



ALIVE! BIENNIAL REPORT AND STRATEGIC PLAN

FISCAL YEARS 2011 & 2012

TWO VERY ACTIVE YEARS

The past two years have been transformational at ALIVE! as we have stretched to help more families in Alexandria affected by a stubborn recession while undertaking a strategic planning process to determine how best to strengthen our programs and processes and extend our reach.

The number of families and individuals assisted by ALIVE! over the past two years has remained at all-time high levels with over 2,600 individuals assisted each month.

IMPACT OF OUR PROGRAMS

40,000 POUNDS OF FOOD DISTRIBUTED EACH MONTH TO FAMILIES IN NEED

2,100 INDIVIDUALS WHO RECEIVED GROCERIES AT A LAST SATURDAY FOOD DISTRIBUTION SITE EACH MONTH

\$260,000 FINANCIAL ASSISTANCE PROVIDED TO FAMILIES EACH YEAR FOR RENT, UTILITIES AND OTHER NEEDS

300 FAMILIES WHO RECEIVED DELIVERED FURNITURE AND HOUSEWARE ITEMS EACH YEAR TO MAINTAIN A HOME

\$100,000 VALUE OF FURNITURE DELIVERED EACH YEAR TO FAMILIES IN NEED

44 AT-RISK 3- TO 5-YEAR-OLDS WHO ATTENDED THE CHILD DEVELOPMENT CENTER EACH YEAR TO PREPARE FOR KINDERGARTEN

8,000 BED NIGHTS PROVIDED TO MOTHERS AND THEIR CHILDREN AT ALIVE! HOUSE DURING FY11-12

SERVING ALEXANDRIANS IN NEED FOR OVER 40 YEARS

ALIVE! is the largest private safety net in the City of Alexandria. It was founded in 1969 by a small group of caring individuals who saw the need and created ALIVE! to make a difference in their community. ALIVE! draws upon the full strength and diversity of the Alexandria community through a network of 42 faith congregations and over 700 dedicated volunteers who come together – through faith and love – to realize ALIVE!’s mission of helping people faced with emergency situations or long-term needs become capable of assuming self-reliant roles in the community.



ALIVE! SERVICES AND CONSTRAINTS ON OUR ABILITY TO HELP

EMERGENCY ASSISTANCE PROGRAMS

ALIVE!'s Family Emergency Program (FEP) provided in the last two years over \$260,000 each year in emergency assistance in response to requests from approximately 1,750 families each year to pay for rent, utilities, medicines, and other expenses. The highest demand is for assistance with rent and utilities, to help prevent people from becoming homeless. Through this program, ALIVE! also assists clients in achieving self-sufficiency by helping to pay for the costs of GEDs, job-training classes, work tools, work uniforms, and licenses. **Despite the help ALIVE! provides (which exceeds that available from any other private source in Alexandria), two out of every three requests for family emergency assistance had to be turned down due to limited funds.**



The Last Saturday Food Distribution, operating monthly (except November) at three sites, served an average of more than 600 households every month providing food to families. The Food Distribution Program also delivered nearly 4,000 bags of food each year in response to over 900 requests each year, providing a three to five day supply of groceries. The food is delivered primarily to seniors, those homebound with short-term illnesses or disabilities, and others unable to access food pantries. Through the food programs, on average, more than 2,100 people per month received food from ALIVE!.

The number of people in need of food has grown significantly during the recession from an average of 1,600 people per month in FY2008 to over 2,100 per month in FY2011—a 35% increase—and we have not seen a decline in FY2012. At the same time, the cost of food has grown substantially for ALIVE! due to

the decrease of free items from the USDA food program. This means that ALIVE! must purchase the basic packaged foods along with fresh fruits and vegetables that we once received for free in order to continue to serve these families.

In the last two years, volunteers for ALIVE!'s Furniture Program dedicated over 2,500 hours delivering donated furniture each year to Alexandrians in need, particularly to those moving from transitional housing to their first independent residences. Each weekend, two trucks pick up and deliver more than \$2,000 worth of chairs, tables, couches, beds, dressers, and other furniture. In addition, in ALIVE!'s Housewares Program, more than 2,000 distributions of household goods were made each year through home deliveries as well as through Last Saturday Food Distribution sites.

These programs operate out of donated space that is often inadequate to the need, requiring volunteers to match donations of furniture to the need each week. **We believe that we could collect and distribute significantly more furniture items and housewares if we had additional warehouse space.**



PROGRAMS PROVIDING SKILLS TOWARD FAMILY SELF-SUFFICIENCY

Since 1972, ALIVE! House has helped women and families move from homelessness to independent living. Here the mother learns the responsibilities of heading a household, taking care of her children and earning a living so the family can stay together. ALIVE! House staff provides the needed resources, in-house and by referral, for this journey to self-sufficiency.



