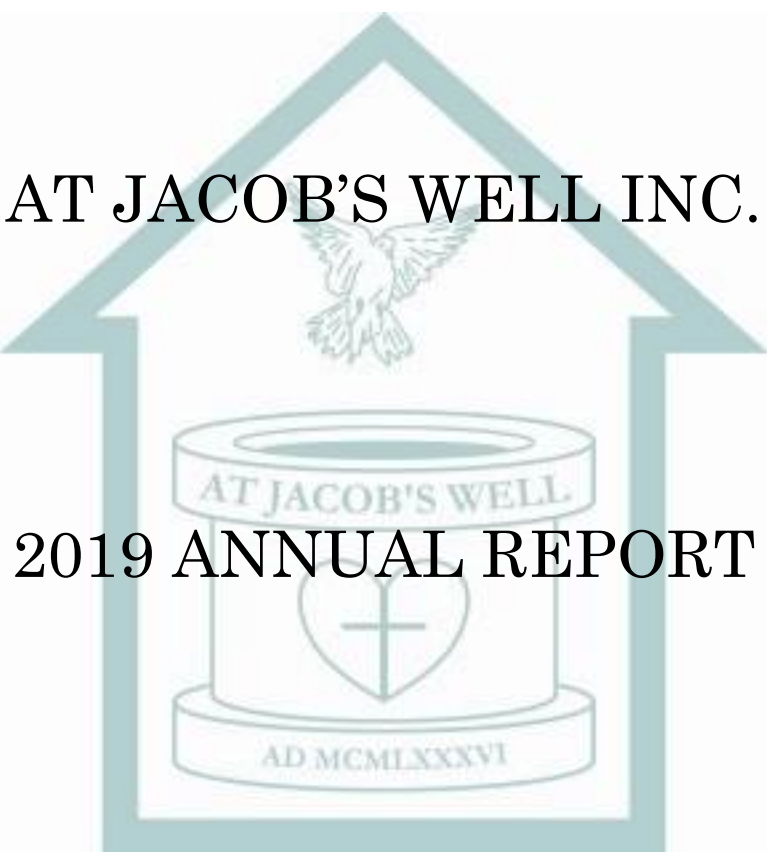


AT JACOB'S WELL INC.



2019 ANNUAL REPORT

For At Jacob's Well, 2019 was a year of success, fulfillment and gratitude. The statistics and pictures on the following pages demonstrate this. After several years of declining revenue and annual deficits, the organization is once again financially stable. This was made possible by the interest and support of several wonderful foundations and the efforts of Charles Smith and Matt Bjonerud. Our new occupancy model, with greater emphasis on permanent supportive housing, is much closer to full implementation. Our transitional program, although it is smaller, is still strong and viable and still brings new residents into our facilities. For the first time in ten years, we were able to purchase and renovate a new building and this provides additional new permanent residences. In recognition of the major shortage of supportive family housing in our city for those with mental illness, we have now accepted three families into our program.

That success and fulfillment comes with a measure of thanksgiving and gratitude for our stakeholders – donors, board members, staff and residents. The generosity of our foundation supporters continues at a high level. Gifts from our donors, including churches, businesses and individuals reached more than \$55,000 in fiscal 2019. We, also, had a hugely successful fundraiser, which included contributions from more than 25 businesses and individuals. Our dedicated staff continues to keep the programs running each day and to care for our residents.

Despite the highly positive news from our organization, it is hard to ignore the magnitude of the problems in our surrounding community. The scourges of violence and drug addiction continue to dominate the life of our city. As a small organization, our means to counter those problems are limited, but we still wish to remain true to our mission which states:

The At Jacob's Well Community provides housing and supportive services to homeless mentally ill men and women. The program promotes dignity, accountability and self-esteem in order to improve the quality of life and residential stability of our clients.

During the new year, we commit our hearts and our efforts to continue to make a difference in our city and to improve the quality of life for those who are homeless and suffer with mental illness.

Sincerely

Fred Trenkle

President

2019 By the Numbers

At Jacob's Well provides housing for people who are homeless and have mental illness. We operate two housing programs in Baltimore City. Our transitional program (THP) provides up to 24 months of temporary shelter for individuals who have been homeless. Our permanent program (PHP) provides subsidized housing for individuals who have developed the capacity to live independently with some case management and assistance.

