



July 22, 2015

Below the American Red Cross offers responses to the 17 questions posed in the July 8, 2015, letter from Chairman Charles Grassley.

- 1. Please provide the exact amount that was raised by the Red Cross for the Haiti relief effort and the exact amount that was spent.**

The American Red Cross actual spend as of June 30, 2015 is \$400,503,814, actual revenue raised is \$487,640,757.

- 2. For each year after the Haiti earthquake, please provide a list of organizations that the Red Cross partnered with on projects, subcontracted with, provided grants to, and similar associations related to the Haiti relief effort. In addition, for each organization please describe the purpose of the Red Cross associating with them, the amount of money transferred to them by the Red Cross and the amount of money actually spent by those organizations.**

The attached spreadsheet provides the requested information.

- 3. For each year after the Haiti earthquake, please provide a list of all Red Cross managed projects and projects that Red Cross funded but did not necessarily manage, a description of the project, the amount of money budgeted for each project as well as the amount actually spent, and the number of people assisted by the respective projects.**

The attached spreadsheet provides the requested information. It is important to point out that the American Red Cross manages all of our projects in Haiti, including projects on which we partner with other organizations to jointly implement.

- 4. For each project covered in question two and three, please describe the criteria used to determine that an individual was successfully assisted.**

The American Red Cross, like all non-governmental organizations (NGOs) working in disaster response and recovery operations, cares for people affected by the disaster in a variety of ways. We use the term "beneficiary" to refer to individuals who have received varying types and levels of assistance. In the immediate response to any disaster, the American Red Cross focuses on people's most pressing needs, including shelter from the elements, adequate food and clean water, and vital medical attention. A successfully reached beneficiary during this phase would be someone who received a relief item or a service, such as a tarp, food, a vaccine, a cash grant, etc.

As the priorities in Haiti shifted from meeting these immediate needs to helping Haitians become safer, healthier and better prepared for the long-term, the American Red Cross began serving beneficiaries in different ways.

How someone benefits from the work of American Red Cross during this recovery period is, therefore, much more varied. A beneficiary might receive medical care in a cholera treatment center, be trained in safe home construction techniques, or participate in a business skills workshop. We start with a broad goal, such as improving a community's ability to prevent and treat cholera, and break it down into specific and measurable objectives. Using indicators, such as the number of people receiving soap, buckets, educational presentations, and oral rehydration packets, as part of a cholera awareness and prevention program, we can monitor our progress toward that project's goal by comparing how many people we served to how many people we had initially planned on reaching.

American Red Cross' approach to counting the number of people reached is that if there is uncertainty about whether a group of people received more than one service, it is better to be conservative and reliable in reporting even if it means under-reporting our impact. For example, if 10 people were reached with water and 15 people were reached with upgraded homes and the people were living in the same location, we would only count 15 people reached. This is because it is likely that the 10 people who received water were also home owners. However, if we can be sure that these groups of people are separate, we will add the figures and count 25 people reached.

If a project is funded by the American Red Cross but implemented by a partner organization, the partner is responsible according to our contractual agreements for this reporting. As part of the project approval process with partners, our team works with the partner to create indicators that can best measure progress toward the goal. During regular intervals—typically quarterly—the partner submits an indicator tracking table which reports this information. A successfully reached beneficiary is someone who has been reported by our partner as receiving a good, service, training, or whatever the project's deliverable may be. To ensure that these counts represent only successfully reached individuals, we use several monitoring and evaluation approaches during the project design, implementation and after the project has closed. These include third party or internal evaluations, beneficiary surveys, community meetings, and other methods. For example, when mosquito nets were distributed to help prevent the spread of malaria, teams went door-to-door afterwards to speak directly with residents and observe net usage rates.

5. How many permanent homes have been built in Haiti by the Red Cross since the program was first announced?

Your question asks how many permanent homes have been “built,” but providing permanent homes can be achieved in a number of ways including repair, retrofitting, rental subsidy, and transitional shelters. In our research and planning we concluded that these housing solutions were the best fit for those we are assisting, and we would be able to increase the scope of our coverage through these approaches.

