Leadership in Aging & Community Living
The National Association of Area Agencies on Aging (n4a) is a 501(c)(3) membership association representing America’s national network of 622 Area Agencies on Aging and providing a voice in the nation’s capital for the more than 250 Title VI Native American aging programs.

Our Mission
To build the capacity of our members so that they can better help older adults and people with disabilities live with dignity and choices in their homes and communities for as long as possible.

Our Members
By providing a range of services and supports that address the individual needs of older adults, our members make it possible for older adults to age at home and in their communities with dignity, health and independence.

Area Agencies on Aging (AAAs) were established under the Older Americans Act (OAA) in 1973 to respond to the needs of Americans 60 and older in every community in the country.

Title VI, Grants for Indian Tribal Organizations, was added in the 1978 Amendments to the OAA. Title VI Native American aging programs provide nutrition, supportive and caregiver services to older American Indians, Alaska Natives and Native Hawaiians.

Learn more at [www.n4a.org](http://www.n4a.org).
The maturing of America’s baby boomer generation has resulted in an unprecedented, long-term shift in our country’s age demographics. By 2030, 73 million—or one in five—people in America will be 65 or older.¹

For the Aging Network—and our members—this growth represents a tremendous opportunity to innovate and create new ways to address the needs of the expanding numbers of older adults. Yet this explosive growth also brings significant challenges; in particular, scaling services to meet growing needs. The COVID-19 pandemic only raised the stakes, putting millions of older adults in harm’s way—not just from the virus, but also from hunger, social isolation and loneliness, and loss of independence.

That’s why the work of our members, Area Agencies on Aging and Title VI Native American aging programs around the country, is more important now than ever before.

This year, every day, in communities across the country, our members:

- **meet the home and community-based services needs** of a rapidly growing number of older adults, despite the challenges COVID-19 presents;
- **address the social determinants of health** to support healthy aging, independence and social engagement, even as traditional program models require thoughtful adaptation to new realities;
- **serve an increasingly diverse population,** including those facing disparities and those who had never received AAA services prior to COVID-19;
- **create and support livable and dementia-friendly communities,** as well as age-friendly health systems;
- **innovate and expand access to evidence-based solutions** to the challenges of aging; and
- **promote the opportunities of aging** through social and civic engagement.

That’s why our mission is more critical than ever, driven, as always, by what older adults need, what our members can do to meet those needs—and how n4a can help. Because of what we know, this is what we—and our members—do.
This was not an ordinary year. While the second half of 2019 brought new opportunities, significant successes and great hope for our 2020 goals, we could never have imagined the seismic change that would impact the nation—and older adults in particular—starting in March 2020: COVID-19.

When the world turned upside down, Area Agencies on Aging (AAAs) and Title VI Native American aging programs took what they do best—meeting the social, health and well-being needs of older adults—to a whole new level, and under dangerous and challenging conditions. Almost overnight, our members revamped their critical supportive programs to meet the rapidly growing needs among existing and new clients, determined to protect and serve the most vulnerable in their communities.

With COVID-19 infections and/or prevention efforts affecting virtually every community within weeks, the value of having a national voice in Washington, DC, was swiftly reinforced, as n4a drove information, resources and support out to our network and amplified the needs of older adults and our members to policymakers. Our advocacy success in 2019 and early 2020 on Older Americans Act reauthorization was especially well-timed, as the inroads n4a and its members had made on that campaign ensured that Congress understood the incredible value of our members and the Aging Network as a whole. When COVID-19 struck, n4a was able to secure hundreds of millions of dollars for OAA supportive services, caregiver support and tribal aging programs and, echoed by our nutrition program allies, even more for meals—all told, more than $1 billion in emergency funding. Our advocacy has continued at this intense pace, as we pursue another round of emergency funding, the maximum FY 2021 OAA funding, increases to Medicaid home and community-based services and more.

