

2019 ANNUAL REPORT

Inspiring Learning. Fostering Connections.



CHILDREN. FAMILIES. COMMUNITY.



For 75 years, The Campagna Center has been a cornerstone of our community. Our programs operate in numerous locations throughout Alexandria to accommodate families in many different neighborhoods. This unmatched reach and accessibility for families is possible because of the support we receive from donors, partners, sponsors and volunteers. Our programs produce results that benefit those we serve and ultimately our community. We couldn't do it without your generous support.



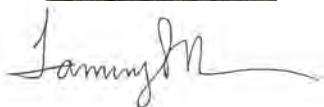
The Campagna Center

concluded its 2020 program and fiscal year on August 31, 2020. When we look back on

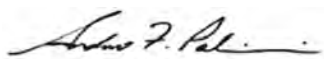
where we started on September 1, 2019, excitement was in the air. The organization was preparing to celebrate its Diamond Anniversary—75 years of service to Alexandria. We launched our plans to commence renovation of our headquarters building in Old Town to expand capacity and include classrooms, ultimately incorporating our mission into our administrative offices on a daily basis. We were set to conclude the final year of a five-year strategic plan and were preparing to initiate a planning process to identify new strategic priorities.

As we welcomed a new decade on January 1, no one could have predicted that 2020 would bring a global pandemic, civil unrest, and a deeply divided country. COVID-19 would change our lives in big and small ways. A national emergency was declared and states established stay-at-home orders to flatten the curve and enable our healthcare system to respond effectively to the crisis. Social distancing, masks, and hand washing became our new normal.

On March 16, we pivoted from providing in-person services to using virtual platforms and other means of technology to remain connected and engaged with our families. We placed our renovation plans on hold and focused on providing direct access to food and supplies to meet the needs of children and families in our community. Virtual classes continued for our youngest students and their parents, as well as for the adults in our New Neighbors English Language Learners program. We made mental health services available for parents and our staff who were coping with stress and loss. We found creative ways to come together and get things done while being careful to follow public health guidelines. In short, we adapted to meet the unprecedented changes and challenges brought on by the global pandemic.



Tammy L. Mann, PhD
President & CEO



Andrew Palmieri
Chair,
Board of Directors

Then came the tragic death of George Floyd, witnessed nationwide on television and social media. Protests in our community and around the country erupted over the repeated death of Black men and women at the hands of law enforcement. Organizations released statements and acknowledged the need to explicitly affirm their commitment to stand against systemic and institutional racism.

Campagna was among them, releasing our own statement in which spoke about the need to stand against racism. We expressed our understanding that the words we speak and the opportunities we provide can be consequential in the life outcomes of those we serve. We invited the community to stand with us in our resistance to hatred, racism, and other forms of divisive behavior.

Against the backdrop of these converging dual crises, it would seem at times that there is little to celebrate. Yet we know that moments like the ones we have lived through can make solid organizations even stronger. After all, we have stood tall and strong for 75 years in this community. This year's report tells the story about how a focus on outcomes and a willingness to be responsive and serve as good stewards has buoyed our ability to thrive. Thus, we use these words to draw your attention to highlights worth celebrating. Throughout the report, we highlight the voices of parents, staff, and donors reflecting on service and impact during the pandemic. We close by thanking the many Guardian Angels who were especially generous this past program year.

As the 2020 calendar year draws to a close, we know the year ahead will be equally challenging, but we also know that with supporters like you, there is nothing we can't accomplish together.

Thank you for your steadfast support and investment in our work—yesterday, today and tomorrow.

Outcomes-Focused

As noted in the introduction, this year marked the fifth and final year of our Vision 2020 strategic plan, which included 14 goals that cut across programs and operations. Highlighted below are key outcomes accomplished in these areas.