Statistics

| | |
|---|-----------|
| Individuals Served by Transitional Program | 15 |
| Individuals Served by Permanent Program | 24 |
| Service Bednights (Transitional) ¹ | 4562 |
| Service Bednights (Permanent) ¹ | 8760 |
| Total Expenditures | \$477,902 |
| Foundation Grants | \$265,000 |

Operating Performance Metrics

| Measure | Goal | 2019 Result | Status |
|--|----------|-------------|--------|
| Occupancy Rate (Transitional) | 90% | 90% | Met |
| Occupancy Rate (Permanent) | 98% | 100% | Met |
| Favorable Outcomes (Transitional) ² | 70% | 77% | Met |
| Favorable Outcomes (Permanent) ³ | 95% | 100% | Met |
| Program Expenditures as a % of total expenses | 80% | 80% | Met |
| Cost per Bednight | \$35 | \$34 | Met |
| Government Funding (excludes rents) | <50% | 16% | Met |
| Operating Surplus/Deficit | Positive | \$192,111 | Met |

¹ A bednight is one night of occupancy by a transitional or permanent resident.

² A favorable outcome for transitional residents is when they move from transitional housing to a more permanent independent living arrangement.

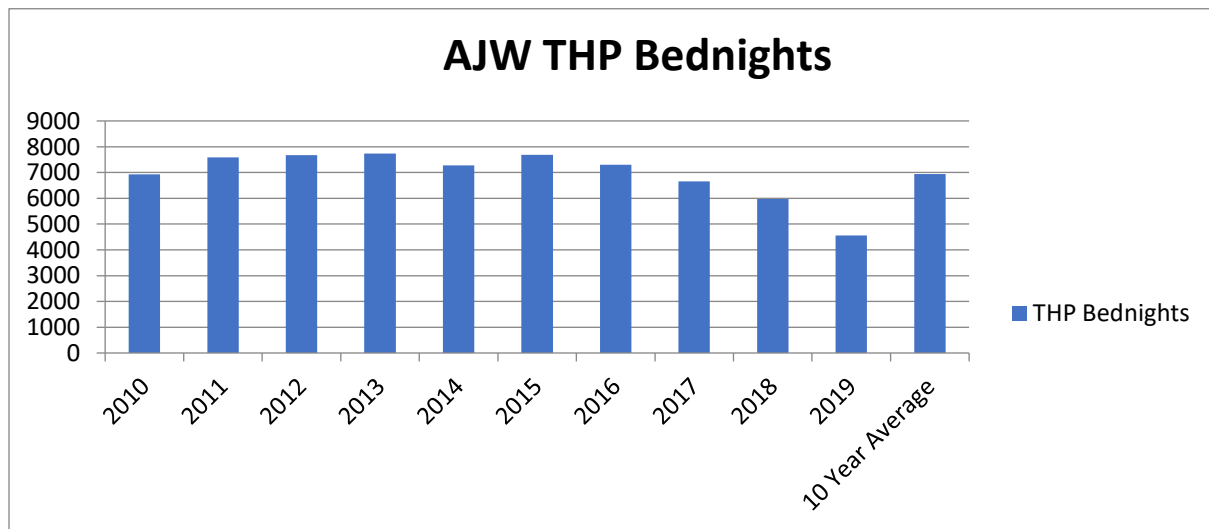
³ A favorable outcome for permanent residents is when they continue to remain in the permanent program or move to another independent living arrangement.