An issue close to n4a and our members’ hearts is the important work our members do to ensure that older adults and caregivers stay socially connected and engaged to help prevent isolation and loneliness. Due to COVID-19, more Americans are now aware of the harms of unwanted social isolation and loneliness, and its effects on older adults in particular. As a result, the problem finally received the awareness and concern the aging field long desired. To help our members meet this educational and programming challenge, n4a’s engAGED: The National Resource Center for Engaging Older Adults produced resources that educated the public and supported the field in efforts to transform existing or develop new programs. A best-practices guide, engAGING Practices: Best Practices for Helping Older Adults Stay Socially Engaged, was released at our September 2020 Social Isolation Virtual Summit, which drew more than 2,000 participants.
While adaptations and innovations related to COVID-19 took center stage in spring and summer 2020, n4a’s decade of supporting transformation in how AAAs intersect and contract with health care entities did not slow this year. In fact, many of our members saw growing interest from health care entities. n4a’s Aging and Disability Business Institute continued to lead national efforts to address the needs of aging and disability community-based organizations regarding integrated care, through publications, webinars, surveys, a revamped assessment tool to gauge organizational progress on business acumen to partner with health care, and a new tool designed to help networks of community-based organizations gauge their current levels of readiness for building, sustaining and growing a coordinated network of service providers to contract with health care entities.

As the need for I&R services surged, n4a and the Eldercare Locator reached another milestone this summer. The Eldercare Locator, established in 1991 and continuously administered by n4a, assisted its 5 millionth caller. By providing a national source of information and referral/assistance, n4a helps consumers find AAAs and other state and local aging resources, so that they can secure the information, help and services they need—a service in great demand given the COVID-19 crisis.

The National Aging and Disability Transportation Center, Dementia Friendly America and n4a’s other initiatives also pivoted to help adapt programming to respond to the realities of 2020, which you can read more about in the following pages.

As we reflect on the past 16 months, we pause to thank our members, partners, funders and other stakeholders who share our passion for building a society that values and supports people as they age. Our shared mission for this work was tested in 2020, yet we all rose to the challenge.

Thank you for being on this journey with us. If we have learned anything in 2019–2020, the year ahead will undoubtedly offer continued and perhaps new challenges, but if we keep older adults and caregivers at the forefront, our focus and our commitment will remain clear.

Deborah Stone-Walls
Executive on Aging
Maui County Office on Aging,
Wailuku, HI
n4a President

Sandy Markwood
Chief Executive Officer

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Because the COVID-19 pandemic put older adults and those with chronic conditions at particular risk of poor outcomes, and “staying safer at home” measures left many older adults without the ability to secure meals, groceries or essential supplies; with less caregiver support than before; and at risk of becoming dangerously socially isolated with its attendant negative health outcomes…
Our members were fast, focused and flexible, adapting programs to meet new safety guidelines and emergency realities so they could continue to support the health and well-being of older adults and caregivers. In addition to adaptations, AAAs expanded their reach during the pandemic: in May 2020, 93 percent of AAAs responding to an n4a survey reported serving more clients than before the COVID-19 pandemic and 69 percent saw an increased need for AAA supports and services among existing clients.

So we provided a national voice during a tumultuous time, advocating for the financial resources and policy flexibilities our members required, championing their role in keeping older adults safe at home and in the community; providing trusted information; documenting this transformation and capturing their innovations; and offering ample ways for AAAs to learn from each other’s experiences.

Among other n4a efforts, between March and September 2020 we:

- Conducted an extensive survey of n4a members to document needs and trends, which resulted in a July report, #AAAsAtWork for Older Adults: A Snapshot of Area Agency on Aging Responses to COVID-19.
- Raised the visibility of our members with the #AAAsAtWork for #OlderAdults social media campaign to highlight examples from the field and showcase the full range of AAA responses to COVID-19 and its effects on those they serve.
- Created new vehicles to share information applicable to our members, including from government sources, trusted national experts and their AAA and Title VI peers around the country. Produced weekly Notes from the Field communiques, each containing examples of AAA adaptations for others to learn from.
- Deployed our subject matter experts on transportation, social isolation, dementia, health care contracting and caregiving to explore how COVID-19 would affect older adults and communities. This included producing two consumer fact sheets on COVID-19 and staying engaged that our members—and the Aging Network—could use for local education and outreach to older adults and caregivers.

And now we are working to capture the lessons learned from this transformation in service delivery in 2020—and lead a conversation about how the AAA network should continue to evolve moving forward.

Learn more at www.n4a.org/covid19.
Because 86 percent of adults age 65+ wish to age in their homes and communities, yet more than half of them will need home and community-based services in order to do so...
Our members are a vital, trusted local resource that ensure that Americans in nearly every community are able to age with best possible independence, well-being, health and dignity. To achieve this, our members rely upon federal support as a foundation for the additional state, local and private resources they leverage to provide the home and community-based services that are preferred by older adults and are more affordable than institutional care, and per the Older Americans Act, AAAs act as advocates for older adults in their planning and service areas, weighing in on policymaking at all levels.

