefe
Chancellor, Louisiana State University

In August 2005, Louisiana State University became a major emergency response site. We planned for a hurricane response, but Katrina was no normal hurricane. LSU had the space, equipment, food and shelter ready to go. In a matter of six hours, we had built a hospital on the floor of the arena—and were performing dialysis and other life-saving procedures. Within eight hours, we mobilized volunteers to bring relief to those in need. So many organizations, including LSU and the American Red Cross, did what they needed to do to provide relief to people who needed help. What drove us to meet the unexpected demand were those individuals coordinating what happened on the ground. These people are human catalysts with common ideas about leadership:

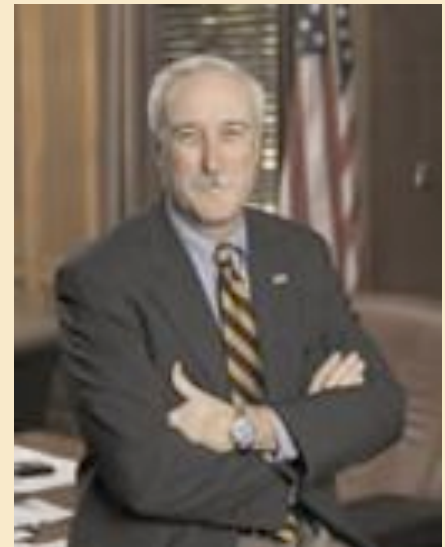
Leaders make confusion work for them. Big events always have

some confusion. It’s inevitable. A trained eye sees who performs under pressure and who cannot meet a new challenge. The next generation of leaders emerges from this pressure; current leaders mentor them.

Leaders define outcomes. I think of it this way: I “articulate conditions.” What conditions must exist for victory? Leaders empower good thinkers to create conditions for success.

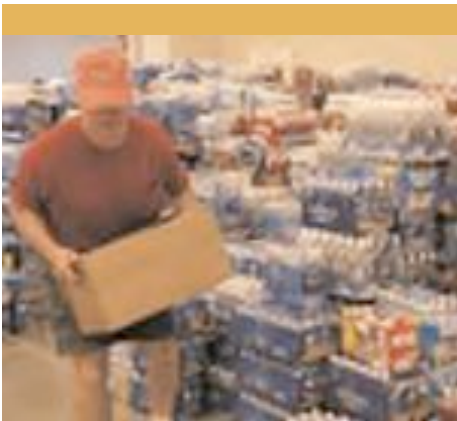
To create those conditions...

Leaders do what they have to do. “Break some rules” may be another way to look at it. When boundaries are broken, as with Katrina, some rules become obsolete. Recognize when rules become encumbrances. Break out of the “9 to 5” mind frame. Leaders encourage people to set new rules of engagement.



Leaders build on what’s right. Criticism is easy, unconstructive and closes minds. Identifying strengths and tapping assets builds capacities. A leader helps multiply ideas that work, crowding out what doesn’t work. All of us are creatures of habit, and a good leader reinforces positive habits in people.

Neither LSU nor the American Red Cross can predict what its next challenge is. Here at LSU, we can predict that the challenge will be eye-to-eye with our confident and idea-driven team.



Wal-Mart

The scale of Wal-Mart Stores, Inc. made them a valuable partner to the Red Cross after the storms. The biggest hurricane season in history went toe-to-toe with the biggest retail mover of goods in the country.

Of the \$32 million in cash donations Wal-Mart provided to hurricane relief efforts in 2005, \$2 million was donated to the Red Cross. Additionally, the company donated more than \$3.5 million in in-kind donations, including thousands of gallons of water and pallets of clothing, shoes and sandals, batteries, flashlights, first aid kits and personal hygiene items; all critical tangible resources.

So was an intangible resource: ingenuity. Wal-Mart, with its own Emergency Operations Center and disciplined logistics thinking, worked closely with the Red Cross to speedily transport goods and information to people.

For example:

- Wal-Mart Photo Centers and Walmart.com posted pictures of friends and loved ones online free of charge at any store to help locate those who could be missing.
- Internet-ready computers were delivered to some shelters to help evacuees and families find each other via the Wal-Mart and Red Cross Web sites.
- Wal-Mart pharmacies nationwide filled prescriptions, free of charge, for evacuees with emergency medicine needs and no money.

