AARP is dedicated to enhancing quality of life for all as we age. We lead positive social change. Using our collective will, influence and good intentions, we make things better not just for ourselves but for everyone.
AARP was included in the 2004 volume of *America's Greatest Brands*. Member Value Agenda demonstrated that people 50+ choose to join and stay with AARP because we deliver meaningful value and play a unique role in their lives. Ten-Year Social Impact Agenda established that people 50+ will have independence, choice and control in ways that are beneficial and affordable to them and for society as a whole. National Event & Expo in Las Vegas was our most successful one ever, with more than 26,000 in attendance. Medicare Education efforts informed members about the new Medicare law and helped them decide whether or not to enroll in the Medicare drug discount card program. Rx Watchdog Program tracked drug prices and was a key part of our Prescription Drug Affordability Campaign. AARP sponsored the Presidential and Vice Presidential Debates and reached out to members and all 50+ Americans to inform them about election issues. Voices of Civil Rights Project captured the extraordinary stories of the ordinary people involved in the civil rights movement.

AARP Best Employers for Workers Over 50 program highlighted best practices for hiring and retaining older workers. Volunteer Engagement Project began to redefine the roles of volunteers and strengthen partnerships with chapters, as well as with local educator association units of the NRTA. National Day of Service was a huge success with over 13,000 volunteers participating. AARP The Magazine increased readership by 10%. The AARP Bulletin received a new look. Segunda Juventud increased circulation and became our first Spanish-language radio program. AARP State Offices increased funding for State Pharmacy Assistance Programs. AARP Driver Safety Program and the Senior Community Service Employment Program exceeded their goals. AARP Global Aging Program brought our views to the forefront of the global aging debate through sponsorship of numerous international initiatives. We created a framework for future progress on Livable Communities. We laid the groundwork for a major campaign in 2005 to Protect and Strengthen Social Security, with over 40 Social Security forums. AARP Services, Inc., exceeded their goals and continued to expand member reach and service offerings. The AARP Foundation’s programs had a record breaking year in 2004. The Power to Make It Better is more than a slogan; it’s what we do.
There are many ways to be a catalyst for social change. From our existing programs to new initiatives, 2004 was a year of multi-faceted accomplishments for AARP. We demonstrated renewed strength and dynamism on Capitol Hill and in communities across the nation. We built organizational capacity, refined our outreach and administered services reflecting the needs of the times. We completed milestones: our Ten-Year Social Impact and Member Value agendas. Our nearly 36 million members give us our power, and we hope to fulfill their expectations in 2005 and beyond to support, improve and redefine society for older Americans.
When I was a little girl growing up in East St. Louis, I never dreamed I would serve as President of a nearly 36 million member organization.

I feel incredibly blessed to have this opportunity. And I’m very excited about what I, acting on behalf of AARP, can do for our nation’s men and women as they age to help them lead a life of dignity and purpose.

I firmly believe that older Americans deserve honor and respect. Society owes them for their contributions and for their wisdom, hard won through a lifetime of challenging experiences.

I had a deep sense of justice and acted on it, fighting for the rights of women. I learned so much from my own grandmother, Pinkie B. Reeves. She had a strong moral code, a deep sense of justice and acted on it, fighting for the rights of women.

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Dr. Olsen’s recognitions include induction in the Delta Dental
Dr. Olsen was an executive committee member of the
an ex-officio member of the Board Nominating Committee.
2006. He currently serves on the AARP Audit and Finance
an influential leader, and she is listed in Who’s Who in American Women, 2004
Dr. Aggarwal retired from MetLife where he was a financial
American Coalition, a nonprofit public interest organization
The power of the pocketbook caused the
As a result of a boycott in Nashville during the Easter season, the department
just as much a part of those experiences as the elation of being part of a
As noted author Julius Lester says (and by the way, he was also a
“...together, we have the power
to make it better.”
activities. One feature of our initiative, called “The Voices of Civil Rights,” is collecting and preserving personal accounts of the modern Civil Rights movement.
My own civil rights story took place at Fisk University in Nashville, where I was a student during the sit-ins of the 1960s. I can tell you that fear was just as much a part of those experiences as the elation of being part of a consciousness-changing movement.
As a result of a boycott in Nashville during the Easter season, the department store's segregated soon afterwards. The power of the pocketbook caused the walls of segregation to crumble. That's all it took. That impressed me.
As a result of a boycott in Nashville during the Easter season, the department store's segregated soon afterwards. The power of the pocketbook caused the walls of segregation to crumble. That's all it took. That impressed me.
The voice of the member will continue to guide us…