So we advocate on behalf of our members, and those whom they support, with federal policymakers and national leaders, actively working to secure the essential resources and policies needed for an aging America.

To achieve this, we educate Members of Congress and their staff on critical aging issues, such as the value of home and community-based services and programs delivered under the Older Americans Act, Medicaid and Medicare.

This year’s successes include:

- The inclusion of our priorities in and ensuring the advancement of the five-year, bipartisan reauthorization of the Older Americans Act that included recommendations to significantly increase funding for vital programs.
- Securing more than $1 billion in emergency funding and unprecedented flexibilities in the Older Americans Act to enable AAAs to meet increasing service needs during the pandemic.
- Advocating for the extension of key health programs such as the Money Follows the Person program and programs that assist low-income Medicare beneficiaries with enrolling in cost-saving programs.

A key part of n4a’s advocacy involves enhancing the capacity of our members to serve as advocates by keeping them updated on the latest legislative and policy developments that may affect their work and prepared with Advocacy Alerts, grassroots engagement tools, educational webinars and trainings, and other opportunities to equip them to effectively engage local stakeholders.

Learn more at www.n4a.org/advocacy.
Because there is evidence showing that the majority of health care costs are driven by factors outside of the clinical environment, often called the social determinants of health...
Our members address the social determinants by providing case management, care transitions, nutrition, home care, transportation, home modification, evidence-based programs and social engagement services in their communities.

Now that the health care sector has recognized the importance of addressing these health-related social needs, AAAs are contracting with the health care sector. In 2020, nearly 47 percent of AAA respondents reported having at least one contract with a health care entity, and an additional 16 percent were pursuing contracts. The proportion of AAAs reporting a contract with a health care entity has increased each year since 2017.

So we provided our members and other CBOs with tools and resources needed to adapt, grow and thrive in a changing health care environment.

n4a’s Aging and Disability Business Institute is a national initiative, currently funded by The John A. Hartford Foundation, the U.S. Administration for Community Living (ACL), and The SCAN Foundation, to build and strengthen partnerships between aging and disability community-based organizations (CBOs) and the health care system, with the goal of improving the health and well-being of America’s older adults, people with disabilities and those who care for them. In collaboration with our partners and funders, we:

- Identified actionable steps to move the field of CBO–health care contracting forward in our report, A View From the Field: Future Directions for Contracting Between Health Care and Community-Based Organizations, which is based on our convening of more than 40 aging and disability leaders.
- Updated the Readiness Assessment tool and added a new Readiness Assessment for Networks tool, both of which assist AAAs and other CBOs as they prepare to enter into contracts with health care.
- Conducted a third Request for Information survey in spring 2020 to better understand and quantify CBO–health care relationships, as well as the growth in CBO networks.
- Launched two new learning collaboratives for CBOs and CBO networks on network operations and the Medicare Advantage Special Supplemental Benefits for the Chronically Ill.
- Awarded the fourth annual The John A. Hartford Foundation Business Innovation Award to recognize CBOs that are successfully embracing new opportunities in integrated care.

Learn more at www.aginganddisabilitybusinessinstitute.org.
Because socially isolated older adults face an increased risk of negative health consequences as well as early mortality, a risk that compares with the risks of smoking, obesity and lack of physical activity."
**Our members** provide services that help reduce social isolation, a critically important issue heightened by the COVID-19 pandemic. AAAs provide personal connections through telephone reassurance calls, wellness checks, home-delivered meals, virtual health and wellness programming, friendly visiting and transportation, all of which support engagement in the community. The Aging Network relies heavily on volunteers to deliver these critical services, supplementing the work of their paid staff while offering volunteers positive opportunities to also be engaged in their communities, even as the models for volunteering have shifted in the face of COVID-19.

**So we** support the Aging Network in developing new approaches to keeping older adults socially engaged in their communities, reducing social isolation and promoting successful aging in the community. Given COVID-19 realities, the need to innovate and expand this work is more pressing than ever.