Volunteers Handle Many Needs

New Orleans residents returned to water-soaked carpets, decaying food and growing mold, and thousands of people turned to the American Red Cross as they began to rebuild their lives.

At two sites north of the French Quarter in New Orleans, Red Cross volunteers set up drive-throughs to distribute plastic buckets, latex gloves, jugs of bleach and cleaning supplies. Residents also received food and water; for some, that was enough to begin the rebuilding process.

Others, however, needed something more. Mental health workers recognized the signs exhibited by people in need of emotional support, according to Joe Brunner, a registered nurse from Sarasota, Florida. "I asked, 'How are you doing?' and I get, 'Bad.' 'Not good.' 'Mold.' They shake their heads; don't look at you." You pat them on the shoulder and then they break down. You know they're the ones who have to be strong for the family." Those people are gently invited to talk with one of the mental health counselors, who quietly take them aside and offer support.

Resources

Food, clothing and shelter are some of life's basic necessities. In the midst of a disaster, adequate clothing, the food served in a shelter and the relief workers who provide those simple comforts help to anchor individuals, families and communities during their darkest hours.

There are many other resources that people often take for granted in our complex world: roads and railways, communication networks, electricity, water treatment facilities and hospitals. What if you can't call for help, drive to higher ground, drink the water, turn on the stove or find the hospital amid the debris?

Those resources and more were severely impacted by Hurricanes Katrina, Rita and Wilma. It became abundantly clear that no single relief organization, social services group, home-finder or medical organization is able to replace those resources. The Red Cross partnered with hundreds of organizations to provide relief across the Gulf Coast. Every organization had an important part to play, and we all worked together for the community.

The Red Cross provided more than 540,000 relief packages.



SYSCO has leveraged its food distribution expertise and converted three 32-foot trailers into mobile kitchens that are equipped to turn out several thousand hot, nutritious meals a day. New packaging techniques have improved food quality and require fewer people to prepare the meals. The typical beans, franks and cold sandwiches, although nutritious, can't compare to SYSCO's customized meals. These kitchens-on-wheels function 24 hours a day, seven days a week—if connected to community water and electrical systems. They can function for 24 hours when working off their own generators, self-contained water supply and wastewater disposal tanks.

Status

The American Red Cross Hurricane Recovery Program (HRP) continues to provide resources to those affected by the 2005 hurricanes. The collective efforts and manpower of the experienced HRP team are helping to improve the quality of life for individuals, families and communities by—

- Meeting one-on-one with individuals and families to help them identify their needs and the full scope of resources that are available to them.
- Joining forces with other community organizations that have vital resources necessary for recovery. The HRP is connecting families with government or charitable programs and agencies that best fulfill their needs, as well as collaborating with community unmet needs committees.
- Providing resources and programs to help with emotional support.
- Participating in the Coordinated Assistance Network (CAN), which opens doors to assistance from all participating relief agencies.



Anheuser-Busch

Anheuser-Busch answered its first call for emergency relief 100 years ago after the San Francisco Earthquake. That began a tradition of helping people affected by disasters.

"We have the ability to bring something lifesaving to the victims: fresh drinking water. Together, with our network of wholesalers across the country, we mobilized all of our resources to get water to these victims and to relief workers," said Patrick Stokes, president and chief executive officer of Anheuser-Busch Companies.

The company converted operations in its Houston; Fort Collins, Colorado; Jacksonville, Florida; and Cartersville, Georgia breweries to produce canned water for the relief efforts. More than 6.7 million cans of drinking water were packaged and shipped. This was in addition to financial contributions from Anheuser-Busch, its foundation, independent wholesalers and employees, which totaled nearly \$3.9 million.

Additionally, Anheuser-Busch made its truck fleet from 12 domestic breweries available to the Red Cross to ship emergency supplies. Anheuser-Busch's logistics network, its freight carriers and wholesalers also worked with officials to find passable routes into the stricken areas to deliver the water.

Emergency Imperative: Be “Ready When the Time Comes”

Richard L. Keyser, Chairman and Chief Executive Officer, W.W. Grainger, Inc.

Katrina, Wilma and Rita were pivotal events for disaster preparedness. The magnitude of their destruction forced us to reexamine how ready we were to help our communities when disaster struck.

Grainger, a leading business-to-business distributor, is committed to making a difference in disaster preparedness and recovery. We are using our resources to find better solutions to the challenges posed by these large-scale, destructive events. Cash contributions are necessary, but other resources such as products and supplies, logistical support, business advice and volunteers can be as valuable as money if delivered properly.