Through repair, retrofitting, rental subsidy, and transitional shelters, we can provide safe and durable housing far more quickly and more cost effectively to far more people living underneath tarps and tents than can be done by building new homes. As noted in a recent GAO study of USAID's new housing program (GAO-13-55; June 2013), USAID's development of new housing settlements in Haiti “has been more costly and slower than expected; sustainability challenges remain”. Indeed, in a report to Congress from the Office of the Haiti Special Coordinator dated February 1, 2015, the State Department informed the Congress that “[w]ith experience, we have learned that this approach [i.e., construction of permanent homes on new settlement sites] is neither cost effective, nor sufficient to reach the intended number of beneficiaries.” <http://www.state.gov/s/hsc/rpt/238650.htm>.

Through repair, retrofit, rental subsidy, transitional shelter and other programs, we have committed \$173 million to provide homes so far to over 130,000 people in Haiti, and our work to provide permanent homes to displaced people is ongoing. We have also invested heavily in rubble removal, neighborhood renovation, camp formalization, and emerging settlement support, helping make communities safer and more livable.

All of this has been done while facing the enormous challenges all organizations have faced in Haiti. As noted in the GAO report and numerous media articles, land tenure issues have affected a number of housing projects. The Government of Haiti – which has seen two Presidents and five Prime Ministers since the 2010 earthquake -- formally established a housing and public construction agency in July 2012, critical for coordination of sustainable investment in housing. The final National Housing Policy <http://uclbp.gouv.ht/download/pnlh-document-officiel-002.pdf> was not established until October of 2013. Regardless, we planned our efforts in housing focused on our mandate to help as many people as possible leave camps and in accordance with the drafts of the National Housing Policy circulated during 2011-2012. Our work through the years and today reflects alignment with the key aspects of this policy. Among the guiding tenets of this policy is the understanding that impacted people want to remain in the neighborhoods they lived in before the earthquake. Even if we found

land outside earthquake damaged areas to build new communities, the sustainability issues identified in the GAO report makes it unlikely that people would have lived there long term. Indeed, there are examples of new housing projects that are far from fully occupied. These factors have necessitated nimble and changing plans throughout the past five years.

Following is a breakdown of the \$173 million spent and committed in the shelter sector:

Shelter Sub-category	Sub-sector Cost ¹	Households ²	People Reached to Date
Emergency Shelter	\$34,450,794		More than 860,000 people received tarps/tents ³
Repair/Reinforcement, Retrofit, Relocation, Rental Subsidies & Construction	\$34,319,064	10,843	54,215
Transitional Shelters	\$36,738,000	6,170	30,850
Upgrading/Progressive Shelters	\$5,360,646	5,026	25,130
Neighborhood renovation/development: Rehabilitating neighborhoods by demolishing homes identified by the Government of Haiti, removing rubble, improving access to water and sanitation and electricity, repairing and retrofitting homes, upgrading and rehabilitating schools, constructing roads, pathways, retention walls, a bridge, and other shared community assets; also providing training to more than 21,000 people ensuring safer home construction.	\$62,351,360		21,794
	\$173,219,864	22,039	131,989

(1) Includes 9% for American Red Cross Management, General & Fundraising and program costs.

(2) The American Red Cross uses a multiplier of five people to estimate the average size of a typical Haitian household.

(3) This figure is not included in the 132,000 shelter beneficiary count reflected in the Haiti Assistance Program Five-Year Update published in January 2015.

6. Of the nearly half a billion dollars raised for the Haiti rebuilding effort, how much money was spent on Red Cross overhead expenses for each project? Of the money transferred to third parties, how much did the Red Cross charge for managing each third-party project?