Back in my college days, we had a trainer, a white-haired Philadelphia Irishman named John Brennan. John would tape you up, shake your hand and with a twinkle in his eye, say, “There you are. I’m glad you met me.” I sometimes think of John Brennan as the kind of person we represent at AARP. We stand up for the John Brennans and their families. No permanent friends, no permanent enemies in Washington, just enduring interests. We are their voice in Washington, D.C., in state capitals and in communities throughout the country.

AARP represents many different things to many different people, but the one constant that runs through everything we do is the voice of the member—nearly 36 million of them. The voice of the member…it guides our policies, our programs, our products and services. Because at AARP we believe we have The Power to Make it Better…as individual members working in our neighborhoods and communities and collectively as an organization…dedicated to enhancing the quality of life for all as we age and committed to creating a society in which everyone ages with dignity and purpose, and in which AARP helps people fulfill their goals and dreams.

When we talk about “power,” we’re talking about people—our AARP members—who, despite diverse backgrounds, desires and beliefs, share a common goal to make life better for themselves and for everyone.

“The voice” is almost anything that affects your quality of life: health and health care, economic security, government and the workplace or your family and community. In addition we look abroad, to the sweeping changes being brought about by global aging.

To us, The Power to Make it Better is more than a phrase…more than a slogan. It’s what we do…by giving you valuable information, access to quality products and services, a voice in Washington and your state government and the workplace or your family and community. In addition we look abroad, to the sweeping changes being brought about by global aging.

AARP will work in partnerships and coalitions, and utilize information and education, advocacy, community service/volunteers, products and services and other means to achieve these goals.

Summary of 2004 AARP Consolidated Financial Statements

The following summary financial information is from the consolidated statements of activities and financial position of AARP and its affiliates for the year ending December 31, 2004.

**Revenue**

Our total operating revenue in 2004 was $871 million, an increase of 14 percent over 2003. Membership dues ($224 million) and royalties and service provider relationship management fees ($750 million) continued to be the two largest sources of revenue supporting AARP programs and services. All federal funds are administered by the AARP Foundation, AARP’s affiliated charity.

**Expenses**

Our operating expenses totaled $880 million in 2004, an increase of 16 percent over 2003. Investments were made in member services, communication and advocacy activities to carry out our member value and social impact agenda. AARP publications—primarily AARP The Magazine and the AARP Bulletin—cost $155 million to produce and distribute to our members in 2004. Advertising revenue offset about 60 percent of these costs.

We continued to invest heavily in programs and services that directly benefit members and their communities—a total of $240 million during 2004, up 23 percent from 2003. These include: the AARP Driver Safety Program, member education, community presence, volunteer coordination and AARP Legal Counsel for the Elderly, which provides free legal assistance and education to the elderly, primarily in the District of Columbia. Also included are two AARP Foundation programs, AARP Tax-Aide and the AARP Senior Community Service Employment Program (SCSEP), which transitions low-income people into paid employment. We also spent $175 million in member services activities in 2004, an increase of 18 percent over 2003. This funded our continued efforts to improve communication with our nearly 36 million members and to increase the tangible value of AARP membership. In addition, we invested $46 million in member acquisition and development. Increasing our membership and visibility continued to be critical components of strengthening our core advocacy and research efforts on behalf of our members and reinforced our social impact work.

In furtherance of our social impact goals, we spent $61 million in legislation and research in 2004. These costs included funding for our research information center, knowledge management group, federal and state affairs and grassroots elections. Some of their activities included preserving and strengthening Social Security, efforts to make prescription drug prices more affordable, educating members and the public about the Medicare prescription drug discount card, ensuring the quality and availability of long-term care, fighting predatory lending and preserving pension rights. As a result of our ongoing cost-containment efforts, management and general expenses were held relatively steady at $123 million. This represented 14 percent of revenue in 2004.

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**B. Health and Supportive Services**

Americans have affordable coverage for and access to, quality health care and supportive services.