In fiscal years 2011 and 2012, ALIVE! House sheltered a total of 17 families of 17 adults and 30 children for 8,000 bed nights, focusing on reuniting families where children have been separated from their mothers. Moving these families on the path to self-sufficiency requires extensive counseling in a variety of areas including parenting skills, job training, financial literacy, and emotional support.

While the program is very successful, additional assistance is needed to provide renovation of space for classes/counseling, tuition, books, transportation and employment readiness skills. ALIVE! increasingly receives requests from House “graduates” who need assistance as they struggle to avoid returning to homelessness. And there are increasing numbers of women and families seeking shelter who come to ALIVE! House and have to be turned away for lack of space.

The Child Development Center (CDC) provides full-day, year-round, preschool and childcare to children between the ages of 2½ and 5 for parents working, going to school or in a job training program 30 hours or more per week. In addition to providing developmentally appropriate early care and education, it also supports families with other services, including medical and parenting programs. Children receive scholarships to help cover the tuition when parents cannot afford to pay and government assistance is not available. In 2011, 100% of children attending the CDC demonstrated

overall positive developmental growth, as measured by High Scope’s Child Observation Record (COR) System.

In 2011, the ALIVE! CDC achieved re-accreditation by the National Association for the Education of Young Children (NAEYC). The CDC is the only NAEYC-accredited, full-day, year-round preschool in the City that is dedicated to providing affordable care to children from low-income families. In 2010, the ALIVE! Child Development Center was awarded four stars from the Virginia Star Quality Initiative -- the highest award ever made by this new rating program. And that rating was maintained during a re-evaluation in 2012. In fact, the CDC scored in the top 2% of rated early childhood education programs in Virginia.

Despite continued success, the CDC is constrained by its current small physical site, which is inconveniently located for the population served. The current site also could benefit from rehabilitation of parts of the facility and a relocation of the playground closer to the preschool.





PLANNING FOR THE FUTURE

In 2011, ALIVE! embarked on a process of developing a new strategic plan for the organization. We looked at the unmet needs of families in Alexandria. We talked to our congregations, our partners in the community and our clients. We reassessed what services we provide, to whom, and with what impact. We reevaluated our strengths and put an objective eye to what we can do better. The result is a strategy that builds on our strengths, improves our organizational efficiencies and expands the reach of our services.

What we learned is that the City of Alexandria is a community rich with resources but with extremes of wealth alongside pockets of serious poverty. There is a dramatic need to expand and ensure access to essential services for many in Alexandria who are not being served. Nearly 10% of Alexandria's residents live in poverty, including one in six children.

In the area of affordable housing, we learned that, in January 2011, 264 single men and women and 52 families (including 94 children) in Alexandria were counted as homeless, representing a 16% increase from 2010 to 2011. Also, as a result of the lack of affordable housing in Alexandria, in 2008, more than 5,000 renter households paid more than 50% of their income for rent, and trends indicate that the number is growing each year.

In the area of early childhood education, we learned that the City's low-income preschool population is expected to grow substantially in the next five years. Even with the City's plans to expand the public preschool program, over half of the low-income preschool age children in the City will not be served in the future without significant expansion of private preschool programs serving this population.

OUR RESPONSE AND PLANS

ALIVE!'s strategic plan, approved by the Board in the spring of 2012, proposes specific ways for ALIVE! to leverage its strengths to address a greater share of the needs of low-income families. The Board of Directors has stated two primary goals:

1. To meet the emergency needs of Alexandrians in financial distress, and
2. To work with low-income Alexandrians who seek the skills needed to lead self-sufficient and productive lives.

To achieve these goals, the Board has outlined four critical areas where ALIVE! can make a difference over the next three years:

EXPAND EMERGENCY RELIEF TO MORE FAMILIES

- Increase by 10% per year the amount of financial assistance provided;
- Set up a new fund specifically for assistance with security deposits for Section 8 voucher recipients;
- Increase by 20% per year the amount of funds for the purchase of food to be distributed in order to continue to provide a 3- to 5-day supply of groceries distributed to families each month;
- Continue to examine the need for food in Alexandria and adjust ALIVE!'s delivery system if and as needed;
- Create a semiannual conference for city agencies and organizations providing emergency services in Alexandria;
- Continue to take advantage of the infrastructure available at ALIVE!'s Last Saturday Food Distribution to provide a greater range of services; and
- Procure additional warehouse space in order to accommodate more donations of furniture, etc.