Management, General and Fundraising (MG&F) costs are not charged by project or to third parties. They are calculated against the total of all programs, such as the Haiti program. Therefore, an NGO awarded grant funding for a particular project will receive 100% of the grant awarded.

MG&F expenses average 9 cents of every dollar spent. These costs are defined as expenses not identifiable with a single program but costs indispensable to conduct our activities. They include costs such as information technology systems, fundraising, finance, human resources and communications, to support all program lines including international and the Haiti program.

An average of 91 cents of every dollar the Red Cross spends is invested in humanitarian services and programs including disaster relief and recovery. Items such as food, shelter, financial assistance, purchasing supplies, training volunteers, and staff costs needed for the operation are included in our program costs.

7. For organizations that received money from the Red Cross, how much did each charge to overhead? Was the Red Cross aware of the overhead costs charged by other organizations prior to transferring money to them? If not, why not?

MG&F rates for partner organizations are provided in the attached chart prepared in response to question 2 above. Please note that our contracts with the great majority of our partners, while permitting us to disclose this information to Congress, do not permit us to disclose the information to the media or donors. For those few partner contracts that do not permit us to disclose the information to Congress, we have requested approval from such partners to disclose the requested information to Congress. Once approval is received, we will provide such information.

Yes, the American Red Cross was and is aware of costs charged by other organizations prior to finalizing agreements and transferring money, and we worked to keep those costs as low as possible and certainly well within industry standards. The American Red Cross requires plans and budgets be submitted by partners prior to awarding funds, and these budgets, in order to be approved, must break out costs to be covered by American Red Cross funds. In some cases, we have negotiated with partners to lower their established MG&F rates for our agreements with them. After grant awards are made, American Red Cross requires, per our agreements, careful reviews of financial and narrative reporting, detailing how partners spend our funds.

8. Please describe the criteria used to determine which organizations would receive Red Cross funding.

The American Red Cross applies selection criteria to all proposals and appeals that we fund. Our partnerships are primarily established through competitive Request for Proposal (RFP)/Request for Application (RFA) processes. RFP/RFA announcements include specific scopes of work, terms of reference statements, and guidance on how to submit a proposal. The RFP or RFA generally includes standard criteria, terms, and conditions that the institution must accept before receiving a grant from the American Red Cross.

Some local partnerships have been established through non-competitive solicitations as well (small grants to local Haitian community-based organizations). These organizations are initially identified because of their strong community ties and innovative approaches for addressing community needs. The American Red Cross has on occasion received and funded unsolicited proposals. However, we do not advertise or post criteria for unsolicited applications. Unsolicited proposals are held to the same standard criteria, terms, and conditions as solicited proposals. Proposals, both solicited and unsolicited, are reviewed and evaluated based on the responsiveness, relevance, appropriateness, and timeliness to requirements laid out in American Red Cross RFAs/RFPs. We review proposals from a technical and financial standpoint using rigorous criteria as set out in the table below:

Proposal evaluation criteria

1	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • Overall organizational capacity to perform the project requirements • Past and present experience in the relevant sector (e.g., health, construction, training) in Haiti • Past and present performance on similar projects • Past and present experience in the proposed project geographical area • Completeness of the applicant's management plan, including organizational structure
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2	Project Feasibility <ul style="list-style-type: none"> • Project structure and key personnel • Quality of project implementation plan and likelihood for its success in proposed timeframe • Innovative approaches and appropriateness to the Haitian context • Geographic targeting and beneficiary selection • Coordination with other stakeholders • Budget alignment with the programmatic, human resource, and supply requirements of the project
3	Technical Capacity ...as applicable to the solicitation: <ul style="list-style-type: none"> • Experience working with the private and public sectors at the local and national level in Haiti • Experience in community mobilization and participatory methods • Demonstrated experience in capacity building (i.e., coaching, mentoring and transforming community-based organizations and their personnel) • Demonstrated experience identifying and supporting community priorities • Demonstrated experience designing, achieving, analyzing and reporting on industry standard and/or Red Cross required indicators
4	General <ul style="list-style-type: none"> • Cost efficiency • Quality and completeness of applicant's monitoring and evaluation plans • Extent to which project proposal identifies and documents processes for accountability to local beneficiaries • Quality and completeness of proposal in addressing crosscutting issues, such as gender, disabilities, and environmental concerns • Ability to leverage other resources, co-financing for the project, and project sustainability or phase-out plans • Strength of quality control and quality assurance procedures