PROGRAM OUTCOMES

Early Childhood Programs

A major goal of Vision 2020 involved expanding access to early learning opportunities in our community. Through an innovative partnership that began two years ago with AHC, Inc., Campagna expanded its early childhood programs to serve an additional 50 children through the Campagna Early Learning Center. This Center also provides an opportunity for students seeking Associate degrees in early education to complete field observations for course credit while making it possible for families to access quality care where they live.

Comprehensive assessments were completed three times per year to help teachers individualize curriculum and monitor their students' progress. Figure I reflects five-year averages regarding the percent of children meeting or exceeding developmental expectations across the major domains of development in our Head Start and Early Head Start programs. Parents were aligned in their understanding of these goals. Across the same period of time, on average 97% of parents reported an understanding of school readiness goals established for their children.

Figure I
Percentages of preschool children meeting or exceeding developmental expectations

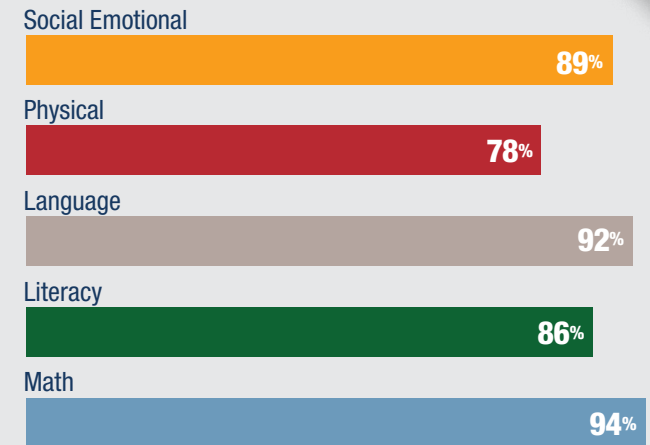
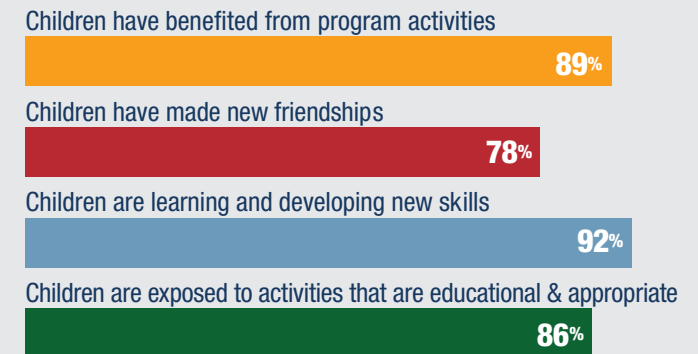


Figure II
Percentage of Campagna Kids parents that agree/strongly agree with the following statements



"I see much improvement with her reading, writing, everything. Jordan is taking care of her like a mom; she's very good. [Child] likes her so much. They are reading books. Jordan helps with her homework. Especially reading, she likes reading."

a parent whose daughter has been part of the Wright to Read mentoring program for the past seven years



Elementary & Secondary Programs

Campagna provides a range of services to students in elementary, middle and high school through three primary programs: Campagna Kids, Wright to Read, and Building Better Futures.

Wright to Read operated as a separate 501c3, prior to becoming a program of The Campagna Center in 2017. The program expanded our ability to provide tutoring and mentoring to students in elementary school that often continues into middle and high school.

Campagna Kids operates as a before and afterschool program, providing a range of academic and enrichment experiences for students. The program is guided by standards set by the National Afterschool Alliance and undergoes an independent assessment to ensure alignment with these standards. Parent survey data is gathered by an independent evaluation firm and used to determine parent satisfaction with program quality. Figure II on page 4 notes the four-year averages of parent perspective on program quality for key program features. Due to COVID-19, we were unable to collect data in year five.



Building Better Futures offers access to a range of services, including tutoring, enrichment, postsecondary planning, and the opportunity to participate in externships. The five-year average of students maintaining or increasing grades in core courses to a B average or better was 75%. In addition, our five-year average of students reporting knowledge of postsecondary opportunities was 90%.