When Katrina hit, businesses found that employees wanted to volunteer, but most had not received prior training in disaster response. That’s why Grainger is the national founding

sponsor of “Ready When the Time Comes,” an American Red Cross program to recruit and train a corps of volunteers from the business community. The foundation of the program embodies the following concepts:

People make the difference:

The quality of our preparation and response will be determined by the commitment, skills and energy of our volunteers. In crisis, the confidence, experience and empathy of well-trained people drive better outcomes.

Breadth and depth are critical:

We must build a reserve of trained volunteers who are prepared to handle a range of assignments, from staffing call centers to serving meals and assessing property damage.

Needs are dynamic: Emergencies test our ability to anticipate



resources and access them efficiently. Deploying people equipped to manage, make decisions and solve problems as they occur is just as essential as positioning supplies ahead of time and ensuring their effective distribution channels.

As we reflect on lessons learned, I encourage the business community to consider its commitment to mitigating disaster and determine what resources it can contribute. How will you help the American Red Cross accomplish the mission?

“Nature wiped away in minutes what people had built over generations. Not just houses, but whole neighborhoods and communities are gone. The Red Cross is privileged to be one of the many organizations on the ground helping people through this difficult journey of recovery.”

—Russ Paulsen, Executive Director, Hurricane Recovery Program (HRP)

Horizons

The best of the old builds a newer and better tomorrow. Experts in change management say improvement springs from patterns of innovation that build on previous success, but that refuse to let the past hinder new thinking.

It’s a fine balance, but the Red Cross understands how necessary it is to encourage innovation and manage resources with an emphasis on partnerships. Collaboration with community groups enhances the ability to effectively respond to disasters and provide help to people in need. Our focus is to strengthen the Red Cross’s ability to help people in times of disaster. Based on our experiences in the wake of Hurricane Katrina, the Red Cross is focused on two important strategies: we are significantly expanding our operating capacity to enable us to respond more effectively to a major event, such as the one we experienced last year; and we are strengthening existing—and developing new—partnerships with local community and faith-based organizations across the country, allowing for more timely, effective assistance to disaster survivors and their communities.



When residents returned to Algiers, Louisiana, a Red Cross first aid vehicle was on hand to help.

As a result, major improvements have been made. Specifically, the Red Cross has:

- More than tripled its warehouse space to preposition supplies.
- Secured communications systems that can operate in disaster-affected areas where the existing communications infrastructure has been disrupted.
- Created, along with the Federal Emergency Management Agency (FEMA), a nationwide database to help track shelter locations and residents.
- Increased the number of Red Cross professionals in 14 critical state emergency management agencies.

Client Becomes a Volunteer

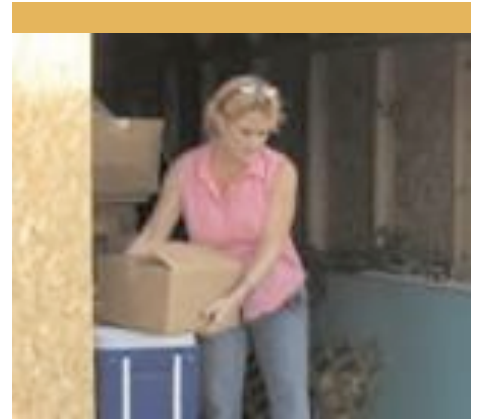
After handing someone a bottle of water or a hot meal, American Red Cross volunteers often hear, “When I get back home, I will sign up as a volunteer for the next disaster.”

John Woodson didn’t wait to see what damage his Port Arthur home suffered before enrolling as a Red Cross volunteer. While waiting in line at the Red Cross client assistance center in Lufkin, Texas, he saw the need for an extra pair of hands. He volunteered immediately, helping at the disaster center from that day forward. Now he assists volunteers from his own community and communities across the country.

John fled Port Arthur with his three children as Hurricane Rita hit. “I packed them in the car. We didn’t have time to get anything,” he said. They drove north to Nacogdoches and stayed with family members.

His mother and sisters returned to Port Arthur, but John has no plans to return. His children are in school in his new community.

John became a resource for those in need. “I feel good about myself because I am actually in there helping out everybody,” he said.



Amy Brassett

In the region surrounding Baton Rouge, parking lots and open fields have sprung into trailer communities. This has become home to many of the 60,000 Katrina and Rita evacuees living in the area.