MAINTAIN A HIGH QUALITY PRESCHOOL, PREPARING LOW INCOME CHILDREN FOR SUCCESS IN SCHOOL AND BEYOND

- Maintain national accreditation and state quality improvement rating and demonstrate child growth through improved outcome measures;
- Enhance comprehensive services through collaboration with other groups to support CDC children and families;
- Ensure a highly qualified professional staff through an effective staff recruitment, development and retention program;
- Explore possible partnerships that would help refurbish or relocate CDC facilities in an affordable manner; and
- Develop a program to work with the Alexandria City Public Schools and volunteers from ALIVE!-affiliated congregations, to coach parents of CDC graduates to be strong advocates for their children in public schools.

EXPAND ALIVE!'s CAPACITY TO PROVIDE HOUSING AND SUPPORT SERVICES TO ALEXANDRIANS IN NEED

- Continue our commitment to ALIVE! House and strive to expand on its record of success through improving utilization of available space and through exploring collaborative opportunities to increase access to skill-building programs for residents; and
- Remain open to and examine any opportunities that may result in ALIVE!'s, in a cost effective and cooperative/ collaborative way, providing additional physical facilities that could help alleviate the severe housing problems in the Alexandria community.

STRENGTHEN OUR CORE, FOR STRONGER SERVICE IMPACT

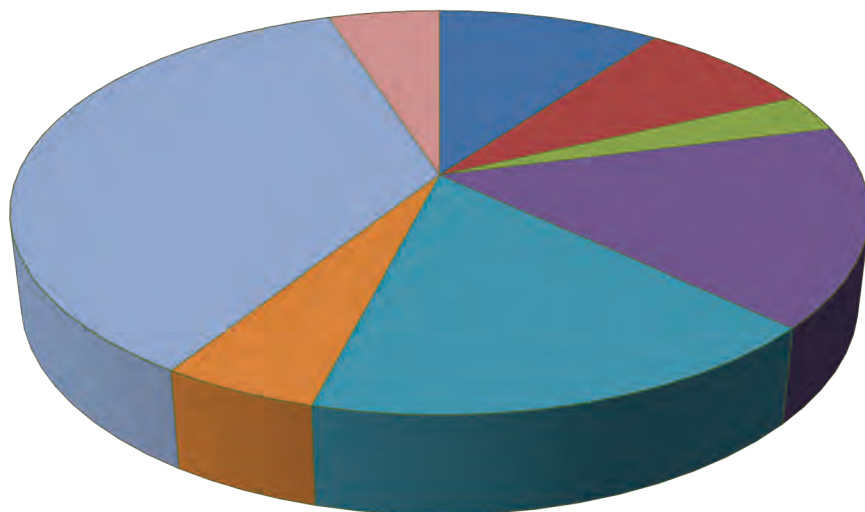
- Upgrade ALIVE!'s information systems, fundraising, volunteer coordination, market research, communications and physical plant for greater operating effectiveness;
- Initiate an advocacy process and program that will leverage our volunteer and congregational base to advocate for broader community, city, state and federal support to address the needs of those most at risk in Alexandria;
- Enhance relationships with affiliated congregations and reach out to other congregations in Alexandria to join in ALIVE!'s work;
- Develop and strengthen relationships with businesses, foundations, and community and trade organizations to encourage volunteer and financial support of ALIVE!'s programs; and
- Coordinate ALIVE!'s programs to provide maximum support to clients and enhance their chances for self-sufficiency.

ALIVE!'s MISSION STATEMENT

With faith and love, to help people faced with emergency situations or long-term needs become capable of assuming self-reliant roles in the community.

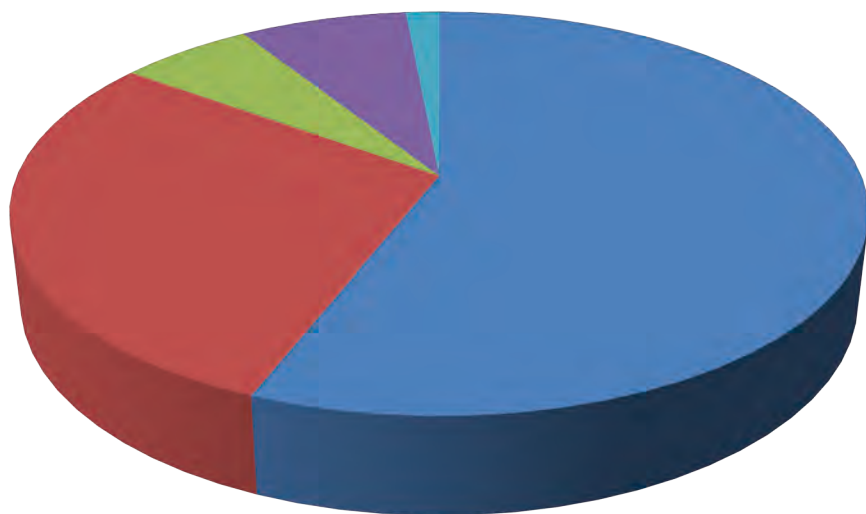
WE HOPE YOU WILL SHARE OUR VISION AND JOIN US IN ACHIEVING OUR MISSION. PLEASE VISIT OUR WEBSITE AT WWW.ALIVE-INC.ORG TO LEARN MORE ABOUT **ALIVE!** AND WAYS TO VOLUNTEER OR DONATE.

