

WE ARE  
**Meals On Wheels**  
ASSOCIATION OF AMERICA  
*so no senior goes hungry™*



2013

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A YEAR FOR  
THE RECORD BOOKS

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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,

A handwritten signature in black ink that reads "Ellie Hollander".

**Ellie Hollander**  
President and CEO

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# 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 Cihwsky, 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.



## 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.



## 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.

FOUGHT TO  
RESTORE  
→ \$50 ←  
MILLION  
IN FEDERAL  
FUNDING

## 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 cosigners 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

Meals On Wheels  
Reimagining Our Future  
*So no senior goes hungry.*

## 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**<sup>®</sup>  
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

n p r  
ALL THINGS  
CONSIDERED

MS  
NBC

NBC

CBS

BBC

HOW

CNN Money

## 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.



## Meals' 'hunger' pains

Martin Bashir to discuss Meals on Wheels' fight against federal budget cuts and the backs of seniors and the poor.

## 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.



*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.

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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
<b>Total Revenues and Other Support</b>	<b>4,886,561</b>

### EXPENSES

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

### NET ASSETS

Change in Net Assets	833,300
Net Assets at Beginning of Year	12,243,513
<b>Net Assets at End of Year</b>	<b>13,076,813</b>

## 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%

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

→ [www.mowaa.org](http://www.mowaa.org) ←