**engAGED: The National Resource Center for Engaging Older Adults,** which n4a administers with funding from ACL to address the critical need to keep older adults connected to their communities, wrapped up its third year of funding. n4a has secured support for an additional three years; the new grant builds upon our existing collaboration with Generations United, the National Resource Center for Osher Lifelong Learning Institutes, and Older Adults Technology Services (OATS), and adds an even more broad range of partners to ensure that the Aging Network has the resources needed to assist older adults with staying connected.

In response to the pandemic, engAGED:

- Launched a COVID-19 resource page to provide examples of how AAAs and other CBOs updated and launched new programming to continue to safely promote social engagement and address social isolation, as well as sample blog posts for consumer education.
- Created a consumer educational flyer, in partnership with the Eldercare Locator, with ways older adults can stay engaged during the pandemic.
- Hosted a Social Isolation Virtual Summit which drew more than 2,000 participants.
- Released a best practices publication featuring innovative examples of how agencies are addressing social isolation including details on COVID-19 adaptations.

Learn more at [www.engagingolderadults.org](http://www.engagingolderadults.org).
Because roughly half of Americans age 65 and older will need long-term services and supports as they age...
Our members help older adults, people with disabilities and their caregivers access local programs and services through the provision of information and referral programs, community education and outreach, and case management.

So we are national leaders in connecting older adults, their caregivers and their families to the local resources they need.

The Eldercare Locator, which n4a operates with funding from ACL, connects older adults and caregivers to critical local resources, programs and services that address a wide array of needs related to aging, disability and caregiving. n4a staff operate the Eldercare Locator’s National Call Center (1.800.677.1116) and website (eldercare.acl.gov), both focused on ensuring that older adults and caregivers are connected to resources in their own communities.

In 2019-2020, the Eldercare Locator’s call, online chat and email volume reached an all-time high of 473,402 requests for assistance, a 17 percent increase compared to the previous year. This equates to an average of 1,973 requests per day, and 54 percent of the Locator’s referrals were to a local AAA. As a result of this increase in contacts, the Eldercare Locator completed its 5 millionth call in July 2020.

To further educate the public about aging issues, the Eldercare Locator provides consumer brochures, which the Aging Network can customize with their own contact information. The Locator’s 2019 Home for the Holidays campaign focused on home modifications to enable healthy aging at home and in the community.

The Eldercare Locator had a rapid and flexible response to COVID-19, shifting the Call Center staff from in-person to a remote work environment; conducting frequent and ongoing COVID-19–specific trainings with staff; and collaborating on the development of two COVID-19 fact sheets.

Learn more at eldercare.acl.gov.
Because older adults fear giving up driving and those who do face isolation, dependency and frustration, and 77 percent of transportation providers say that for those who do not drive, finding alternative transportation is difficult and that is strongly related to affordability. ...
Our members provide transportation services that help older adults remain independent and engaged in the community; partner with public transit and other stakeholders to increase the availability of affordable and accessible transportation; provide one-on-one transportation information and counseling; and bring the voices of older adults to the table in local and regional transportation planning efforts.

So we promote accessible transportation options that reflect the needs of communities.

n4a, in partnership with Easterseals, administers the National Aging and Disability Transportation Center (NADTC), which is funded by the Federal Transit Administration, to promote the availability and accessibility of transportation options for older adults, people with disabilities and their caregivers. This year, accomplishments included:

- NADTC’s 2019 Innovations Grants projects completed their work. Together, the grantees tested the use of Uber/Lyft and a shopper shuttle to provide better access to healthy food; utilized Navajo language speakers as dispatchers and drivers to expand transportation to older adults and people with disabilities living on the Navajo Nation Reservation; developed a new volunteer transportation model that provides volunteer rides to clients of social services and public health agencies; and developed a coordinated transportation system in partnership with a one-call/one-click center that provided rides across geographic boundaries.

- Completed a Survey of Organizations that Provide Transportation Services to Older Adults and People with Disabilities. AAAs represented 21 percent of the more than 200 respondents, surpassed only by public transit respondents.

- Launched a new online photo gallery which invites transportation providers, AAAs and others to download 60+ photos that are sorted by topic. Photos may be used in publications, newsletters and social media free of charge. Each downloaded photo comes with suggested alternative text and the photo credit.