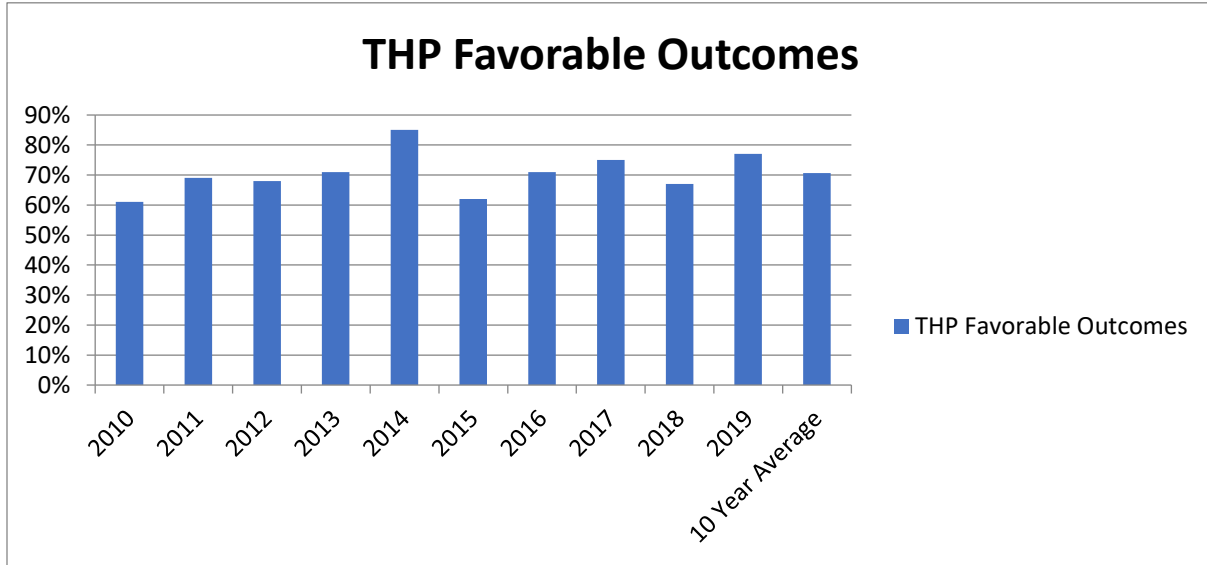
The following pages provide a more detailed view of our program operations and a comparison to results in previous years. They also demonstrate the shift in our programs from a major focus on providing housing for transitional residents to providing subsidized housing for permanent residents. This shift has been largely dictated by changes in federal government housing grants and the targeting of those grants toward more permanent housing solutions. The change in our housing mix is demonstrated by some major changes in our statistics but has provided us with much greater financial stability.

TRANSITIONAL HOUSING PROGRAM

Statistics

| METRIC | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|----------------------------------|--------|--------|-------------|--|
| Individuals Served | 18 | 15 | 29 | Reduction in the number of beds over previous 10 years |
| Bed-nights of Service | 5978 | 4562 | 6937 | Reduction in the number of beds over previous 10 years |
| Occupancy Rate | 91% | 90% | 92% | Average |
| Turnover Rate | 67% | 71% | 76% | Average |
| Average Length of Stay in Months | 16 | 15.5 | 14 | Slight drop |
| Favorable Outcomes | 67% | 77% | 71% | More residents moved to permanent housing |
| Moved to Permanent Housing | 4 | 5 | 9 | Slight increase in the number that found permanent housing |