9. Why were only expatriates granted the opportunity to apply for senior-level management positions in Haiti?

This statement is not correct. Haitians have always been encouraged to apply for all positions in our Haiti Assistance Program and since the beginning of the program more than 90% of our staff have been Haitian. The American Red Cross has made it a priority to hire Haitians, including retaining a local Human Resources firm to reinforce local recruiting efforts and make sure we were competitive in the recruitment and hiring process.

As of February 2015, Haitians held 37 management positions in the delegation. These are positions that manage teams, programs and financial resources. These are all highly skilled team members who are leaders in our operation, among them the Senior Technical Advisors for Disaster Risk Reduction, HIV, and Livelihoods, Head of the Accountability to Beneficiaries team, the Operations Director and Head of HR. The deputy of our LAMIKA community redevelopment program and the Head of Technical Coordination team are internationally recruited Haitians.

Finally, the competition to hire professional Haitians with specialties in disaster response and recovery has been high since the earthquake, since both local government and non-profits compete for the same pool of candidates. Despite this fact, we have employed a large number of Haitian managers and staff.

10. Why did the Red Cross not heed Ms. St. Fort's advice in 2011 regarding the internal issues that led to the delay of the Campeche program?

We are not aware of information from Ms. St. Fort in 2011 advising of delays in the Campeche program. The LAMIKA program which includes the neighborhood of Campeche began in 2012. Ms. St. Fort's did raise perceived slow -downs in some other program areas which we did address.

To put her concerns into context, it was Ms. St. Fort's job, as the Director of the Haiti Assistance Program, to evaluate the program, find the places where improvements could be made and fix them. We rely on management, whose job it is to solely focus on Haiti, to keep us informed of their work, and we encourage free and frank communication.

11. After reaching its fundraising goal, why did the Red Cross keep soliciting money, unlike Doctors Without Borders, which ceased fundraising?

For a disaster of the scale of the Haiti earthquake, the needs were so great that we could not in good conscience halt donations or imagine at the outset what precise amount of donations would be needed. We are confident that those donations were needed and we spent and committed them well. Indeed, the funds received by the American Red Cross for Haiti, while significant, amount to just approximately 4% of all funds pledged for Haiti following the 2010 earthquake.

The American Red Cross has been responding to disasters for over a century and we work as part of the largest humanitarian and disaster relief network globally. In addition, we have extensive experience in conducting international recovery programs, including the 2004 Indian Ocean Tsunami Recovery Program which is just one of nine international disaster recovery programs conducted by the American Red Cross since Hurricane Mitch in 1998. Unlike Doctors Without Borders, which limits its mission to emergency medical aid, we are not just a disaster response organization.

The American Red Cross does direct people to supporting other organizations or other aspects of Red Cross work when we have raised enough money to be able to deliver services. An example of this was the One Fund in Boston. We knew that our service delivery costs after the Boston bombing would be low so we asked people to give to the One Fund.

12. What is the Red Cross' current timetable for leaving Haiti? Has that timetable changed since the rebuilding effort was first announced? If so, please explain why.

The majority of American Red Cross post-earthquake programming will be concluded in 2016, however final commitments in disaster preparedness, livelihoods, and community construction are anticipated to go into 2017. Given the possibility of election-related unrest and the ever present threat of hurricanes, the possibility of extending the program into 2018 cannot be discounted.