SUPPORT AND REVENUE*



- Individuals 10%
- Congregations 8%
- Corporations 3%
- Foundations/United Way 16%
- Government Reimbursement 17%
- Program service fees 5%
- Non-cash donations/use of facilities 36%
- Other 5%

EXPENSES*



- Assistance to individuals 56%
- Child Development Center 29%
- ALIVE! House 6%
- Management and general 7.5%
- Fundraising 1.5%

**Based on FY11 audited financial statements (excluding a significant one-time bequest). Those statements are available on ALIVE!'s website and the FY12 financial statements will be available on the website once completed.*

ALIVE! Executive Committee and Staff

Fiscal Years 2011 and 2012

Executive Committee

Officers

President	Cheryl Malloy
Vice President	Ellen Brown
Recording Secretary	Eric Winaker
Treasurer	Rick Glassco
Assistant Treasurer	Deborah Schaffer
Assistant Treasurer	Tony Tighe



Alison Utermohlen, Cheryl Malloy, Mary Eileen Dixon and Ken Naser

Committee Chairs

ALIVE! House

Kevin Heanue (2012)
Susanne Arnold (2011 and 2012)

Audit

Alison Utermohlen

Child Development Center

Mary Eileen Dixon (2012)
Ellen Brown (2011 and 2012)

Congregational Representative

Ann Marie Hay

Development Council

Marian Van Landingham

Family Emergency Program

Linda Coleman

Nominating

Diana Day

Food

Jean Moore
LSFD (Ladrey)
Suzanne Lamb
LSFD (Cora Kelly)
Deborah Patterson
LSFD (Church of Resurrection)
Jean Moore

Furniture

Mike Diffley

Housewares

Addie Hebert

Personnel

Cathy Thompson

Publicity

John Bohm

ALIVE!, Corporate Staff

Ken Naser, Executive Director
Kathy Richards, Administrative Assistant
Nicole Goodman, ALIVE! House Director
Pam Blankenship, Child Development Center Director

ALIVE! Biennial Report for FY2011 and FY2012

Editor: Cheryl Malloy

Report DTP: Julie Lineberry

Photographers: Kathy Richards

*Then I heard the voice of the Lord, saying,
"Whom shall I send, and who will go for us?"
Then said I, "Here am I. Send me!" Isaiah 6:8*



ALIVE!'s Affiliated Congregations

Agudas Achim Congregation

Alexandria Church of the Nazarene

Alfred Street Baptist Church

Beth El Hebrew Congregation

Beverly Hills Community UMC

Blessed Sacrament Catholic Community

Christ Episcopal Church

Church of God and Saints of Christ Sixteenth
Tabernacle

Church of St. Clement

Church of the Resurrection

Commonwealth Baptist Church

Community Praise Center

Convergence: A Creative Community of
Faith

Del Ray United Methodist Church

Downtown Baptist Church

Ebenezer Baptist Church

Emmanuel Episcopal Church

Fairlington Presbyterian Church

Fairlington United Methodist Church

First Agape Baptist Community of Faith

First Baptist Church of Alexandria

First Christian Church

Good Shepherd Lutheran Church

Grace Episcopal Church

Immanuel Church-on-the-Hill

Meade Memorial Episcopal Church

Old Presbyterian Meeting House

Roberts Memorial United Methodist Church

St. Andrews United Methodist Church

St. James United Methodist Church

St. Joseph's Catholic Church

St. Mary's Catholic Church

St. Paul's Episcopal Church

St. Rita Catholic Church

Spiritual Assembly of Baha'is of Alexandria

Third Baptist Church

Trinity Methodist Church

Unitarian Universalist Church of Arlington

Victory Temple

Washington Street United Methodist Church

Westminster Presbyterian Church

Zion Baptist Church