Learn more at www.nadtc.org.
Because there are nearly six million people living with Alzheimer’s disease, the most common form of dementia, and 80 percent of people with dementia live in their homes or with family...
Our members foster, fund and deliver local services that support people living with dementia and their caregivers through options such as in-home supports, personal care, home-delivered meals, caregiver respite, transportation, legal services, adult day care and more. And to drive broader change, AAAs are leading or playing critical roles in statewide and local efforts to ensure their communities are equipped to support people living with dementia and their caregivers.

So we are leaders in building dementia-friendly communities and advancing Dementia Friends initiatives nationwide.

Co-chaired and administered by n4a, Dementia Friendly America (DFA) is supporting communities across the country to ensure that counties, cities and towns are prepared for the growing number of individuals and caregivers affected by dementia. There are now more than 300 communities in the DFA network, working across sectors (such as health care, faith communities, business, local government) to ensure their communities are friendly and supportive places for people living with dementia and their caregivers to live.

DFA also administers the U.S. affiliate of Dementia Friends, a public education campaign that helps increase awareness and reduce stigma about dementia. Each Dementia Friends session concludes with participants identifying an action—big or small—they will take as a Dementia Friend, whether it is calling a family member with dementia more regularly, checking on a neighbor or encouraging others to become Dementia Friends. There are 24 states/territories that have active Dementia Friends initiatives and more than 87,000 Dementia Friends.

The DFA team offers regular webinars and technical assistance to communities and Dementia Friends programs, publishes a monthly newsletter, and conducts outreach to engage new communities and stakeholders. DFA received a grant from AARP in 2020 to develop an Evaluation Guide for DFA Communities.

Learn more at www.dfamerica.org.
Because in 2016, half of all people with Medicare coverage lived on incomes of less than $26,200 per year—which is just over 200 percent of the federal poverty level, and one quarter of Medicare beneficiaries had annual incomes at or below $15,250...
Our members are a trusted resource for unbiased, consumer-friendly information on healthy aging, Medicare, Medicaid and other governmental programs that older adults need and are eligible for. Our members reach out to older adults and their caregivers to provide critical information by holding wellness classes, health fairs and other community programs, as well as providing one-on-one health insurance counseling and case management.

So we educate aging professionals and consumers to better understand health and economic security programs and find resources that can help.

n4a, in partnership with the Center for Benefits Access at the National Council on Aging, is funding two AAAs in Texas and Virginia to pilot partnerships with health plans to enroll their low-income Medicare beneficiaries in benefit programs for which they may be eligible. n4a and NCOA will continue this partnership over the next five years, which will grow to include additional sites across the country. In addition to connecting vulnerable older adults with vital resources, this project explores another potential avenue for contracting between AAAs and health plans.

n4a joined Anthem, Inc. to survey older adults nationwide about their experiences with the health care system. Conducted by The Harris Poll and released in fall of 2019, the survey revealed that while most respondents are confident in some aspects of navigating the health care system, there is opportunity for better understanding of their benefits, bill, diagnosis and treatment.

Working with UnitedHealthcare on Medicare education, n4a provided our members with ready-to-use consumer resources for National Medicare Education Week.
Because the nation is both aging and becoming diverse; because health care and long-term services and supports financing and delivery systems are rapidly changing; because COVID-19 has forced the need for programmatic and policy innovation; and because approximately one-third of directors at n4a member agencies told us they plan to retire in the next five years, paving the way for a new corps of aging leaders…
Our members need education, best practices, leadership development and training resources developed to meet the needs of the Aging Network, in order to continue to innovate and expand the aging services they offer in their communities.

So we build the capacity of AAAs and Title VI programs to meet the escalating and increasingly complex needs of older adults in an ever-changing service delivery world.

Funded by ACL, n4a’s Capacity Building initiative conducts major surveys of AAAs and Title VI aging programs, as well as polls on hot topics, to track trends and new directions in the field.

- This year, we released the AAA National Survey Report, detailing key trends in funding, services, partnerships and participation in initiatives such as integrated care and livable communities. The report is accompanied by a toolkit, which includes 35 state reports for states that met the necessary response rate, a Fast Facts fact sheet, a customizable PowerPoint template with key facts, sample social media posts and newsletter articles. Agencies are encouraged to use the information in their own efforts, such as strategic planning, advocacy, research or benchmarking.

- To dive deeper into the data and share the story of the AAA network’s efforts, n4a also released two additional reports this year. Our report on dementia and brain health highlighted how AAAs are supporting people living with dementia and their caregivers in their communities through dedicated programs and services. Our data brief—done in collaboration with the Fall Prevention Center of Excellence at the University of Southern California Leonard Davis School of Gerontology—described AAA home modification and repair services.