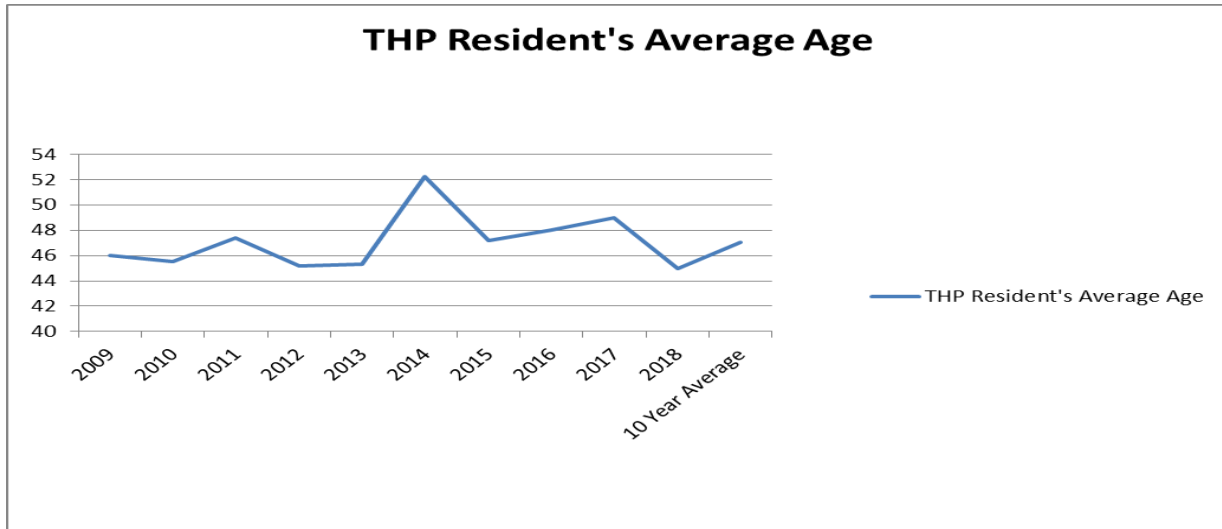




THP RESIDENT DEMOGRAPHICS

STATISTICS

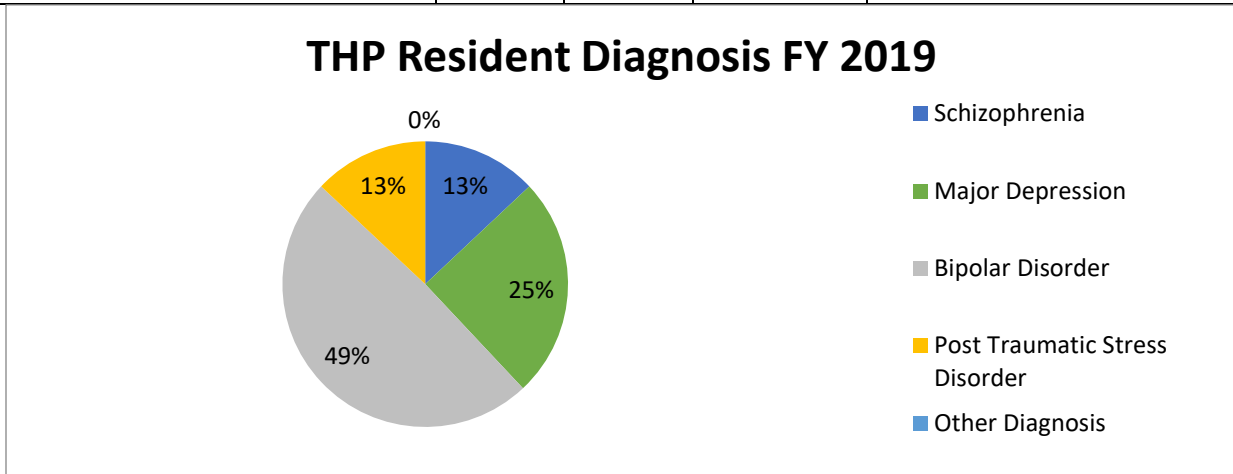
| METRIC | FY '18 | FY '19 | 10YR.AVG. | COMMENT |
|------------------------|--------|--------|-----------|--|
| Average Age | 45 | 47.5 | 47 | Slight increase above the historic average |
| Average Monthly Income | \$338 | \$376 | \$410 | Continues to below the historic average |
| African Americans | 83% | 84% | 84% | Remains in the historic average |
| Caucasians | 17% | 16% | 14% | Remains in the historic average |
| Other Races | 0% | 0% | 1% | Remains in the historic average |
| Men Served | 34% | 60% | 50% | More men referred to the program |
| Women Served | 66% | 40% | 50% | Less women being referred |