Even after the last of the earthquake-related funds are expended, we anticipate remaining in Haiti using other funds. In fact, we were present in Haiti for some years prior to, and at the time of, the earthquake supporting health and disaster preparedness programs.

Given the challenging post-earthquake context, American Red Cross did not establish a fixed timetable for relief and recovery programming and this decision has proven correct in light of events subsequent to the earthquake such as multiple changes in government, a cholera epidemic, two hurricanes and numerous other storms and external events. The post-disaster situation in Haiti was very unusual and complex, due to the sheer scope of the earthquake's impact across the entire country, including 1.5 million people who lost their homes. All of this occurred in a country which was extremely challenged prior to the earthquake. This meant that generally expected disaster response timelines, such as a 3-6 month relief phase and a predictable transition period into the recovery phase, were not applicable for this event. In fact, the relief phase extended almost two years. Some relief activities provided by American Red Cross, such as camp sanitation services, continued for longer periods than in other disasters.

Given the changing conditions in Haiti, we had to adapt our long term strategy many times over the past five years. For example, housing repair programs from 2011-2012 shifted in 2013 to a retrofitting approach designed to build safe, affordable, rentable space, necessary and appropriate for densely populated Port-au-Prince. Rental subsidy programs, while a good option for thousands of camp families in 2011-2013, later were less viable when the rental market became saturated. The American Red Cross identified different options, including repair and retrofit of homes to meet the changing need. It would have been a mistake on the part of American Red Cross, or for any organization, to establish a fixed set of objectives and timelines in 2010 which would not have sustainably met the needs of earthquake impacted people.

13. Please describe the “wonderful helicopter idea” that was mentioned as a way to spend remainder funds.

We do not recall what was meant when that was written in the November 2013 email. The focus of the entire email chain was a discussion of the other options for spending the additional donor funds that were available.

This included consideration of adding additional funding to projects that were underway or providing funding for the construction of St. Michel hospital in Jacmel, the only hospital in the Southeast department of Haiti, for which the American Red Cross is providing \$10 million. This project is being executed in partnership with the Canadian Red Cross, the Haitian Red Cross, and the Japanese Government.

14. How many whistleblowers contacted the Ombudsman’s Office to provide information regarding the Haiti projects? What types of issues were raised by the whistleblowers and have the disclosures resulted in positive change? Please provide examples.

The Ombudsman Office fulfills the role envisioned in House Report 110-87 (March 2007), which accompanied the *American National Red Cross Governance Modernization Act of 2007*, as a “neutral and impartial dispute resolution center whose major function” is to provide “confidential and informal assistance to the many internal and external constituents with concerns or complaints about the American Red Cross.” The Ombudsman office is thus not authorized to handle “whistleblower” or any other official or formal “complaints” on behalf of the American Red Cross. It is the Red Cross’ Office of Investigations, Compliance and Ethics (ICE) that handles whistleblower contacts. Information on such contacts with ICE regarding the Haiti projects is provided in 14.B below while 14.A discusses contacts received by the Office of the Ombudsman.

- A. In regard to the Haiti earthquake, the Office of the Ombudsman received 84 constituent contacts in FY10 and FY11. The issues raised by these contacts ranged from concern for Haitians and their needs, requests for help with donating, offers of help, and requests for assistance in contacting family and loved ones. Concerns with donating to the relief efforts included difficulties in making donations using 1-800-RED CROSS, the Red Cross text donation number, or the website. Other callers shared concerns around receiving the appropriate and correct receipts for their donations, or raised questions about how and when the Red Cross would expend donations received to benefit the Haitian people as quickly as possible. Some callers expressed a desire to go to Haiti to assist in relief operations or to make donations of clothing, food or other in-kind materials.

In all cases, the Ombudsman Office answered questions, provided information, and referred callers to the appropriate resources, including the Concerned Connection Line (the “Whistleblower” line) and the Public Inquiry Line.