- In fall 2020, n4a launched the National Survey of Title VI Native American aging programs to learn about the unique needs and innovations of the programs serving older American Indians, Alaska Natives and Native Hawaiians.

n4a produced five full days of rich educational content and networking at our 44th Annual Conference & Tradeshow, which was held in July 2019 in New Orleans. Approximately 1,400 attendees from across the nation participated, taking advantage of more than 125 workshop options, a tradeshow full of new resources and access to policymakers, thought leaders and new partners. In 2020, the n4a 45th Annual Conference & Tradeshow was held virtually in September, with more than 1,000 attendees from around the country participating over four days in more than 70 online workshops, intensives and plenaries.
We showcased innovations and other successful programs through our Aging Innovations and Achievement Awards, earning 44 of our members’ programs national recognition and providing replicable ideas that the entire Aging Network can use or adapt to their communities. Innovations winners were showcased at the n4a Annual Conference & Tradeshow in New Orleans, with three programs winning cash prizes. A four-part Lunchtime Innovations webinar series gave n4a members access to their peers’ insights on their innovative programs. Financial support for the awards was provided by Centene.

Forty-one AAA professionals graduated from n4a’s 13th annual Leadership Institute. The class of 2020 learned strategies for leading in these fast-changing times, including harnessing the power and building on the assets of AAA staff, becoming better communicators and finding new ways to inspire and drive organizational innovation and success. Financial support for the Leadership Institute was provided by WellSky and Trio Community Meals.

**Consolidated Statement of Financial Activities**

*For the Year Ended December 31, 2019*

**Revenue and Support**

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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Federal and non-federal grants/Contributions/In-Kind Contributions</td>
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<tr>
<td>Membership Dues</td>
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<tr>
<td>Conferences/Seminars and Trainings</td>
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<tr>
<td>Contract Revenue and Other Income</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
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**Expenses**

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<td><strong>Program services</strong></td>
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<tr>
<td>Services for the Aging (i.e., n4a Programs)</td>
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<tr>
<td>Conferences/Seminars and Trainings</td>
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<td>Public Policy/External Affairs/Communications and Outreach</td>
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<td><strong>Total program services</strong></td>
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<td><strong>Supporting services</strong></td>
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<td>Management and general</td>
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<tr>
<td>Membership and Fundraising</td>
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<tr>
<td><strong>Total supporting services</strong></td>
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**Total expenses** 10,502,398

**Change in net assets**

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<td>Net assets, beginning of year</td>
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<tr>
<td><strong>Change in net assets</strong></td>
<td><strong>(541,831)</strong></td>
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<tr>
<td>Net assets, end of year</td>
<td>$102,313</td>
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Total Revenue and Support — $9,960,567

- Federal Grants: 35% $3,518,523
- In-kind Contributions: 24% $2,375,682
- Grants & Contributions: 15% $1,478,366
- Membership Dues: 11% $1,091,100
- Conferences: 10% $996,047
- Contracts: 3% $314,357
- Seminars: 2% $166,004
- Other: – $20,488

$9,960,567

Total Expenses — $10,502,398

- n4a Programs (Services for the Aging): 71% $7,490,594
- Management & General: 11% $1,159,129
- Annual Conference: 7% $764,721
- Public Policy: 4% $424,047
- External Affairs: 2% $231,605
- Membership: 2% $155,770
- Fundraising: 1% $129,174
- Training: 1% $85,306
- Outreach: 1% $62,052

$10,502,398
n4a Staff

Sandy Markwood
Chief Executive Officer

PUBLIC POLICY AND EXTERNAL AFFAIRS

Amy E. Gotwals
Chief, Public Policy and External Affairs

Autumn Campbell
Senior Director, Public Policy and Advocacy

Joellen Leavelle
Director, Communications

Rebecca Levine
Senior Manager, Membership

Caitlin Musselman
Senior Communications Associate

Rory Daly
Communications Associate

FINANCE AND ADMINISTRATION

Geoffrey Martiny
Chief Financial Officer

Martin Kleffner
Director, Operations

Maggie Cheung
Executive Management and Events Coordinator

Jacqueline Quares
Office Assistant

PROGRAMS

Beth Blair
Senior Research Associate

Brenda Luna Macedo
Program Assistant

Aging and Disability Business Institute

Marisa Scala-Foley
Director

Karol Tapias
Deputy Director

Maya Op de Beke
Program Manager

Community Capacity Building

Meredith Eisenhart
Hanley
Director

engAGED

Meredith Eisenhart
Hanley
Director

Transportation

Virginia Dize
Director, Transportation, n4a and Co-Director, National Aging and Disability Transportation Center (NADTC)

