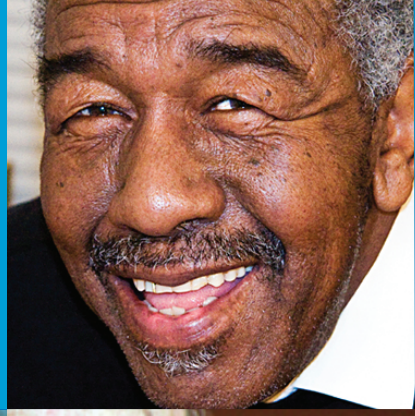
WE ARE

Meals On Wheels

ASSOCIATION OF AMERICA

So no senior goes hungry™



2013

A YEAR FOR THE RECORD BOOKS

ANNUAL REPORT

2013 - A YEAR FOR THE RECORD BOOKS AND MEALS ON WHEELS

2013 was a dynamic year that brought new challenges to the 5,000+ community Meals on Wheels programs across the country.

And yet, the resilience and dedication of our national network of local Member organizations, their staff and volunteers continued to lead the way as we successfully turned these challenges into opportunities and neutralized impending threats.

Reductions in government funding due to sequestration, a stalled economy, rapid changes to our nation's healthcare system and burgeoning numbers of Americans being added to the ranks of the senior population all increased the demand for our national network to step up, and we did. In doing so, the Association succeeded in fighting back sequestration for 2013, leveraged partnerships to award almost **$850,000** in grants to Member programs, held the largest national March for Meals awareness and advocacy campaign in more local communities than ever before, and offered more education and training to programs around the country.

The Meals on Wheels movement, enabling our senior neighbors to live out their lives with independence and dignity in their own homes, is one of the most effective public-private partnerships ever created. And, together, delivering over one million meals a day, we are truly making a difference. However, we have a long way to go if we are to meet the ever-growing need of our nation's most vulnerable seniors today and into the future, and we hope you will join our effort. Those who cared for us when we needed it deserve to have us there for them when they need it.

Sincerely,

Ellie Hollander

Ellie Hollander
President and CEO

TABLE OF CONTENTS

3 Empowering Communities
4 Fighting for Our Seniors on Capitol Hill
5 Investing in the Future
6 Speaking Out
7 Expanding Impact through Partnerships & Campaigns
8 Board of Directors & Leadership Team
9 Financial Summary

EMPOWERING COMMUNITIES

FAMOUS IDAHO POTATO NATIONAL TOUR MAKES STOPS IN 72 COMMUNITIES

The Idaho Potato Commission travels around the country offering local Meals on Wheels programs the opportunity to raise awareness about senior hunger.

1,500
RECRUITED COMMUNITY CHAMPIONS

NATIONAL CAMPAIGN BUILDS LOCAL SUPPORT

11th annual March for Meals campaign results in 1,500 recruited Community Champions to step up, speak out and support their neighbors.

NATIONAL AMERICAN VOLUNTEER HONORED

American Volunteer award recipient Phil Cihiwsky, representing Meals-on-Wheels Greater San Diego, Inc., walked across America and raised awareness and support for seniors nationwide.

2,300
WEBINAR ATTENDEES

EDUCATIONAL WEBINARS HELD FOR OVER 2,300 ATTENDEES

Association webinars improve performance, and spark growth and efficiency in local communities.

OVER $850,000
IN GRANTS TO MEMBER PROGRAMS

THE ASSOCIATION AWARDS A RECORD-BREAKING AMOUNT IN GRANTS

Local Member programs feed more seniors and expand their capacity to meet quickly escalating needs with help from Association grants.

The National Resource Center on Nutrition & Aging

ASSOCIATION COMPLETES THIRD YEAR MANAGING PREEMINENT NATIONAL RESOURCE CENTER

The National Resource Center on Nutrition & Aging, funded by the U.S. Administration on Aging, is committed to building the future of senior nutrition services through resources and education.

ANNUAL CONFERENCE AND EXPO CONVENES THOUGHT LEADERS TO PROBLEM-SOLVE, COLLABORATE AND INSPIRE

Keynotes, plenary and course sessions in Boston provides the learning, networking and best practice sharing that make communities stronger.

SUBARU share the love EVENT

6TH ANNUAL SUBARU *SHARE THE LOVE* CAMPAIGN HAS RECORD-BREAKING YEAR

Member programs collaborate with Subaru retailers to raise awareness, funds and new volunteers across America.

FIGHTING FOR OUR SENIORS ON CAPITOL HILL

TESTIFYING BEFORE THE SENATE SUBCOMMITTEE

Association President and CEO Ellie Hollander testifies before the Senate Subcommittee on Primary Health and Aging on how Older Americans Act Nutrition Programs, like Meals on Wheels, reduce hunger and poverty in America.

ASSOCIATION ADVOCACY FIGHTS FOR SENIOR HUNGER

Keeping the pressure on, the national Association's staff and Board Members hosted and participated in multiple legislative briefings for congressional staff, highlighting that Meals on Wheels programs save lives, fight hunger, and reduce taxpayer dollars.

