The year 2019 can, by all accounts, be considered the year that Meals on Wheels San Francisco began a pivotal and monumental phase of transformation in order to serve the growing aging population in the city with what they need most — nourishing meals and someone who will check on their well-being regularly so that they can live with peace and dignity in their homes.

In 2019, we delivered more than 2.2 million meals to homebound seniors and adults with disabilities, increasing our ability to impact the lives of thousands of people who are food insecure, facing isolation and loneliness, and have limited incomes.

Our Home-Delivered Groceries program, in partnership with the SF-Marin Food Bank, grew by 70% in 2019, now serving nearly 500 older adults each week. We also continued producing and delivering meals to the city's Homeless Navigation Centers, averaging approximately 16,000 nutritious meals delivered to formerly homeless individuals and families each month.

While we were busy serving up meals, we began setting the stage for the future. During the summer, we began construction on what will become one of the largest state-of-the-art industrial kitchen and food production facilities of its kind on the West Coast. This kitchen is truly needed as we have well-exceeded the meal production capacity of our current kitchen space and that is limiting our ability to accept more clients who are in need of meals. The new kitchen, which will open at the end of 2020, will effectively increase that capacity to 20,000+ meals a day (currently 8,000) and it will allow us the ability to make smart enhancements to our meal programs that allow us to serve more people.

During 2019, we made major infrastructure changes to our existing kitchen operations in order to grow for the future. This included ending our contract with an outside staffing company that has been running kitchen operations for the past 20 years and instead, moving to a self-operating model with our own staff. Operating our own kitchen allows us the flexibility to create tailored meals, improve the quality, choice, and packaging of food, and prepares us as we transition into our new state-of-the-art kitchen. We are also thrilled to provide a living wage, and benefited jobs to formerly contracted kitchen staff.

In 2020, we celebrate 50 years of service to the community of homebound seniors. We look forward to beginning a new chapter in our history with the opening of the new kitchen and the knowledge that we’ll be able to serve many more people in need for decades to come.

With gratitude,

Ashley C. McCumber
CEO and Executive Director

Behind her husband died, Judy was alone living on the streets. Today, she’s living in a new apartment, and relies on Meals on Wheels to help her stay nourished and healthy.

WATCH JUDY’S STORY HERE
2019 MEALS ON WHEELS SAN FRANCISCO — HELPING SENIORS ONE MEAL AND WELLNESS CHECK AT A TIME

2.2 MILLION MEALS DELIVERED

4,300 CLIENTS SERVED

5,473 Wellness and safety checks

1,513 Number of new Meals on Wheels recipients

26,483 Number of volunteer hours for all MOWSF programs

453 Number of individuals receiving Home-Delivered Groceries

286,000 POUNDS OF GROCERIES DELIVERED

197,000 meals delivered to Navigation Centers in San Francisco (an increase of 30% from previous year)
WHO ARE OUR CLIENTS?

GENDER

- 54% MALE
- 43% FEMALE
- 3% TRANSGENDER

AGE RANGES

- 57% 65–84
- 18% 85+
- 13% 59 and younger
- 12% 60–64

ETHNICITY

- 37% Caucasian
- 26% African American
- 22% Asian Pacific Islander
- 11% Hispanic or Latino
- 3% Other

WHERE DO OUR CLIENTS LIVE?

- 70% of the seniors we serve in San Francisco live alone
- 73% of the seniors we serve in San Francisco live on less than $1,000 a month

Tenderloin = 24%
South of Market, Civic Center = 19%
Richmond, Sunset, Forest Hill = 14%
Bayview Hunters Point, Visitacion Valley, Potrero Hill = 12%
Pacific Heights, Western Addition = 10%
Mission, Upper Market = 9%
Chinatown, North Beach, Russian Hill, Nob Hill = 7%
Excelsior, Ingleside = 5%
The groundbreaking and dedication for Meals on Wheels San Francisco’s new kitchen and food production facility on July 25, 2019, served as the official “kick-off” for construction and the beginning of the public phase of the 50th Anniversary Capital Campaign. The new kitchen will feature state-of-the-art food production and packaging equipment that will enable staff to produce 20,000+ meals a day, a significant increase over the 8,000 meals produced prior, and a much-needed advancement in order to meet the growing food insecurity needs of an aging population in San Francisco.