- Medicare is strengthened as the most important source of quality health care for older Americans.
- Prescription drugs are more affordable to older Americans.
- Individuals have access to home- and community-based care.
- Appropriate quality services are delivered efficiently and effectively across all settings.
- Stable and affordable health coverage is available for all.

**C. Livable Communities**

Americans 50+ are able to maintain mobility and independence throughout their lives. This is almost anything that affects your quality of life—health and health care, economic security, government and the workplace or your family and community. In addition we look abroad, to the sweeping changes being brought about by global aging.

**D. Global Aging**

- Nations exchange experiences and best practices on global aging population issues.
- AARP is the leading force in international understanding and dialogues around the global aging agenda.
- Navigation — Access to Information
- Americans 50+ have access to and use needed information and resources.
- AARP provides one-stop access to needed information and resources.

**Summary of 2004 AARP**

**Consolidated Financial Statements**

The following summary financial information is from the consolidated statements of activities and financial position of AARP and its affiliates for the year ending December 31, 2004.
Looking back on 2004 is a wonderfully satisfying experience. We established our Ten-Year Social Impact Agenda and our Member Value Agenda as our areas of principal focus. Our measures of employee satisfaction and engagement were high. We continued to support the new Medicare law and did a lot of Medicare education. And, we launched and effectively pursued our Rx Watchdog program and worked on state prescription drug opportunities. We also fought hard for the Dorgan-Snowe bill, to make the importation of less expensive drugs from other countries legal and safe.

We instituted a national hiring partnership with The Home Depot and a collaboration with Fannie Mae, among others, that will bring long-term payoffs. We moved our global aging program forward in policy and best practices sharing and in Board participation.

We shot the lights out with our Las Vegas member event with record-breaking attendance (nearly 26,000), exhibitors, entertainment and programs.

Our publications took off—in readership, ad sales, and in acceptance of our growing Spanish-language magazine, Segunda Juventud.

We did more voter education in this historic election year than ever before. We started our Office of Academic Affairs, introduced new products, restaged our discount offers, and welcomed new Board members.

We also broke records in the AARP Foundation’s Tax-Aide and the Senior Community Service Employment Program (SCSEP), and litigated aggressively to protect people’s rights.

We introduced new fundraising ideas, including the Andrus Society for the AARP Foundation and passed the million donor mark. We also got our Volunteer Engagement Project off and running. This project will guide us in restructuring our volunteer opportunities to be more flexible and adaptable to state, local and volunteer needs. And, we had a great Day of Service. This is an annual event held each May when we close our offices across the country for one full day and redirect our staff and volunteers to do hands-on work in our communities.

We updated our strategic plan and held a national leadership conference that brought key volunteers and management together from around the country.

And we closed out the year with a strong, clear message about strengthening—not weakening—Social Security.

In addition, we had a very strong year financially, which underpins everything else.

So, to all the John Brennans who are proud members of AARP, we say, keep talking … we’re listening. The voice of the member will continue to guide us, and we’ll do our best to make sure the nation hears you as well.

Bill Novelli
Chief Executive Officer, AARP
“Everyone is special, and everyone is somebody.”

PHYLLIS BALLINGER
Interpreter. Uniter. AARP member.
As a sign language interpreter for AARP’s Voices of Civil Rights™ event, Phyllis Ballenger challenged prejudices on many levels. An African American raised in the South, she knew racism all too well. As a researcher and teacher at Gallaudet University’s Kendall Demonstration Elementary School, she found her struggles helped her empathize with deaf students, many battling discrimination themselves. Through the Voices of Civil Rights project, Phyllis reinterpreted the meaning of inclusiveness across groups and generations by sharing historic stories with an often-overlooked audience— the hard-of-hearing, many over 50.
MANUEL MELENDEZ
Tenor. Power walker. AARP member.

“AARP helps you to prolong your life, your energy and your interests.”
AARP member Manuel Melendez walks the long marble floors of Capitol Hill as a government relations representative for the Smithsonian. Thanks to the Step Up to Better Health program, he walks for health, too. After ordering a step counter online through the program, Manuel now tracks his daily physical activity and more easily incorporates exercise into his busy schedule. He says staying active maintains his stamina for his off-hours vocation: performing as a tenor soloist around the world. “It’s very valuable to have an organization like AARP to be able to focus on what America’s seniors can do.”
“AARP’s volunteer opportunities offer many ways to stay connected to one’s world.”