These often stark and barren parks are where Amy Brassett, a Red Cross Hurricane Recovery Program (HRP) community recovery specialist, exemplifies how one person can make a difference. Amy keeps one ear to the ground and one ear on the phone.

On the ground, Amy listens to clients who ask what’s available and voice pressing needs—like food, transportation and jobs. On the phone, she works her connections to link clients with local agencies and businesses that can help fill those needs. Amy helped collaborate the Downtown Development Department and the Department of Labor to hold job fairs at the parks. Now she is working on partnering to get transportation so people can get to the jobs.

“There are so many community agencies who want to help, and the needs are just so huge. My job is to try to match a group’s generosity with a family’s particular needs. Together, we are making a difference,” Amy said.

“...You people have been good for our country. You gave us food, shelter, clothes. We would have starved without you!”

Excerpted from a letter by Devon Evans, a student in Pass Christian, Mississippi

Experience



MEMA

Mississippi has two significant ethnic groups for whom English is a second language: the Vietnamese and Spanish-speaking communities. Recently, Paige Roberts, executive director of the Southeast Mississippi Chapter, received a call from the Mississippi Emergency Management Agency (MEMA). The agency offered two employees—a Spanish translator and a Vietnamese translator—to work with the Red Cross in the relief and recovery effort.

To this day, MEMA employees Laura Baughan and Thomas Nguyen continue to visit the local Spanish and Vietnamese communities and form new relationships through their work with the Red Cross. The approach is two-fold: providing vital disaster preparedness information and bringing community members into the Red Cross family.

A \$25 million donation made possible by the State of Kuwait and the Kuwait Red Crescent Society allowed the American Red Cross to purchase 15 emergency response vehicles (ERVs) for chapters and fund new facilities for four chapters in hurricane-prone areas.

For decades, the American Red Cross has relied on its volunteers, partners and donors across the street and around the world to help those in need.

Every day, local Red Cross chapter volunteers respond to disasters in their own neighborhoods. In fiscal year 2005, there were 72,883 disasters that required a Red Cross response; that's essentially 200 a day in communities nationwide.

In communities all across America, volunteers are on the scene of home fires, making sure their neighbors have a safe place to stay, nutritious food and clothing. Those same volunteers are the backbone of the Red Cross response to a major hurricane. They touch the lives of people they have never met and will likely never see again.

More than 244,000 relief workers helped their neighbors through the American Red Cross during the 2005 hurricane season. Many were from the devastated areas. Others came from every part of the United States. Some of these Red Cross volunteers managed sites or entire regions of relief activities as specially trained relief workers.

During the hurricanes, a world of experience stepped forward. Disaster experts from the International Red Cross and Red Crescent Movement provided assistance with logistics and language, warehouse management and accountability practices, sheltering, feeding, mental health, communications, information management, administrative support and support to affected Red Cross chapters. They conducted field assessments and trained volunteers, and tracing specialists helped restore family links.

International Red Cross and Red Crescent staff came from the Red Cross in Spain, the Netherlands, Britain, Finland, Belgium, France, Norway, Germany, Mexico and Canada. Staff also came from the International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross.



A volunteer from the French Red Cross prepares sandwiches at a feeding facility.

More than 3,000 volunteers a day were welcomed into the Red Cross system in Baton Rouge.

Status

Today, there are approximately 60,000 experienced volunteers within the American Red Cross ready to deploy to a national disaster. This represents an unprecedented amount of available knowledge, skills and abilities. The Red Cross is utilizing this dedicated group of volunteers by—

- **Capacity-building:** Building on lessons from a pilot community relations program launched during last year's hurricane season, the American Red Cross gathered employees and volunteers in Washington, D.C. to train as community relations liaisons. The two-day training session aimed to build the capacity of the retooled and revitalized outreach program and focus on preparing a diverse group of individuals to support disaster operations in the field.
- **Communicating:** The Red Cross talks, writes and shares its experience. Success stories are especially important, as they provide role models and inspiration for the organization and the country. That is why the Red Cross honors people such as Rev. Joe Hyun-Seung Yang, a 45-year volunteer, who assisted hurricane evacuees as a member of a group of community and client advocates.

Couples Share the Volunteer Experience

Many couples volunteer through the American Red Cross, making it a family affair.