MEALS ON WHEELS MEMBER ADDRESSES CONGRESS

Association Member Toni Gianforti, Meals on Wheels of Central Maryland, testifies about the devastating impact of sequestration on women and families.

THE VALUE OF THE CHARITABLE TAX DEDUCTION

Association Board Chair Vinsen Faris describes the value and importance of the charitable tax deduction to the House Ways and Means Committee.

CONGRESS CALLS ON ASSOCIATION EXPERTISE

President and CEO Ellie Hollander and Meals on Wheels of Takoma Park, MD, client deliver remarks about the value of our programs and proper nutrition at Senate-sponsored Older Americans Summit.

$50 MILLION IN FEDERAL FUNDING RESTORED

ELEVATING THE COLLECTIVE VOICE AND MOBILIZING OUR NETWORK

Working with Members and partners nationwide, the Association successfully urges Congress to restore the nearly $50 million in federal funding cut by sequestration.

MAKING THE CASE AND GARNERING BIPARTISAN SUPPORT

Association furthers work to restore Older Americans Nutrition Program funding through helping to initiate and secure bipartisan cosigner for "Dear Colleague" letters, led by Congressman Dave Loebsack.

INVESTING IN THE FUTURE

ASSOCIATION BOARD OF DIRECTORS APPOINTS NEW PRESIDENT AND CEO

Ellie Hollander takes the helm as President and CEO to strengthen the Meals on Wheels network and helps to ensure that no senior goes hungry.

BUILDING ON A POWERFUL BRAND 90% MEALS ON WHEELS AWARENESS

ASSOCIATION STUDY BUILDS HIGH AWARENESS AND FAVORABILITY

Study cites 90% awareness and 89% favorability among those who know us.

LAYS THE FOUNDATION FOR UPGRADED TECHNOLOGY ORGANIZATION-WIDE

ASSOCIATION ACQUIRES NEW FINANCIAL AND LEARNING MANAGEMENT SYSTEMS

Upgraded systems enable higher performance and support in Member services operations.

ASSOCIATION EMBARKS ON TRANSFORMATIVE JOURNEY

THREE-YEAR STRATEGIC PLAN DEVELOPED

Greater strategic understanding yields a new mission, vision and set of values through a three-year strategic path developed to catapult organizational capability and support capacity.

AARP® FOUNDATION

INVESTS IN PILOT STUDY

AARP FOUNDATION FUNDS "MORE THAN A MEAL" PROJECT

With AARP Foundation's support, the Association has embarked on an initiative to quantify the value that the Meals on Wheels model — the nutritious meal, friendly visit and safety check — brings to the health and well-being of its clients.

SPEAKING OUT

The Washington Post

THE HUFFINGTON POST

SHINING LIGHT ON THE DETRIMENTAL IMPACTS OF SEQUESTRATION

President and CEO Ellie Hollander and Chairman of the Board Vinsen Faris spoke on *Hardball with Chris Matthews*, and with the *Washington Post* and the *Huffington Post* throughout the sequestration threat.

THE WALL STREET JOURNAL.

npr ALL THINGS CONSIDERED

MSNBC NBC

CBS BBC

NOW CNNMoney

WARNING AGAINST THE NEGATIVE EFFECTS OF GOVERNMENT SHUTDOWN

As the impending government shutdown became apparent, both President and CEO Ellie Hollander and Chief Advocacy Officer Erika Kelly spoke with *The Wall Street Journal, NPR All Things Considered, MSNBC, BBC, CBS, NBC, The Daily Show, CNN Money* and *Associations Now* on how a government shutdown would make Meals on Wheels' job even more challenging.

AMPLIFYING ADVOCACY EFFORTS

President and CEO Ellie Hollander appears live on *MSNBC's Martin Bashir* to discuss the outlook for Meals on Wheels.

NAMED ONE OF SEVEN TOP HUNGER ORGANIZATIONS

MEALS ON WHEELS RECOGNIZED AS ONE OF THE TOP HUNGER ORGANIZATIONS

Meals On Wheels Association of America is included in *Food & Nutrition Magazine's* list of the Seven Top Hunger Organizations and is featured in *MSN Causes* during their month dedicated to hunger.

THE ASSOCIATION HELPS TO TELL THE STORY

The Association contributes to *The Nation's* "The Real Hunger Games" issue, detailing the grave reality that nearly 15% of the nation's elderly don't have enough to eat.

NASDAQ BRINGS MEALS ON WHEELS TO THE HEART OF TIMES SQUARE

President and CEO Ellie Hollander and Chief Financial and Administrative Officer Don Miller represent Meals on Wheels while ringing the bell to both open and close the NASDAQ financial markets.