YVONNE KNAUFF
Nurse practitioner. Advocate. AARP member.
Yvonne Knauff is part of the AARP Capitol Hill Strike Force, a new volunteer group you’ll find at legislative hearings taking notes and giving voice to AARP’s cause. A commitment to AARP runs in the family (her mother was a former chapter president). So does advocacy for long-term care and aging issues. As a nurse practitioner and consultant, Yvonne was deeply involved with program and policy development. Now AARP has given her a new forum for her expertise and energy. “Aging adults can continue to use their professional knowledge, skills and abilities in whatever way they choose,” she says.
2004: The Year in Review

2004 was an historic year of progress and growth for AARP. We began the year with a plan to sharpen our social impact and to focus on member value, while continuing to develop our people and resources to build a WORLD CLASS organization. Truly, we met these challenges. Two of our greatest accomplishments were the adoption of our Ten-Year Social Impact Agenda and our Member Value Agenda. These are our roadmap for the future as we reach to achieve our vision of a society where everyone ages with independence and dignity. Here are some of the highlights.
Social Impact

We started in January with our prescription drug affordability campaign and our initiative to educate members about the new Medicare law and enroll them in the Medicare drug discount card program. We did this primarily through hundreds of community meetings throughout the country and the development and distribution of outstanding consumer education materials. We launched our successful Rx Watchdog program, met our goal to increase funding for State Pharmacy Assistance Programs and fought hard—although without a vote in the House or Senate—for Rx importation legislation. We also did a lot of good work on protection of retiree benefits.

We made progress, especially in the states, on home- and community-based services, improving quality in nursing homes, evidence-based research on prescription drugs and our multi-state walking campaign to promote physical activity.

In the tumultuous election year of 2004, we reached out to members and all 50+ Americans to inform them on election issues. We had our most extensive voters’ guides ever and sponsored the presidential and vice presidential debates. The 50+ vote was an important part of the total U.S. electorate, and grassroots activism among our volunteers and members was at an all-time high.

We laid the groundwork for a major campaign in 2005 to protect and strengthen Social Security, with over 40 Social Security forums. We continued to fight age discrimination and promote the best practices for retaining and hiring workers over 50. Through events such as our AARP Best Employers for Workers Over 50 awards and our expanded relationship with The Home Depot, we continued to have a significant impact on the lives
of older workers and the nation. We also addressed important issues pertaining to retirement security and provided insights on the 50+ population as important consumers in our fourth Beyond 50 Report.

In 2004, we created a framework for future progress on livable communities. We completed a mobility blueprint that will guide our thinking on transportation issues, helped win an extension of the Transportation Equity Act for the 21st Century, increased appropriations for aging and rural transportation and helped achieve a 2 percent increase in housing production. We initiated a collaboration with Fannie Mae that will offer new opportunities for community level programming. Moreover, the AARP Driver Safety Program exceeded its goals.

2004 was also a breakthrough year for our work in global aging. We brought our views on aging issues to the forefront through our sponsorship of numerous international initiatives, including our Reinventing Retirement conference in London, publication of our Global Report on Aging, and our participation in events such as the World Economic Forum in Davos, Switzerland and the Nihon Keizai Shimbun Senior Work-Life Forum in Tokyo.
During the summer we conducted a 70-day, 12,000 mile bus tour across America, gathering stories for the archive, and ending on the exhibit floor of our national event in Las Vegas. It’s been quite a ride.

But, the journey is not over. In March 2005, we turned these stories over to the Library of Congress, which is continuing to build the archive. And the struggle for civil rights continues every day all across this nation. Because of the contributions of AARP members and others, we know that the Voices of Civil Rights will continue to be heard … and our nation will be better because of it.
Voices of Civil Rights

We launched the Voices of Civil Rights project in 2003 to capture the extraordinary stories of the ordinary people involved in the civil rights movement.

The stories we collected throughout 2004 are powerful, plain spoken and quite extraordinary. This project inspires us because it demonstrates how dedicated people, passionately engaged in a great cause, can change the world.