Don and Carolyn Barrett's wedding anniversaries often begin and end with a disaster. In September 2005, they spent their 52nd wedding anniversary in the humid Mississippi heat, fighting mosquitoes and flies while sleeping in a Red Cross shelter at Biloxi High School.

The Barretts proudly volunteer with the American Red Cross. During last year's anniversary, they cleaned the shelter and served meals to more than 500 Katrina evacuees and Red Cross volunteers. For the 2004 hurricane season, they assisted families affected by Hurricane Charley. The Barretts have served in Louisiana, Florida, Indiana, Iowa and North Carolina on various disaster relief operations.

Lon and Kay Lowen became Red Cross volunteers in 2001 and believe they can deploy longer because they go together. The couple belongs to a recreational vehicle (RV) club called DOVE (Disaster Operation Volunteer Escapees). As DOVE members, the Lowens volunteer together during times of disaster and bring their home with them.



A Flexible Approach

When a large geographical area is affected by an emergency like the 2005 hurricanes, the Red Cross understands that the entire region cannot respond with a single method of relief. A good example of adapting relief for a specific group is "Biloxi's Boat People 360," or what some call "BPSOS" for short. This organization helps the Gulf Coast's Vietnamese community through its collective recovery process.

BPSOS ensures important information is disseminated into the community. The group teams with the Red Cross Mississippi Gulf Coast Chapter to prepare materials for hurricane prep kits, translating information into Vietnamese about emergency contacts, transportation and vital medical information.

Program manager Bao Le says that the key tasks are to form partnerships, identify needs and close resource gaps. Communication barriers are managed with radio players, which receive broadcasts in Vietnamese. To date, 4,000 radios are in client hands within the community. Le says these radios broadcast potentially lifesaving emergency information and provide important updates for those affected by the 2005 storms.

"...I still can't believe how fast you guys got to Abita [Middle School]. We needed you there."

Excerpted from letter by Jolene M. Garcia, resident of Abita, Louisiana.



FedEx

The FedEx experience is a key component of the American Red Cross domestic disaster logistics system. This partnership helps the Red Cross strategically preposition relief items before a storm strikes. Critical supplies such as emergency communications equipment, food and paperwork can be moved to impacted areas in the first hours of a disaster response.

Annually, tons of materials pass through FedEx hubs to people in need. Following Hurricane Katrina, FedEx provided more than \$1 million in free shipping from September to November 2005, and donated more than \$500,000 to relief efforts. FedEx employees also donated their time and talent by giving up their vacation time to help storm survivors. Their help was most evident in Memphis, the company's headquarters, where hundreds of employees assisted the local Red Cross chapter in meeting the needs of evacuees.

The road to recovery is often most difficult for children who are trying to regain a sense of the familiar after suffering the loss of family, surroundings, friends, schools, toys and the security of a daily routine. As schools closed for the summer recess and thousands of kids were still living in temporary housing, it became clear that something needed to be done for the children. Seeing an unmet need, the American Red Cross committed more than \$2.4 million to community partners who were addressing this critical situation. These partnerships resulted in more than 6,000 children having access to a variety of summer activities across the Gulf Coast.



One of those kids was Joseph, whose family lost their home in New Orleans East three weeks after his sixth birthday. With no family nearby, his mother, Sylvia, needed to know that Joseph would be safe and well-cared for over the summer while she focused on rebuilding their lives. Thanks to the creative partnerships between the American Red Cross, the Louisiana Family Recovery Corps and a local summer camp, Joseph had summer full of enriching activities with other kids his age.

The Red Cross partnered with organizations in Texas, Mississippi and Alabama as well—including the United Way, YMCA, Lutheran Social Services and many more. Together, a comprehensive summer program was built, offering hurricane-affected youths a haven and an opportunity to simply be children. Hands-on activities, arts programs, sports and field trips kept children engaged in a meaningful manner, freeing their parents and guardians to focus on rebuilding that familiar and comforting sense of family and routine. At the Uptown Music Theatre Program (pictured above), for example, 8- to 12-year-olds participate in recreational sports, creative writing and visual and performing arts.

“The compassion of the Baton Rouge community has been great. Our Synagogue’s Relief and Recovery Committee have been working with groups of all faiths and organizations such as the Red Cross to make life a little better for the many still recovering.