Adult English Language Learner Programs

New Neighbors provides two semesters of intensive English instruction for immigrants and refugees new to our community. The program also provides child care on site for students enrolled in the program and helps them access other community resources. There are 10 levels of instruction for this program, and our outcomes largely focus on the number of students qualifying to move from one level to the next. The four-year average of students advancing to the next level of instruction was 89%. In addition, the four-year average of students with consecutive enrollment was 56%.

He's been with The Campagna Center off and on for two or three years now. We were staying at home with him for a while, and then finally introduced him to the daycare environment through The Campagna Center. He had bad trust issues with anyone outside of the family; he didn't speak and had bad behavior. I thought I'd try to get him in something that might help with that social aspect. It definitely helped. To this day, when we see [his first] teacher, we hug her. She gave him that nudge that it's OK to trust people.

He was going to The Campagna Center at the Jefferson-Houston location before corona hit, and they shut down the school. When corona hit, I lost both my jobs. I was the breadwinner, so nothing good came out of corona for me.

But we made it through. I found a job. [But] I didn't know what to do about school for him. He went to The Campagna Center summer camp—kindergarten prep. It was very helpful. I was really shocked because the work that he was coming home with was complete. That's a milestone, especially when it's academic work. He hadn't wanted to sit down, trace his name, do any type of art, cutting, pasting—none of that. But he was excited to go back and get back in the gist of things. He absolutely loved it. Now he's saying words that I'm shocked he's saying.

Each year I see more and more improvement, and it all started with The Campagna Center.

a parent whose five-year old son has attended Head Start and Campagna Early Learning Center

ORGANIZATIONAL OUTCOMES

Meeting outcomes in our work with families requires organizational capacity and explicit efforts to invest in our staff. As a part of our Vision 2020 plan, we included a focus on staff engagement and organizational culture. For the former, we established a set of metrics based on Gallup research and created a survey that focused on key measures of staff engagement. Figure III on page 7 notes the four-year averages for these measures.

In addition, a survey was created to measure how often employees experienced the organization living our values. Figure IV on page 7 notes our 4-year averages.

Finally, there were a number of other goals set and accomplished to support Campagna's ability to deliver on its mission that included:

- ◆ Completed the steps to launch a capital campaign focused on improving our administrative space to better accommodate the growing and changing needs of our community
- ◆ Engaged in several initiatives aimed at supporting talent development, including revamping our performance evaluation system, establishing a more structured on-boarding and off-boarding process, and establishing new goals related to professional development for staff
- ◆ Established Board Self Assessment procedures to monitor and inform ongoing continuous improvement of activities related to Board governance



Figure III
Staff Engagement
(Four Year Averages)

1	<i>I know what is expected of me</i>	94%
2	<i>I have the materials and equipment needed to do my best work</i>	87%
3	<i>Someone encourages my development</i>	96%
4	<i>Co-workers are committed to quality</i>	92%

Figure IV
Are We Living Our values?
(Four Year Averages)

1	Community Engagement - <i>We build strong community by sharing knowledge, working across departments and supporting each other</i>	89%
2	Quality - <i>We strive for excellence by being detail oriented, diligent and growing through our challenges</i>	91%
3	Inclusive <i>Opportunities to engage and contribute are available to all employees</i>	98%
4	Results-oriented - <i>We engage in practices that solicit feedback to improve our work and measure our success</i>	95%
5	Accountable - <i>We accept responsibility for our work, actions, and behaviors and how they may impact others</i>	86%



“

He loved the Campagna Kids aftercare. The staff were wonderful. They had all sorts of fun; you'd see the staff members playing games with the kids, chasing them on the playground. A really supportive environment and continuing his social education—learning how to interact with other children. And with other adults: the staff members were a constant adult presence in his life that weren't his parents or teachers, another positive adult presence that we really valued.