We learn a great deal from the stories of those who make history—especially those who struggled for civil rights. They often put their lives on the line to oppose segregation, win the right to vote and get a fair chance at a good job. Their reflections are particularly important to the young, who have benefited so much from the courage and sacrifice of those who faced the world before them.

Our nearly 36 million AARP members have lived through many of the seminal events in American history and have important recollections, reflections and insights to share. And so we are proud to have joined with the Leadership Conference on Civil Rights and the Library of Congress to capture their stories. More than 4,000 people shared with us their extraordinary stories of the struggle for civil rights. For some, it was a healing process. For others it was a time to remember. For many more, it was a time to rejoice. And for all, it was a time to teach.

There is an old African adage that says, “When an old person dies, a library vanishes.” But through the Voices of Civil Rights, we are assuring that the library created by the many thousands of people who stood up for civil rights will never vanish.

This collection of firsthand written accounts, audio and video interviews and photographs is the foundation for a great national treasure—a tapestry of the quest for freedom and equality in America—truly a resource for generations to come.

In addition to this archive, the Voices of Civil Rights also included coverage in all AARP publications and broadcast outlets: a wonderful book, My Soul Looks Back in Wonder: Voices of the Civil Rights Experience, written by Juan Williams, with a foreword by David Halberstam and an afterword by Marian Wright Edelman; The History Channel documentary, Save Our History: The Voices of Civil Rights; and education materials that will be made available to more than 85,000 schools.

THE POWER TO CHANGE
National Event & Expo

Las Vegas was the place to be in October for our National Event & Expo. It was our most successful one ever, with more than 26,000 in attendance. People went to a presidential debate watch party (AARP again was a sponsor of the presidential and vice presidential debates), listened to Senator John Kerry and First Lady Laura Bush, heard other educational and informative speakers, visited engaging exhibits and saw top-notch entertainment featuring James Taylor, Smokey Robinson and the Smothers Brothers. In Las Vegas, at our 2004 National Event & Expo, we truly demonstrated our power to make it better in action.

The National Event also featured our Voices of Civil Rights (VOCR) project (see page 17), which we launched with the Leadership Conference on Civil Rights and the Library of Congress. The VOCR Bus Tour, which traveled along the roads of the 1961 freedom rides, concluded at the National Event. Juan Williams, author of My Soul Looks Back in Wonder, the first book published as part of our partnership with Sterling Publishing Company, was on hand to sign books.

The National Event & Expo also featured the winners of our first AARP Fitness Challenge. In collaboration with the International Health, Racquet, and Sportsclub Association, we launched a 12-week, multi-tiered fitness program on June 1, 2004. The program was held in participating health clubs in six cities: Chicago, New Orleans, San Francisco, Seattle, Washington, DC and in Las Vegas.

Individuals 50 and older in these cities were invited to take the fitness challenge at a participating health club in their area. Each participant was given a free 2-week membership. We selected two winners from each participating club, and brought them to Las Vegas to tell their stories.

Our Books and Bricks exhibit supported the Andre Agassi College Preparatory Academy in Las Vegas. This innovative public charter school is supported by gifts from the Andre Agassi Charitable Foundation and by donations from those committed to educating our youth.

And, AARP, with Barnes & Noble, our own National Retired Teachers Association (NRTA) and the Nevada State Retired Teachers Association, purchased commemorative bricks that will line the walk up to the school and purchased books to go directly into the library at the school.
AARP and The Home Depot volunteers renovated the house of Kimi Fushimi, an AARP member who wanted to remain in her own home, but because of health reasons, had difficulty maintaining it. Thanks to the work and generosity of our volunteers, we were able to present Kimi with the keys to her newly renovated home at our National Event & Expo.

“It feels good to be around people who are going through the same things I am going through...”

ATTENDEE OF MEMBER EVENT FOCUS GROUP
50-59 years old
Outreach and Volunteers in Action

We continued to reach out to opinion leaders and others in 2004. We appointed a chief diversity officer to better coordinate our internal and membership diversity efforts, including our Hispanic and African American membership initiatives. And we created an Office of Academic Affairs to better connect with colleges and universities.

We also continued to reach out through collaborations. AARP’s relationship with The Home Depot to hire older workers yielded over 8,000 quality applications from AARP members in just three months. Now we are creating (through the AARP Foundation) a much larger Workforce Initiative that will involve many other companies as hiring partners, greater collaboration with the Department of Labor, and a communications campaign promoting mature workers.