B. Below is Whistleblower Hotline Data prepared by ICE.

Fiscal Year	Whistleblower # Calls Received	Whistleblower Calls Substantiated	\$ Loss of Substantiated Allegations of Fraud	% of Whistleblowers Who Remained Anonymous
2010	221	77	0	50%
2011	23	12	0	75%
2012	8	2	0	80%
2013	0	0	0	0%
2014	0	0	0	0%
2015	8	2	0	50%
2016*	0	0	0	0%
Total	260	93	0**	64%

*Allegation to date in the fiscal year 2016.

**The \$0 loss reflects that of all the substantiated allegations involving fraudulent activities, neither the American Red Cross nor any associated law enforcement entity could substantiate the financial loss. For example, a caller alleged that a man selling mugs while claiming that the proceeds would go for Haiti Relief was instead using the proceeds for his own purposes. The man was arrested but the caller had not 'suffered a loss' because he had not purchased mugs. While the police charged the individual with fraudulent solicitation, no financial loss was proven.

Special Note: From January 15, 2010 to June 30, 2010, a total of 214 fraudulent websites were forwarded to the FBI (IC3, Internet Crimes Section) which is not reflected in the hotline statistical information. These fraudulent websites were soliciting monies on behalf of the 'American Red Cross, the International Red Cross, Haitian Red Cross or the International Federation of Red Cross Societies', all which were fraudulent. We are unable to substantiate if any perpetrators were arrested as most of the websites originated from overseas.

The majority of Whistleblower calls received consisted of these categories:

- Fraudulent websites, fundraising
- Allegations of misuse of Red Cross brand by partners
- Complaints about the Haitian government and the US government
- Non-specific allegations about fraud

The majority of Whistleblower calls received that were substantiated consisted of these categories:

- Fraudulent websites, fundraising out of US
- Fraudulent fundraisers in the US
- Misuse of Red Cross brand by partners

15. How many Red Cross employees contacted the Ombudsman's Office to provide information regarding the Haiti projects? What types of issues were raised and have the disclosures resulted in positive change? Please provide examples.

Five contacts were made by employees to the Ombudsman office in FY10 and FY11 regarding Haiti and one contact was made by an employee in FY13. The concerns raised consisted of the following:

- that some persons were either hired for or assigned Haiti work based on personal relationships rather than experience;
- unspecified questions or concerns pertaining to donations to Haiti;

- that a volunteer’s raising criticism of the Red Cross response could jeopardize his or her ability to continue volunteering with the Red Cross;
- that, at a chapter, funds intended for the Haiti relief operation had been erroneously placed in a general disaster fund;
- how the Red Cross is responding to the Haiti earthquake.

In each case, the Ombudsman assisted the employee to think through and understand the options for raising and addressing his or her concern, including the Concerned Connection Line or “whistleblower” complaint process.

16. Aside from whistleblowers and employees, what types of complaints were raised by other internal and external constituents? What steps has the Ombudsman taken to provide workable solutions to the problems raised by complaints?

All of the contacts made with the Ombudsman office regarding Haiti, including those “[a]side from whistleblowers and employees,” are outlined below. In each case, the Ombudsman described the available resources, including the Concerned Connection Line.

FY15* Incomplete. Not all FY15 cases have been entered to date.

Fiscal Year	Internal		External		Total	Total
	Employee	Volunteer	General Public	Financial Donor		
Total FY10	2	0	58	11	71	92
Total FY11	3	2	8	0	13	
Total FY12	0	1	0	0	1	
Total FY13	1	0	1	0	2	
Total FY14	0	0	1	0	1	
Total FY15	0	0	4	0	4	
Total Combined	6	3	72	11	92	