We did summer camp this summer. It was like manna from heaven. It was so great to get back in there. Again, just getting the interactions with other children and adults. Even though the camp was re-

stricted in what they could offer the kids, they still managed to make it fun, and he still came home happy every day.

We're sending him back in the fall. We think they do a great job and we're confident that they'll keep our son safe while educating him. Campagna really has been pivotal for our son's education.

”

a parent whose six-year old son was recently in Campagna Kids aftercare and the summer program

“We shut down March 17; initially it was for three weeks, but obviously it got extended. We were working with teachers to adjust and figure out the whole virtual learning experience—how we can still serve families while not being in person every day. It was a lot of trial and error, a lot of collaboration. We started looking into different ways to connect, talking with the families to figure out what worked best for them. We were doing Zoom sessions, recording videos and putting them on YouTube so parents could watch at their convenience, sending weekly activities and resources they could engage in with their child.

We gradually ramped it up once we realized we weren't going back. Teachers did one Zoom lesson with the kids each week and checked in with the parents once a week as well. Preschool kids on a screen—it wasn't ideal, but all the teachers stepped up and made the best of it. We broke down the big five developmental areas—cognitive, gross motor, language, math, and social emotional—and focused on one of those areas each week. We'd ask questions, supply activities, and parents would take notes on what they'd see their child doing and send it back. We got a very good response from parents on the support the teachers provided.

A lot of parents were struggling, whether needing food, resources, or a tablet or internet connection. It was really a collaboration between teachers and the family service specialist. We met all those needs. The Campagna Center started doing diaper drives; parents could just drive by and get them. Also, we sent out two rounds of supplies to make sure parents had all the materials they needed to do the activities teachers were asking for: pencils, markers, jump ropes, chalk, bubbles.

For the upcoming school year, we have three sites that will be in person, while other classrooms will be virtual. I'm excited to see how they all continue to grow.”

*a staff member with the
Early Childhood Program*

Responsive

Throughout Campagna's history, responsiveness has been an enduring hallmark of our ability adapt to meet the changing needs of our community. This year, we boldly embraced the need to modify our approach as we remained active and available to our families during the pandemic.

STAYING CONNECTED AS THE WORLD WENT VIRTUAL

Technology was among the key areas of focus for the 2019–20 program year. Two years prior to COVID-19, the organization had implemented “One Call Now,” a broadcast messaging service that communicates with parents in multiple languages by text, email, and phone calls. This service enabled us to share vital information in one of the most efficient ways possible. Zoom video conferencing helped us engage with our families. Between January and March, prior to the pandemic, we conducted two Zoom calls with 12 participants for 202 minutes. Once the pandemic hit, these numbers rose dramatically and, by August 31, had exploded to 1,320 calls, with 12,342 participants for 526,124 minutes.

SERVING ESSENTIAL PERSONNEL AND THOSE NEEDING ACCESS TO CHILD CARE

After the Governor lifted the stay at home order, we knew that among the families we served, some would need access to safe early care and camp programs for elementary-aged students. Our staff worked diligently in May and June to prepare to deliver in-person services to these families. We created policies and protocols aligned with the best public health guidance available and opened our doors on July 6. Parents shared countless stories with us about how much it meant to them to access these critical services.

STEPPING UP TO MEET COMMUNITY NEEDS

In late April, we launched an Emergency Diaper Bank with the incredible support of First Baptist Church, Junior and Supporting Friends, and gifts from foundations, donors and other churches in our community. Campagna was able to access these supplies through the DC Diaper Bank program. Each month we had 40,000 diapers available for any family in Alexandria that needed these supplies. To date, over 3,583 applications for diapers have been processed.