AARP Services also began expanding our relationship with The Home Depot with an agreement to develop in-store information centers, home-modification workshops, exclusive member savings and piloting the AARP seal of approval program for home improvement products.

AARP volunteers and chapters also played a significant role in our success this year. Chapter membership reached an estimated 300,000 (about 11% are first-time recruits) and participation exceeded the 3.2 million hours of chapter-sponsored community service in 2003. Chapter members provide important support for activities related to AARP’s Social Impact and Member Value goals, including advocacy, Day of Service, Driver Safety and Tax-Aide, health and wellness, long-term care/nursing home support, independent living and much more.

Volunteers and chapter members helped make our National Day of Service a huge success. Over 13,000 volunteers participated. And, our service didn’t stop there. For example, AARP Florida conducted a volunteer and staff hurricane relief effort, and other AARP people traveled to Florida to help those in need following the four devastating hurricanes that hit the state this year. To end 2004, we contributed $100,000 for relief efforts to assist victims of the tsunami tragedy in Asia and Africa.

2004 was also memorable for integrating our communications functions under the direction of Christine Donohoo as our new chief communications officer. By combining Publications, Communications, Brand Management and the Web (sharing responsibility with AARP Services), we were able to bring more focus to all our communications efforts and tell our story better. Our brand remained strong and gained in stature and value. We were included in the 2004 volume of America’s Greatest Brands, along with other strong and trusted consumer brands.
more than 3.2 million hours of chapter-sponsored community service

The voice of the members came through loud and clear through our publications in 2004. Readership in AARP The Magazine was up 10 percent and revenues from advertising sales increased 24 percent from 2003 in a difficult market. The AARP Bulletin received a new look in 2004, and Segunda Juventud, our successful Spanish-language publication, will now be issued six times a year with increased circulation. It also became our first Spanish-language radio program.
Looking Ahead: Social Impact and Member Value

2004 was indeed a breakthrough year. But, 2005 will be one of the most challenging and important years in our Association’s history. We have to be at our best if we’re going to be up to the great challenges immediately before us: the struggle for the future of Social Security; the protection and reform of Medicaid and the successful implementation of the prescription drug benefit in Medicare.

In 2005 we will have four big themes:

1. **An intense focus on member acquisition and retention.** The goal of our member value agenda is that people 50+ choose to join and stay with AARP because we deliver meaningful value and play a unique role in their lives. One of those roles is as an active leader on social issues. Thus, by focusing on member acquisition and retention, we will also strengthen our ability to lead positive social change.

2. **The reinvention of AARP Services, to benefit our members and our social impact efforts, as well as our revenue line.** The plan is to reorganize to have a stronger consumer orientation, develop new business models, get to market faster and

### AARP’S MEMBER VALUE AGENDA

People 50+ choose to join and stay with AARP because we deliver meaningful value and play a unique role in their lives.

**A. Information**

Members trust AARP as a primary source of credible, accurate and actionable information that helps them make informed decisions and enhances the quality of their lives.

- Members increasingly report that they trust AARP as an objective provider of credible information.
- Members increasingly cite AARP’s information resources as a primary value of membership.

**B. Benefits, Products and Services**

Members trust and choose AARP’s market changing (or market leading) benefits, products and services because they meet their needs and enhance their lives.

- Members (and prospective members) increasingly choose AARP as their provider of choice to acquire the benefits, products and services they need and want.
- Members realize/recognize value every day by using their AARP membership.

- Members increasingly access timely, relevant and high quality information through the AARP information channel of their choice.
engage in better market intelligence and more innovations; all this without missing a beat in terms of performance. This is the equivalent of redesigning the bicycle while you’re riding it.

3. **Telling our story even better.** Our integrated communications will pay off as we do a better job of using our content in more ways, increasing the quality and the frequency of our messages and deepening our communications impact.

4. **Building more state capacity and capability.** We added 21 people to our state offices in the last several months of the year, and in 2005 we will add another 81. When something is going well, you build on it. And that’s what we’re doing with our state offices. As much as they have already contributed, we will be benefiting from our state offices even more as we enter a period of budget battles, Medicaid scrutiny and grassroots support for Social Security … and as we expand our volunteer engagement.