THP RESIDENT DIAGNOSES

Statistics

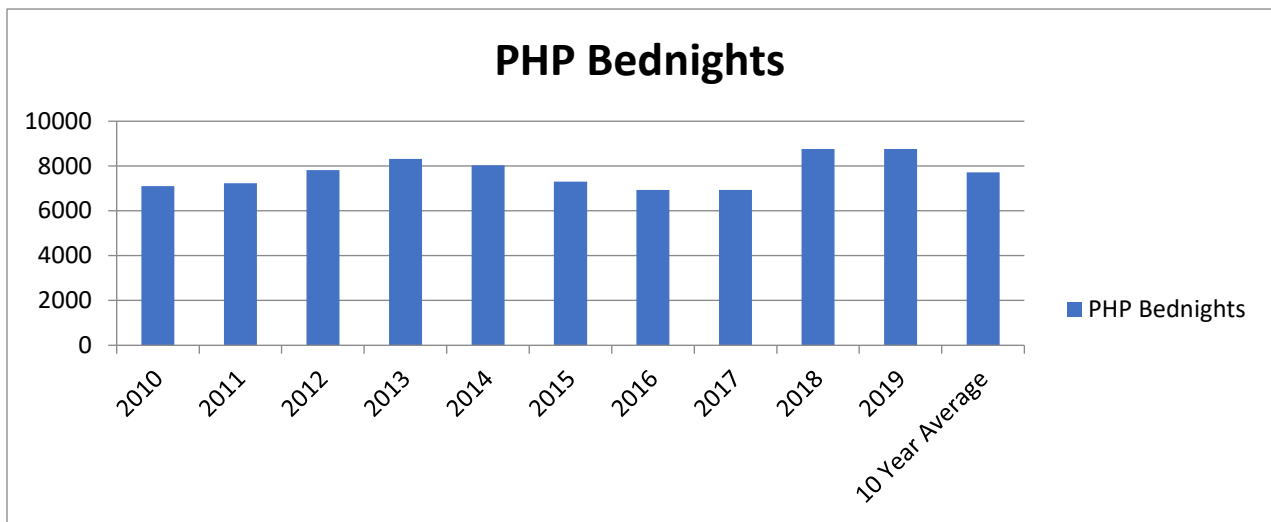
| DIAGNOSIS | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|-------------------------|--------|--------|-------------|--|
| Schizophrenia | 9% | 13% | 9% | Increase from last year but overall continues to decline |
| Major Depression | 27% | 25% | 42% | Continues to fluctuate |
| Bipolar Disorder | 28% | 49% | 32% | Increase from the historic average |
| Post Traumatic Disorder | 27% | 13% | 7% | 2018 marked the first year of tracking this metric |
| Other Diagnosis | 9% | 0% | 11% | No Comment |