PARTNERING WITH OTHER ORGANIZATIONS TO ADDRESS FOOD INSECURITY

When the City invited community-based organizations in July to apply for participation in the ALEX Grocery Gift Card program, Campagna did not hesitate to apply. We knew our participation would help expand the City's capacity to quickly and efficiently address the needs of families struggling with food insecurity due to loss of income associated with COVID-19. Through this program we were able to serve families enrolled in our programs as well as support referrals from the Department of Community and Human Services.



“We’ve had nothing but great experiences with The Campagna Center. It’s worth it alone, just the attention they get from staff. And it assures us as a family that our kids are safe, in a learning environment—and also that they’re cared for very well. They go out of their way to make sure that they bring both quality and excellence in how they serve the kids. I honestly can’t say enough good things about The Campagna Center.”

The coronavirus has devastated our lives. My wife was an essential worker and she brought the virus home to us. She really got sick; she was in the hospital for 12 days. At least two staff people reached out to us. I’m sure they weren’t paid to do it; they just happened to know the boys and wanted to make sure we were OK. We ended up getting a call from the director who heard about our situation; she said, “We just want you to know we’re here for you, if there’s anything you need.”

My wife, she had kidney failure and ended up having a kidney removed. The COVID-19 has dramatically affected our lives and we haven’t been the same since. It would’ve been really hard for her [without The Campagna Center’s care], because I have to work. She has dialysis three days a week. And when she’s not doing it, she’s teleworking. Campagna has given us relief in a sense, in that we know they’re going into an environment where they’re safe. And I’m real particular. The safety protocols they have installed and had the kids doing assured us that there’s real safety.”

a parent with seven-year old twin sons who have been enrolled in Campagna Kids since kindergarten

George and I have lived in Alexandria for the last 10 years and there's no place in the world we'd rather live, work and play. It's a special place and one of the reasons this community is so strong is the sense of taking care of each other. As we enter into this extraordinary time, we need our networks and community resources now more than ever. Alexandria would not be the community we love without The Campagna Center and its mission to deliver education and social development programs to children, teens and adults. We love everything about The Campagna Center. The mission, the way they conduct business and especially the leadership. Every donation we give to the Center we feel good about because we know it is going to go to those who need it most.

George & Ashley Wilson

Good Stewards

The Campagna Center operates as an incredibly lean organization with approximately 85% of resources received going directly to support our programs and approximately 15% supporting management and general expenses. Our strong fiscal management capabilities positioned the organization to have reserves available to support renovation plans.

For the past 12 years, Campagna received unmodified audit opinions on its financial statements and federal awards report, attesting to its ability to report its financial activities in accordance with generally accepted accounting principles and the Uniform Guidance as

determined by the federal government, given our receipt of federal grants. Data on page 12 notes our FY19 Financials based on audit results as completed by an independent audit firm.