Those are four good themes to carry into 2005, but we need to continue to change the way we do business so that we can change the world. This involves continuing to change our culture towards more accountability, collaboration and integration. It involves improving our infrastructure so we have the ability to deliver on our social impact agenda. And it calls for truly positioning AARP as a social change organization. This will be the work of every employee and volunteer in 2005.

**C. Engagement on Social Issues**

Members value AARP’s active leadership on social issues.

- Members are aware of and highly satisfied with AARP’s actions on issues of importance to them at national, state and local levels.
- Members increasingly engage in opportunities provided by AARP to contribute to improving their communities and society.

**D. Relationship with AARP**

Members feel they have a relationship with AARP and appreciate their ability to be heard.

- Members have a passionate/strong relationship with AARP.
- Members believe that AARP listens, acknowledges and responds to their issues and viewpoints.

**E. Shifting the Perception of Aging**

People 50+ are successful in their quest for a meaningful, powerful, dynamic life.

- People 50+ are aware of the possibilities for a creative empowered life beyond 50.
- AARP is a leader in creating an environment that will help individuals and society accept and value wisdom and experience.
A. Economic Security

Americans can rely on Social Security that is solvent for the long term and maintains a guaranteed benefit and income protection features.

- There is stronger public support for Social Security improvements that comport with AARP policies.
- Legislation comporting with AARP’s policies is enacted to make Social Security stronger and solvent.

Americans 50+ remain in the workforce, as desired.

- Unfair and/or discriminatory treatment of 50+ workers is reduced.
- Employers adopt policies and practices that afford 50+ workers more and better workplace options.
- Underserved populations obtain employment.

Americans accumulate and effectively manage adequate retirement assets.

- Pensions and retirement savings vehicles are protected, and where possible, expanded.
- Individuals manage financial decisions better.

- Consumers are protected from financial fraud and abuse that can erode retirement savings and financial assets (including home equity and investments).
- There is access to affordable, quality utility services.

Americans with low incomes and special populations have increased resources available to meet their needs.

- Low-income and special populations use benefits for which they are eligible.
- Key components of the social safety net (e.g., SSI, state Rx, energy assistance) are preserved or expanded to protect the most vulnerable.
AARP was included in the 2004 volume of America's Greatest Brands. Member Value Agenda demonstrated that people 50+ choose to join and stay with AARP because we deliver meaningful value and play a unique role in their lives. Ten-Year Social Impact Agenda established that people 50+ will have independence, choice and control in ways that are beneficial and affordable to them and for society as a whole. National Event & Expo in Las Vegas was our most successful one ever, with more than 26,000 in attendance. Medicare Education efforts informed members about the new Medicare law and helped them decide whether or not to enroll in the Medicare drug discount card program. Rx Watchdog Program tracked drug prices and was a key part of our Prescription Drug Affordability Campaign. AARP sponsored the Presidential and Vice Presidential Debates and reached out to members and all 50+ Americans to inform them about election issues. Voices of Civil Rights Project captured the extraordinary stories of the ordinary people involved in the civil rights movement.

AARP Best Employers for Workers Over 50 program highlighted best practices for hiring and retaining older workers. Volunteer Engagement Project began to redefine the roles of volunteers and strengthen partnerships with chapters, as well as with local educator association units of the NRTA. National Day of Service was a huge success with over 13,000 volunteers participating. AARP The Magazine increased readership by 10%. The AARP Bulletin received a new look. Segunda Juventud increased circulation and became our first Spanish-language radio program. AARP State Offices increased funding for State Pharmacy Assistance Programs. AARP Driver Safety Program and the Senior Community Service Employment Program exceeded their goals. AARP Global Aging Program brought our views to the forefront of the global aging debate through sponsorship of numerous international initiatives. We created a framework for future progress on Livable Communities. We laid the groundwork for a major campaign in 2005 to Protect and Strengthen Social Security, with over 40 Social Security forums. AARP Services, Inc., exceeded their goals and continued to expand member reach and service offerings. The AARP Foundation’s programs had a record breaking year in 2004. The Power to Make It Better is more than a slogan; it’s what we do.
AARP is dedicated to enhancing quality of life for all as we age. We lead positive social change. Using our collective will, influence and good intentions, we make things better not just for ourselves but for everyone.