Melissa Gray
Assistant Director, Transportation, n4a and Senior Program Manager, NADTC

Heather Edmonds
Program Associate, NADTC

Eldercare Locator

Sara Tribe Clark
Director

John E. Gonzales
Program Coordinator, Information Technology and Analytics

Zachary Trammel
Program Coordinator, Information and Referral Systems

Carlos Dávila
Senior Enhanced Services Specialist

Kayleigh Harris
Senior Enhanced Services Specialist

Timothy Platte
Enhanced Services Specialist

Edgar Ayala
Information Specialist

Trinell Church
Information Specialist

Ashanti Freeland
Information Specialist

Danita Gregory
Information Specialist

Evelyn Hernandez
Information Specialist

Nicolette Jones
Information Specialist

Shaquashia McDuffie
Information Specialist

Ishtante Melson
Information Specialist

Natasha Shelton
Information Specialist

Rodney Tyson
Information Specialist

Notes


# n4a Board of Directors, 2019–2020

**Deborah Stone-Walls**  
Wailuku, HI  
*n4a President*

**REGION I**  
**Beth Stern**  
Barre, VT  
**Joan Hatem-Roy**  
Lawrence, MA  
**ALTERNATE**  
**Meg Burmeister**  
St. Johnsbury, VT

**REGION II**  
**Frances A. Benson**  
Elizabeth, NJ  
*n4a Treasurer*  
**Mary Ann Spanos**  
Mayville, NY  
*n4a 1st Vice President*  
**ALTERNATES**  
**Lorraine Joewono**  
Hackensack, NJ  
**AnnMarie Maglione**  
Goshen, NY

**REGION III**  
**Scott Gossard**  
Petersburg, WV  
**Heang Tan**  
Baltimore, MD  
**ALTERNATE**  
**Justine Young**  
Farmville, VA

**REGION IV**  
**Linda Levin**  
Jacksonville, FL  
**ALTERNATE**  
**Linda Miller**  
Centralina AAA

**REGION V**  
**Pam Curtis**  
Muskegon, MI  
*n4a Secretary*  
**Robert Kellerman**  
Madison, WI  
**ALTERNATES**  
**Duana Patton**  
Ontario, OH  
**Connie Benton Wolfe**  
Fort Wayne, IN

**REGION VI**  
**Ted Hall**  
Batesville, AR  
**Blair Schoeb**  
Oklahoma City, OK  
**ALTERNATES**  
**Donald Smith**  
Fort Worth, TX  
**Regan McManus**  
Tulsa, OK

**REGION VII**  
**Diana Hoemann**  
Warrensburg, MO  
**Donna Harvey**  
Waterloo, IA  
*n4a 2nd Vice President*  
**ALTERNATES**  
**Annette Graham**  
Wichita, KS  
**Kelly Butts-Elston**  
Council Bluffs, IA

**REGION VIII**  
**Kristy Cottrell**  
Farmington, UT  
**Eva Veitch**  
Montrose, CO  
**ALTERNATE**  
**Paul Leggett**  
Salt Lake City, UT

**REGION IX**  
**Shireen McSpadden**  
San Francisco, CA  
**Mary Lynn Kasunic**  
Phoenix, AZ  
**ALTERNATES**  
**Sharon Nevins**  
San Bernardino, CA  
**Ludvina Kealoha**  
Takahashi  
Lihue, HI

**REGION X**  
**Lynn Kimball**  
Spokane, WA  
**Emily Farrell**  
Eugene, OR  
**ALTERNATE**  
**Nicole Kiddoo**  
Olympia, WA

**TITLE VI**  
**Brenda House**  
Wyandotte, OK  
**Glenn Carlo**  
Fairbanks, AK  
**ALTERNATES**  
**Rhonda Weaver**  
Quapaw, OK  
**Ashley Withrow**  
Anchorage, AK