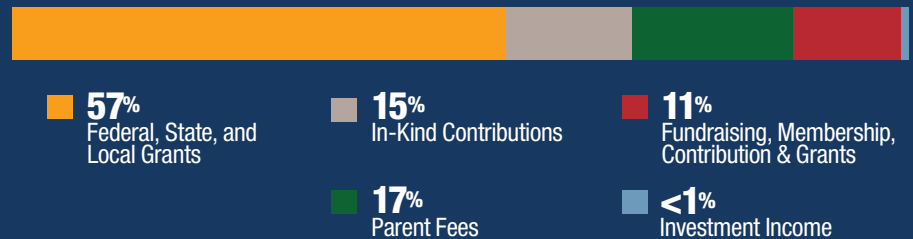


Financials*

For the fiscal year ended August 31, 2019

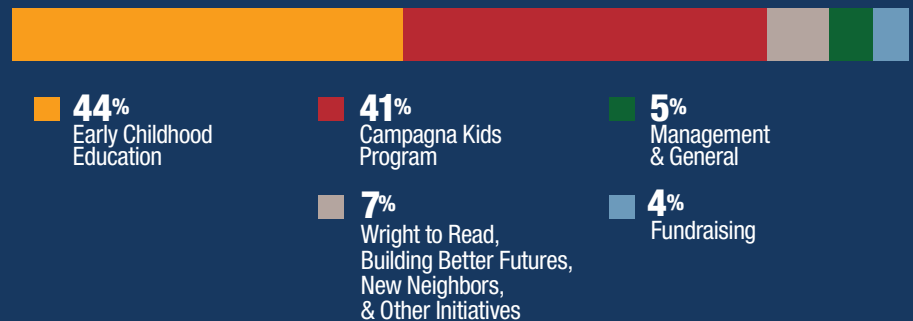
REVENUES

Government grants.....	\$8,353,543	Special events and projects.....	392,945
Supplemental education fees ..	2,448,733	Investment income	32,122
Contributions and grants	1,058,966	Membership activities	23,500
In-Kind contributions.....	2,236,719	Other Revenues.....	105,937
TOTAL REVENUE AND SUPPORT	\$14,652,465		



EXPENSES

Program services		Supporting Services	
Campagna Kids	\$5,914,833	Management and General	675,721
Early Childhood Education	6,421,825	Fundraising	550,065
Building Better Futures.....	124,689		
New Neighbors.....	444,746		
Wright To Read	167,461		
Other Initiatives	281,020		
TOTAL EXPENSES		\$14,580,360	



*Unmodified audit opinion based on independent audit review.

A Special Thank You to Our Guardian Angels

On June 6, The Campagna Center was poised to celebrate our 75th Anniversary Diamond Jubilee. This event was anticipated to generate \$288,589 to help address critical, mission-related needs for the year. When we reached out to share the news that we had to cancel the event, we explained our needs and offered our donors choices to return or reallocate their contributions. We were overwhelmed by the generosity of our incredible supporters — nearly 100% allowed us to repurpose gifts. We were especially grateful for the “Close the Gap” challenge grant provided by the Frank and Betty Wright Foundation. Without this level of generosity, it would have been much more difficult for the organization to pivot and meet the needs facing our community. We salute and thank our Guardian Angels for their commitment to our mission.

“In March we worked virtually. It was a very hard time: my mom was dying. She’s in the Dominican Republic. But I say [to myself], “I know my mom loves me. I need to go back with my kids; they need me.”

The summer group was in person. That helped me a lot. The kids are awesome: they follow direction, they are respectful. It’s a little different from normal, because they have to have everything separate. If they engage, it’s just two of them to a table. We had to sanitize everything. And the first two weeks, it’s a little hard for them. But they were good. Before, we had dramatic play, blocks, a big carpet, and we would send two or three kids to play in blocks. Now blocks is closed, dramatic play is closed. They have stuff in a box, and it’s something new for them. They asked me for dramatic play and I would say, “It is closed, but look, you can come here to the table and have your own stuff and play.”

We can’t underestimate them. They know and they are very adaptable to doing new things every day. I had five kids in the classroom over the

summer. They come happy every day and smiling. They can’t learn until they’re having fun.

We will start on September 14, in person. I am ready. I am very excited for that, because I know that I have a job, first thing. And those kids need me, no matter what. If it will be virtually, I will be here. If it will be at the school, I will go there. I’m ready for the policies

where they will be safe. They will have social emotional support inside the classroom, because I won’t leave them alone. I will continue working hard for the future of this world.”

a teacher with the Campagna Early Learning Center at St. James



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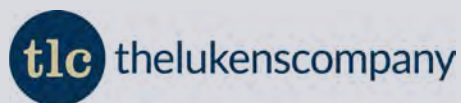
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Thank you to our supporters who bring our mission to life

We extend our sincere gratitude to the City of Alexandria, Department of Community and Human Services, Alexandria City Public Schools, Christ Church, St. Paul's Church, AHC, Inc., and Fairlington United Methodist Church for donating space where we provide vital services to our community.

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