PERMANENT HOUSING PROGRAM

Statistics

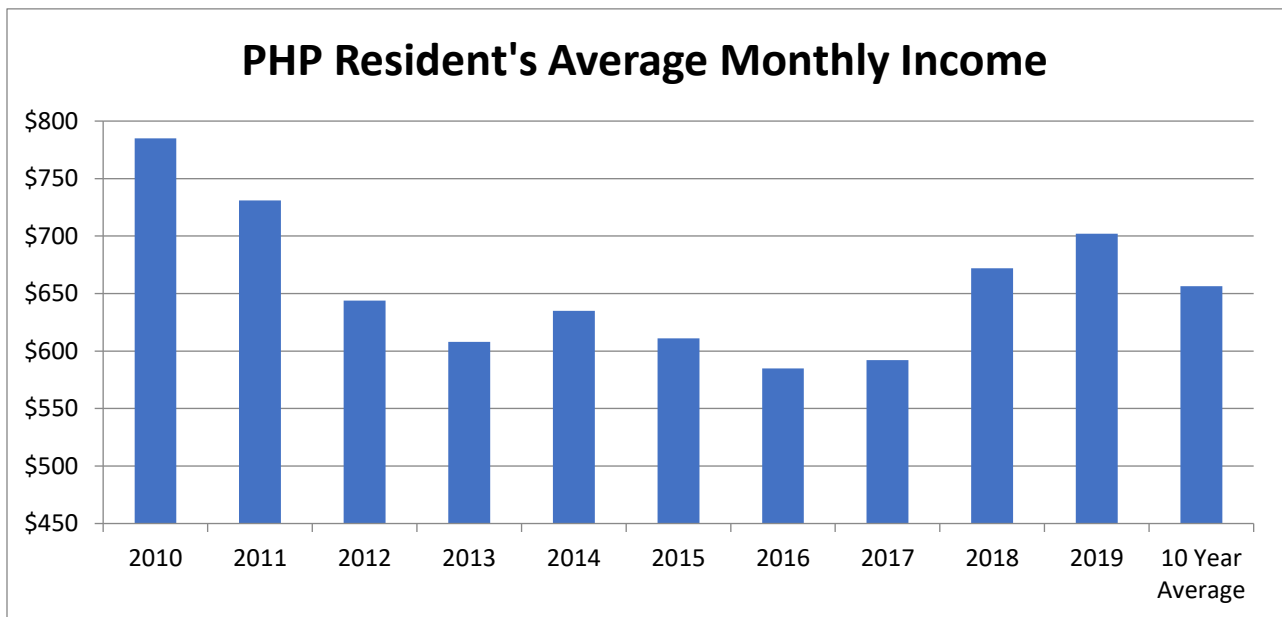
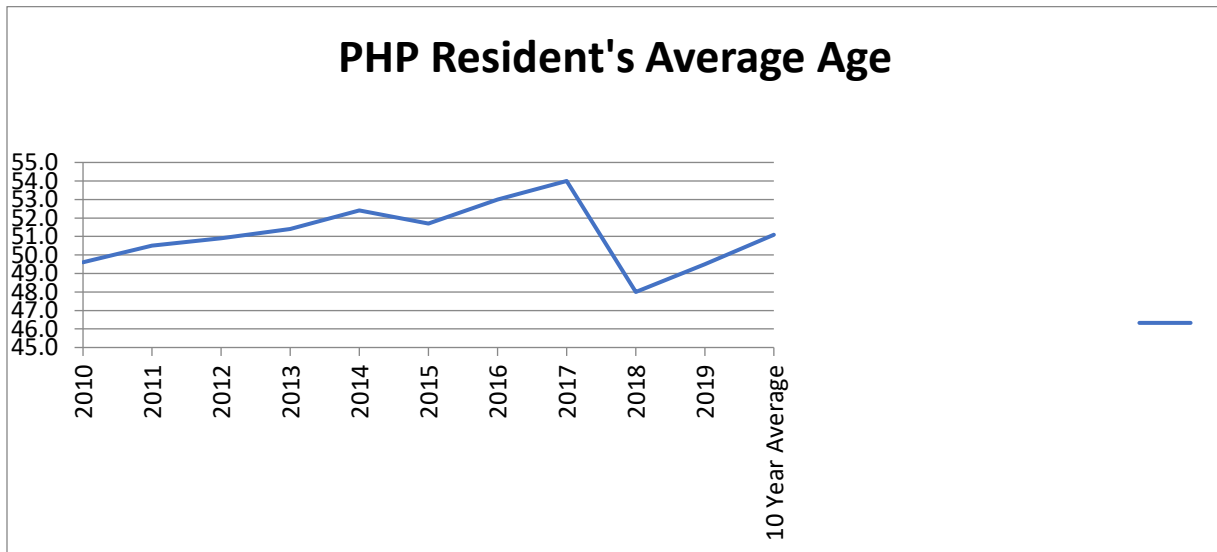
| METRIC | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|-----------------------|--------|--------|-------------|----------------------------------|
| Individuals Served | 24 | 24 | 22 | No change in resident population |
| Bed-nights of Service | 8760 | 8760 | 7719 | Lower turnover of residents |
| Occupancy Rate | 100% | 100% | 99% | Consistently high |
| Favorable Outcomes | 100% | 100% | 100% | All positive outcomes |



PHP RESIDENT DEMOGRAPHICS

Statistics

| METRIC | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|--------------------------|--------|--------|-------------|--|
| Average Age | 48 | 50 | 51 | Increase due to young families |
| Average Monthly Income | \$672 | \$702 | \$657 | Slight increase due to families |
| African Americans | 91% | 91% | 85% | The trend is still upward |
| Caucasians | 9% | 9% | 12% | The trend is still downward |
| Other Races | 0% | 0% | 3% | Always small |
| Men Served | 42% | 42% | 53% | Increase due to female headed households |
| Women Served | 58% | 58% | 47% | Decrease due to female headed households |
| Households with Children | 19% | 19% | 19% | 2018 marked the first year of tracking this metric |