Rabbi Barry L. Weinstein, B’Nai Israel Synagogue, Baton Rouge, LA

Horizons

Red Cross employees and volunteers gained first-hand knowledge through the experience of the 2005 hurricane season. The Red Cross will continue to capture important lessons and apply them toward the immediate and long-term recovery required after a disaster. The Hurricane Recovery Program (HRP) is focusing on four areas in which the Red Cross can help the most: helping families plan their recovery; providing emotional support; providing vital information and recovery resources; and meeting emerging needs.

Experience Provides Fast and Flexible Response

Dr. Tom Kirsch, Director of Operations, Department of Emergency Medicine at the Johns Hopkins School of Medicine and Co-Director of the Hopkins School of Public Health's Center for Refugee and Disaster Response.

I am an emergency physician, educator and 17-year Red Cross volunteer. Between the three, I often feel I have “seen it all,” or at least experienced a lot. But I know that in the case of disasters, something different is always around the corner. I have experienced new scales of emergencies several times now from international humanitarian emergencies, to the World Trade Center to the 2005 hurricanes.

I'm struck how the definition of “disaster” continues to push us farther than we ever expected. For instance, who ever fathomed a shut down of an entire American metro health care system as happened in the greater New Orleans area?

As disaster professionals, the question is, can we anticipate every eventuality? No. Can we wisely prepare? Yes. The 2005 hurricanes clarify several concepts that enhance our preparedness.

First, networks are important. Workplace. Family. Your neighbors. Place of worship. Professional associations. Business relationships. All should be viewed as preestablished networks for support and action.

I called on many colleagues, all medical and public health disaster

experts, to serve on the Gulf Coast. I saw faith organizations hard at work. Business stepped up with its established networks of people, hardware and knowledge.

Second, flexible systems respond best. Education and planning build confidence and capabilities. Minutiae and rigidity sap creativity, diminishing the ability to recognize opportunities. One frames smart actions; the other is a handmaid to bureaucracy.

A positive attitude focusing on the issues at hand is essential. The professional and volunteer problem solving I witnessed on the Gulf Coast were astounding. I am humbled by the drive of Red Cross volunteers. Their clarity of mission emboldened them to act as the situation required. The Red Cross flexed, bent, stretched... but didn't break.

Third, play to your strengths. Local people on the Gulf Coast are also my heroes. They did a great job in service to others, not in the role of victims. We responders relied heavily on the closest resources on the coast—its people and their skills as medical professionals, transportation specialists, safety experts and more.

Finally, don't ignore prevention. As doctors, immediate care is always



the first response following a disaster. After the hurricanes, and while we were “responding,” the hundreds of thousands living in poor conditions exposed many to an outbreak of disease, so a surveillance system for infections was set up by our public health unit. We had the dual roles of responding to one tragedy and preventing another. Don't succumb to tunnel vision. It limits analysis that may be critical for overall success.

Take note—these preparedness concepts don't mention ambulances, bandages or meal packs. Nothing physical. Instead, each concept taps an inner resource: our experience—with our networks, problem solving, skill sets and analysis. We can use the lessons of the 2005 hurricane season to anticipate and respond wisely to whatever the future may bring.

Turning Compassion Into Action

Donor Dollars At Work

Emergency Assistance

More than 1.4 million families—more than four million people—received emergency assistance from the Red Cross. This helped hurricane survivors purchase urgently needed items such as food, clothing, diapers and other essentials. **Cost: \$1.512 billion***

Food and Shelter

When hurricanes threatened the Gulf Coast, Red Cross disaster staff and volunteers prepared hundreds of evacuation shelters. The organization pre-positioned supplies, including kitchens, prepackaged meals, and emergency response vehicles and provided millions of people with food and shelter. **Cost: \$229 million***

Physical and Mental Health Services

Mental health professionals—trained to recognize the emotional impact of a disaster on families, individuals and relief workers—are continuing to provide guidance and a sympathetic ear for those in need. These counselors are available at Red Cross shelters and service centers to help disaster victims cope with stress, loss and trauma. Red Cross health care professionals delivered emergency first aid and attended to other health-related needs, such as assisting hurricane survivors to obtain prescription medications to replace those lost in the storm. **Cost: \$4 million***

Additional Red Cross Support

Hundreds of thousands of families were separated, but technology has greatly expanded the ability of the Red Cross to reconnect them. Additional costs are associated with these efforts, including the Safe and Well Web site and a toll-free information line, which helped family members reconnect with loved ones. **Cost: \$80 million***