To date (as of June 2020) nearly 91 percent of the funds have been raised to complete the $41 million project. The new kitchen is expected to be open by September 2020. Learn more about the kitchen and how you can get involved, at: MOWSF.org/new-kitchen
IN MEMORIUM

Russ Flynn was a champion of Meals on Wheels San Francisco for more than 30 years, helping the organization grow its operations, and in particular, raise the needed funding to begin the construction of MOWSF’s new Kitchen and Food Production Facility which is scheduled to be open at the end of this year. At our ground breaking dedication in July 2019, he spoke passionately about the need for support to build the new kitchen facility in order for MOWSF to continue serving the growing aging adult community in the city.

“Every day, through home-delivered meals, safety checks, and our other services, Meals on Wheels makes it possible for thousands of seniors in San Francisco to age in their own homes with dignity and independence. We owe it to our older neighbors to invest in their well-being, and ensure Meals on Wheels will be there for them when they need it most.” — Russ Flynn

As the owner of Flynn Investments, an organization that operates residential and retail units in the greater Bay Area, Russ Flynn knew the importance of helping citizens — young and old alike, feel safe and secure, and to have a roof over their heads. We are saddened by this loss to our Meals on Wheels San Francisco family.

To continue the passion that Russ Flynn had for the Meals on Wheels mission, his family would like to carry on his vision to see through the completion of the construction and opening of the new MOWSF Kitchen and Food Production Facility. Donations made in his memory will be dedicated to completing the project.

Learn more at: mowsf.salsalabs.org/russflynn/index.html
We gratefully thank the following supporters for their commitments to the 50th Anniversary Capital Campaign which were received between July 1, 2017 and July 10, 2020.

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Gregory J. Rossman
Victoria Rougeot
Kay Rousseau and
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Serge Romani
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FINANCIAL SNAPSHOT
For fiscal year ended June 30, 2019

Statement of Financial Position

### ASSETS

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<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$4,015,934</td>
<td>$6,937,391</td>
</tr>
<tr>
<td>PROPERTY AND EQUIPMENT, NET</td>
<td>$7,743,877</td>
<td>$10,926,697</td>
</tr>
<tr>
<td><strong>OTHER ASSETS</strong></td>
<td>$16,359,900</td>
<td>$16,271,421</td>
</tr>
<tr>
<td>Restricted Cash for Investment in Property and Equipment</td>
<td>4,550,006</td>
<td>7,704,760</td>
</tr>
<tr>
<td>Investments in Marketable Securities</td>
<td>3,616,300</td>
<td>3,642,253</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>91,542</td>
<td>77,232</td>
</tr>
<tr>
<td>Pledges Receivable, Capital Campaign, net</td>
<td>8,102,052</td>
<td>4,847,176</td>
</tr>
<tr>
<td><strong>TOTAL OTHER ASSETS</strong></td>
<td>$16,359,900</td>
<td>$16,271,421</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$28,119,711</td>
<td>$34,171,509</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>CURRENT LIABILITIES</th>
<th>FY 17-18</th>
<th>FY 18-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$1,315,293</td>
<td>$ —</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>634,512</td>
<td>1,765,530</td>
</tr>
<tr>
<td>Notes Payable, Net of Debt Issuance Costs</td>
<td>1,765,530</td>
<td>$ —</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>$1,949,805</td>
<td>$1,765,530</td>
</tr>
<tr>
<td>Note payable, net of debt discount</td>
<td>$3,348,913</td>
<td>$3,356,317</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$5,298,718</td>
<td>$5,121,847</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>7,187,270</td>
<td>8,162,824</td>
</tr>
<tr>
<td>Temporary Restricted</td>
<td>15,633,723</td>
<td>20,886,838</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$22,820,993</td>
<td>$29,049,662</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$28,119,711</td>
<td>$34,171,509</td>
</tr>
</tbody>
</table>

Assets and liabilities include Capital Campaign gifts and project expenditures

The financial information as of and for the year ended June 30, 2019, has been derived from the Meals on Wheels San Francisco, Inc.'s 2019 financial statements audited by BPM LLP, independent auditors. Contact the organization's office for copies of the complete audited financial statements.
FINANCIAL SNAPSHOT
For fiscal year ended June 30, 2019
Statement of Activities

REVENUE AND SUPPORT — OPERATIONS

TOTAL REVENUE $16,763,240

- 53% Government Grants
- 16% Special Events
- 22% Contributions*
- 6% Catering
- .1% Donated Materials and Services
- 1% Project Income

*Includes unrestricted and restricted funds.

REVENUE

EXPENDITURES — OPERATIONS

TOTAL EXPENSES $15,478,567

- 7% Fundraising
- 7% Management and General
- 86% Meal Programs

EXPENSES

- 13,328,266 Meal Programs
- 1,141,975 Fundraising
- 1,008,326 Management and General