PHP RESIDENT DIAGNOSES

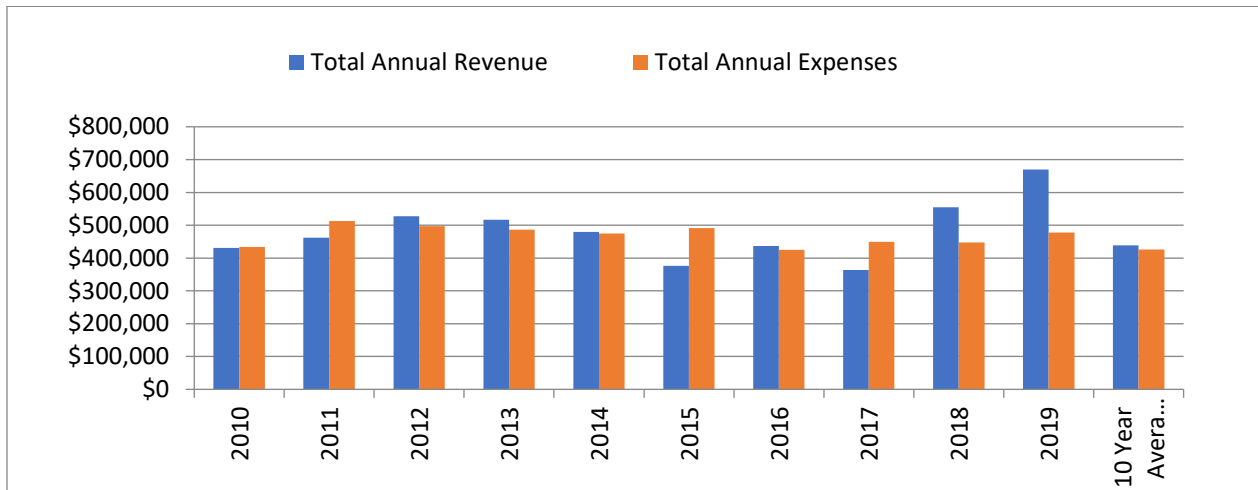
Statistics

| DIAGNOSIS | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|--------------------------|---------------|---------------|--------------------|---------------------------------|
| Schizophrenia | 26% | 26% | 26% | Higher due to new residents |
| Major Depression | 37% | 37% | 37% | Remains in the historic average |
| Bipolar Disorder | 11% | 11% | 20% | Remains in the historic average |
| Schizoaffective Disorder | 5% | 5% | 5% | Remains in the historic average |
| Other Diagnosis | 21% | 21% | 12% | Remains in the historic average |