FY10		Internal		External		Total	Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor		
Clarity on what work RC doing	General inquiry to how RC responding to Haiti earthquake	0	0	4	0	4	9
	Concerns with how RC responding	0	0	4	1	5	
Clarity on where \$ going	Question about funds going to Haiti vs. general disaster fund	1	0	0	0	1	5
	Concern whether \$ is going to something other than victims	0	0	4	0	4	
Trouble donating money	Worried not everyone who is trying to donate can donate	0	0	0	2	2	10
	Wanting to confirm donation	0	0	0	4	4	
	Trouble getting matching donation from employer	0	0	0	1	1	
	Billed more than once for same donation	0	0	0	1	1	

	Questioning why all funds may or may not have gone to Haiti	0	0	0	1	1	
	Upset that information from donation being used for more solicitations	0	0	0	1	1	
	Concern regarding Haiti that falls outside of RC scope or mission	0	0	2	0	2	2
	Complaint about timing of financial donation solicitation call	0	0	2	0	2	2
	Attempting to locate family in Haiti	0	0	3	0	3	3
	Interested in Haitian adoption	0	0	4	0	4	4
	Ideas for Haiti response	0	0	10	0	10	10
	Interested in maintaining a good volunteer who helps with Haiti at Chapter level	1	0	0	0	1	1
	Praise for RC efforts	0	0	1	0	1	1
	Vendor wanting to provide services	0	0	2	0	2	2
	Requesting funding from RC	0	0	1	0	1	1
	Wanting to donate \$	0	0	5	0	5	5
	Wanting to donate material items or space	0	0	7	0	7	7
	Looking to partner with the RC in the response	0	0	1	0	1	1
	Wanting to volunteer in Haiti	0	0	8	0	8	8
	Total FY10	2	0	58	11	71	71

FY11		Internal		External		Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor	
Clarity on what work RC doing	General inquiry to how RC responding to Haiti earthquake	0	2	1	0	3
Clarity on where \$ going	General unspecified concerns re: donations to Haiti	1	0	3		4
Internal RC concerns	Staffing - qualifications of personnel assigned to Haiti response related work	2	0	0	0	2
	Concern regarding Haiti that falls outside of RC scope or mission	0	0	1	0	1
	Wanting to donate \$	0	0	1	0	1
	Looking to partner with the RC in the response	0	0	2	0	2
	Total FY11	3	2	8	0	13

FY12		Internal		External		Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor	
	Concern regarding Haiti that falls outside of RC scope or mission	0	1	0	0	1
	Total FY12	0	1	0	0	1

FY13		Internal		External		Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor	
Clarity on what work RC doing	General inquiry to how RC responding to Haiti earthquake	1	0	0	0	1
Concern regarding Haiti that falls outside of RC scope or mission		0	0	1	0	1
Total FY13		1	0	1	0	2

FY14		Internal		External		Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor	
Concern regarding Haiti that falls outside of RC scope or mission		0	0	1	0	1
Total FY14		0	0	1	0	1

FY15		Internal		External		Total
Theme	Sub-Theme	Employee	Volunteer	General Public	Financial Donor	
Clarity on what work RC doing	Concerns about RC Haiti response as a result of recent (2015) media coverage. Wanting more information.	0	0	3	0	3
Concern regarding Haiti that falls outside of RC scope or mission		0	0	1	0	1
Total FY15		0	0	4	0	4

17. Please provide a copy of the itemized report the Red Cross has submitted to the Secretary of Defense in the past 5 fiscal years.

Following are links to the US Army Audit Agency Reports from the past five fiscal years, which are made available to the public on Redcross.org.

2014

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m43540131_2014_Consolodated_Financial_Statement.pdf

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m43540127_2014_TheAmericanNationalRedCrossFS.PDF

2013

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m27440164_2013_USAAA_Review_of_the_Independent_Auditor's_Report.pdf

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m27440163_2013_Consolidated_Financial_Statements_.pdf

2012

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m19544826_2012-USAAA-report.pdf

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m19544869_2012-Consolidated-Financial-Statements.pdf

2011

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m6340461_FY11FinancialStatement.pdf

2010

http://www.redcross.org/images/MEDIA_CustomProductCatalog/m4740081_FY10FinancialStatement.pdf