Hurricane Recovery Program

As families begin transitioning back to local communities, Red Cross staff and volunteers will be a part of the recovery process for years to come, demonstrating tireless compassion every step of the way. The Red Cross, through its network of local chapters, will continue to provide essential services to hurricane survivors, working in conjunction with community groups to address longer-term needs left in the wake of these storms. **Projected cost: \$198 million**

Fundraising Costs/ Management and General Expenses

The Red Cross has managed an unprecedented number of contributions from generous donors who are helping meet the needs of people in this record-setting relief operation. These costs are associated with raising the funds that enable the Red Cross to respond to these and other disasters and to fulfill its mission. These costs include expenses such as finance and accounting, legal and auditing fees and public information outreach, all essential services in support of the Red Cross disaster relief effort. The fundraising costs/management and general expenses will be less than 6% of the total budget. **Cost: \$70 million***

Funds Raised and Total Projected Cost

Thanks to the amazing generosity of donors from around the world, on February 3, 2006, five months after Hurricane Katrina set off the largest, most costly disaster relief operation in the nation's history, the American Red Cross announced that financial donations and pledges would cover the estimated cost for its response to Hurricane Katrina, Rita and Wilma. The Red Cross would no longer engage in new fundraising activities focused solely on relief related to those hurricanes.

Funds designated by donors for Hurricanes Katrina, Rita and Wilma: \$2.109 billion

Funds designated by donors for the Disaster Relief Fund: \$134 million

Total Projected Cost: \$2.116 billion

(*All figures as of June 30, 2006)

The American Red Cross One-Year Hurricane Report is a tribute to the hope, dedication and relief that survivors of the 2005 hurricane season received in the days, months and year after the largest natural disaster devastated the Gulf Coast of the United States.

This report is dedicated to the supporters of the vital, record-breaking relief efforts last season. With the help of our generous donors, community and corporate partners and amazing volunteers, the Red Cross was able to provide for the emergency, disaster-caused needs of individuals and families affected by these disasters.

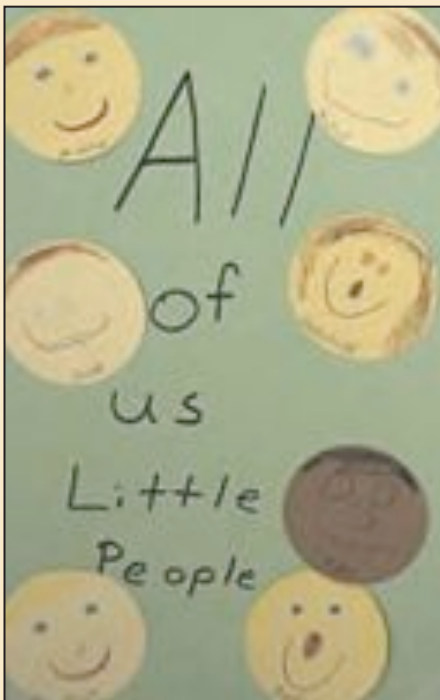
Thanks to the incredible generosity of donors from around the world, contributions of time, money and blood helped the Red Cross respond to Hurricanes Katrina, Rita and Wilma with the largest mobilization of resources for a single natural disaster.

One year later, relief, hope and simply a shoulder to lean on is provided daily by Red Cross employees and volunteers. The Hurricane Recovery Program is the next step in the effort, helping survivors move along the road of recovery through community-tied casework and social services. While the Red Cross is helping people cope, it must also help them plan. The Red Cross

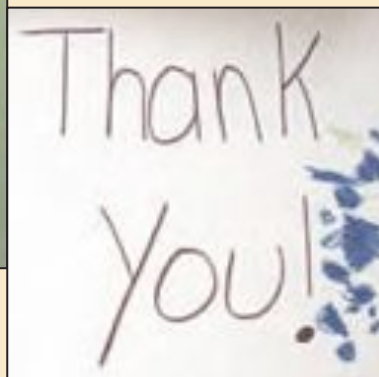
is on-site to assist families along the coast and across the country as they recover and prepare.

Each helping hand and innovative idea provides hope and adds color to the painting of relief. Whether you contribute a brushstroke or a bucket of paint, your assistance is required in order to help paint a picture of relief. Just as families and communities depend on the Red Cross in their time of need, the Red Cross, on behalf of those in need, depends on your support. We could not do it without you.

For that reason, we wholeheartedly thank you.



Thank-you cards from Gulf Coast children.





**American
Red Cross**