PHP Resident Diagnosis FY 2017

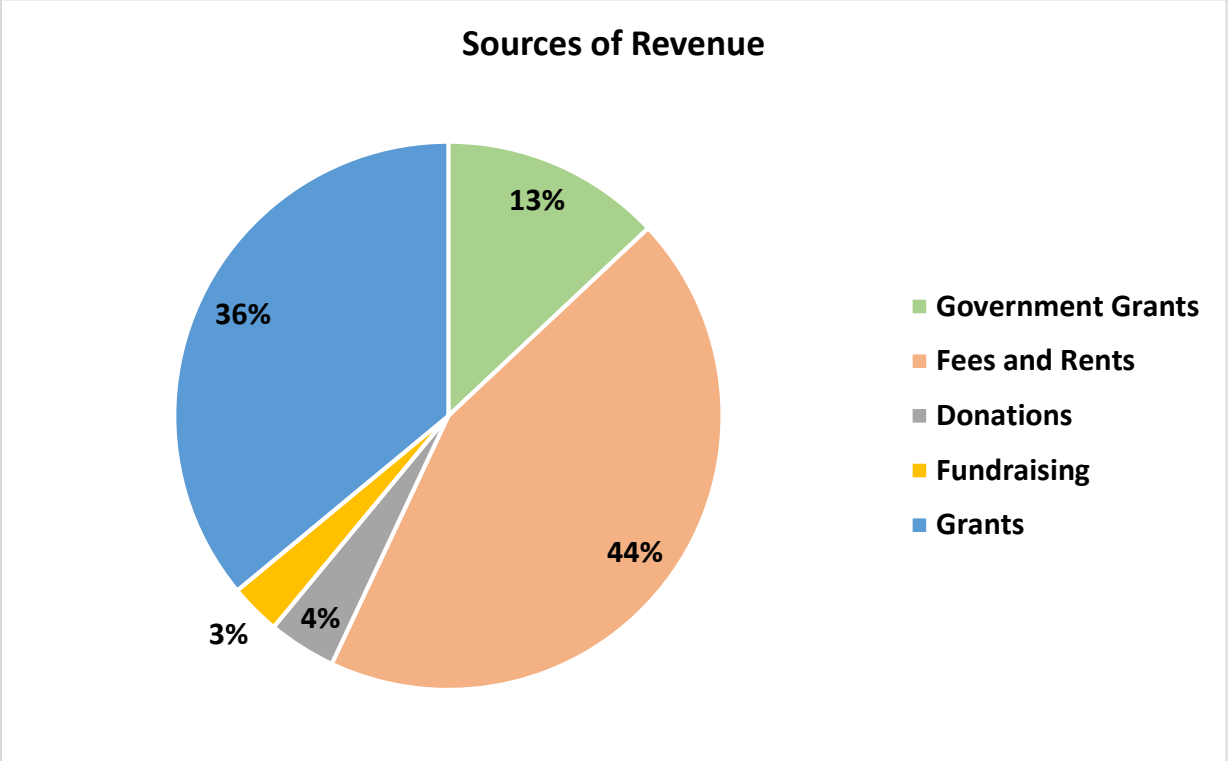


AJW FINANCIALS



Statistics

| METRIC | FY '18 | FY '19 | 10 YR. AVG. | COMMENT |
|-----------------------------------|-----------|-----------|-------------|---|
| Total Annual Revenue | \$554,607 | \$670,013 | \$438,943 | Increase in grants (Purchase of new building for PHP) |
| Total Annual Expenses | \$447,942 | \$477,902 | \$426,205 | Slightly higher due to repairs |
| Annual Surplus or Deficit | \$106,665 | \$192,111 | \$12,737 | Surplus due to capital grants |
| Cost per Bed-night | \$34 | \$36 | \$29 | Remains in the historic average |
| End of Year Cash on Hand | \$162,194 | \$157,933 | \$93,116 | Excludes stocks |
| Revenue from Government | 13% | 8% | 26% | Excludes residents S+C rent payments |
| Salaries as Percentage of Expense | 34% | 32% | 35% | Remains in the historic average |



At Jacob's Well Wishes to Acknowledge All of our 2019 Supporters

Foundations & Organizations

| | | |
|---------------------------------------|--|--|
| The Abell Foundation | Chesapeake Employer's Insurance Corp | PNC Charitable Trust |
| Ascension Lutheran Church | The Church of the Resurrection | The Progress Family Foundation |
| The Baltimore Community Foundation | The France-Merrick Foundation | T. Rowe Price |
| The Baltimore Parish Work | Fidelity Charitable | Saint Mark's Lutheran Church |
| The Bearman Foundation | The Friendly Inn Association of Baltimore City | Saint Stephen's Anglican Church |
| The Cahouet Foundation | Glass and Associates | The Society of Financial SVC Professionals |
| Catholic Community of South Baltimore | The Knott Foundation | |

Contributors of In-Kind Donations to our Fundraiser

| | | |
|--|-------------------------------|-----------------------------------|
| Baltimore Blast | KAL – Kevin Kallaugher | Rose Group (Applebee's) |
| Baltimore Orioles | Stacey Loizeaux & Bob Breckel | Skyzone |
| Baltimore Ravens | Little Havana Restaurant | Southwest Airlines |
| Boordy Vineyards | Maryland Live Casino | The QG (Quintessential Gentleman) |
| Center Stage | Medieval Times | Total Wine & More |
| Earth Treks | Painted Daisy Consignment | Washington Capitals |
| Entertainment Cruises / Spirit Cruises | Picaboo Photo | White Oak Hospitality |
| Lita Hughes | Kitty Rogers | |

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| | |
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| Byron Fisher | Michael and Susan Trenkle |
| Jacob Hsu | Fred Trenkle |
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| Joanne LaPorte | Jeremy Walston |
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| Tony Richardson | Eboni Woodard |
| Galen Smith | |

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