EXPANDING IMPACT THROUGH PARTNERSHIPS & CAMPAIGNS

EVERY CORK COUNTS™ CAMPAIGN RAISES $100,000

GALLO FAMILY VINEYARDS CELEBRATES 4TH ANNUAL EVERY CORK COUNTS™ CAMPAIGN

Meals On Wheels Association's efforts are supported with $100,000 raised from Vineyards' annual holiday campaign.

BANFIELD CHARITABLE TRUST AWARDS $122,500

CRITICAL SUPPORT PROVIDED FOR PET FOOD PROGRAMS

81 Association winners launch or contribute to a Pet Food Program after receiving grants from Banfield Charitable Trust.

Consumer Cellular DONATES $100,000

MEALS ON WHEELS IS SELECTED AS ONE OF FIVE CHARITIES

Consumer Cellular selects Meals On Wheels as one of its five sponsored charities and donates $100,000.

KING'S HAWAIIAN PROJECT Mahalo Share the Hawaiian Way™ AWARDS TOP PRIZE $25,000

KING'S HAWAIIAN'S PROJECT MAHALO AWARDS TOP PRIZE TO MEALS ON WHEELS

The Association is acknowledged by voters on social media for generous giving without an expectation in return and is therefore awarded a top prize.

WE ARE Meals On Wheels ASSOCIATION OF AMERICA AWARDS $50,000 IN KOSHER MEALS PROGRAM GRANTS

ASSOCIATION EXTENDS $50,000

22 Association Members help expand and launch Kosher Meals programs with funds from the Association.

BOARD OF DIRECTORS & LEADERSHIP TEAM

2013 BOARD OF DIRECTORS

VINSEN FARIS, CFRE
Chair
Executive Director
Meals-On-Wheels of Johnson & Ellis Counties
Cleburne, TX

LIZ SEMAN
Vice Chair
Executive Director of Corporate Engagement
Furman University
Greenville, SC

JEFFREY SMYTHE, MPA
Secretary/Treasurer
Executive Director
Meals On Wheels Atlanta
Atlanta, GA

PEGGY MILLER-BARRETT, MSW
Immediate Past Chair
2nd Life Consulting
Clinton, MA

MARCY BERNER-REEDY
Executive Director
Beloit Meals on Wheels, Inc.
Beloit, WI

DEBBIE BRITT
Executive Director
Community & Public Relations
Piedmont Fayette Hospital
Fayetteville, GA

DEBBIE CASE
President and CEO
Meals-on-Wheels Greater San Diego, Inc.
San Diego, CA

SHARON GEISS
Executive Director
Mid-America Nutrition Program, Inc.
Ottawa, KS

PHIL KAFARAKIS
Chief Innovation & Member Advancement Officer
National Restaurant Association
Washington, DC

ASHLEY MCCUMBER
Executive Director
Meals on Wheels of San Francisco, Inc.
San Francisco, CA

SANDRA NOE
Executive Director
Meals on Wheels of Northwest Indiana
Merrillville, IN

ASSOCIATION'S LEADERSHIP TEAM

ELLIE HOLLANDER
President and CEO

ERIKA KELLY
Chief Advocacy Officer

ROBERT HERBOLSHEIMER
Chief Development Officer

DONALD MILLER
Chief Financial and Administrative Officer

SUSAN WALDMAN
Chief Marketing and Communications Officer

KEITH GREENE
Chief Membership Officer

LINDA NETTERVILLE
Vice President, Grants and National Resource Center

MAGDA HAGEMAN-APOL
Vice President, Education and Training

FINANCIAL SUMMARY

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDED DECEMBER 31, 2013

REVENUE AND OTHER SUPPORT

Contributions	1,794,245
Corporate and Foundation Grants	1,598,911
Government Grants	313,769
Membership Dues	147,250
Conference	370,211
Other Revenue	550,697
Investment Income	111,478
Total Revenues and Other Support	**4,886,561**

EXPENSES

Program Services	2,822,933
Management and General	1,054,347
Fundraising	175,981
Total Expenses	**4,053,261**

NET ASSETS

Change in Net Assets	833,300
Net Assets at Beginning of Year	12,243,513
Net Assets at End of Year	**13,076,813**

HIGHLIGHTS

The Meals On Wheels Association of America received **more than 76% of its revenues** in 2013 from donations, corporate partnerships and government grants.

Approximately seven of every ten dollars spent by the Association in 2013 were used to support projects benefitting Members.

For every dollar in dues paid by Association members in 2013, almost **six dollars in grants were awarded** to Members.

SOURCES OF FUNDS IN 2013

Corporate and Foundation Grants	33%
Government Grants	6%
Membership Dues	3%
Conference	8%
Annual Contributions	37%
Investment Income	2%
Other Revenue	11%

WE ARE

Meals On Wheels

ASSOCIATION OF AMERICA

So no senior goes hungry™

OUR VISION IS AN AMERICA IN WHICH ALL SENIORS LIVE A NOURISHED LIFE WITH INDEPENDENCE AND DIGNITY.

www.mowaa.org

BBB ACCREDITED BUSINESS