

Prologue 2023 Annual Report

REBUILDING



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The thing that lies at the foundation of positive change, the way I see it, is service to a fellow human being.

– Lech Walesa

DEAR FRIENDS,

Rebuilding is a process that requires thought, patience, planning and care. And 2023 was a year of rebuilding for Prologue. The pandemic changed us, and we recognized this was a call to restore and revitalize our organization. Prologue partnered with Maryland Nonprofits to conduct a strategic planning process that would weave together priorities and goals, while identifying critical organizational culture enhancements. The intentional identification of the components that comprise the organizational vitality is the invisible thread that connects the talents and values of the full team (board, staff, leadership) with the strategic direction. We worked together to evaluate what is working and what to build upon or build anew, carefully considering the future not only from the standpoint of mission and service, but while cultivating a healthier and happier workplace culture. This is a work in progress.

In our annual report we share the story of Kelly as she struggled for years to rebuild her life and recover from homelessness and abuse. She summarized Prologue’s assistance best when she told her caseworker, “Prologue has helped me not only financially but emotionally.... The time I spent being homeless was some of the worst years of my life. Knowing that I have help and support with housing, I am confident that I will not be in the position again that I found myself in the past.”

Prologue’s Homeless Outreach Center at 609 Baltimore Avenue, which has served thousands of individuals for the last 25+ years in a 100-year-old building, has been completely rebuilt. This 5,000 sq.ft. building is a roomier structure with full accessibility features on the first floor that offers ample space to take a shower, wash clothes, have a bite to eat and meet with an outreach worker. A crucial component of Prologue’s Homeless Outreach Program, the site serves as a gateway to initiate engagement with people. The adjacent enclosed courtyard provides privacy and relief from the streets and is dedicated to the memory of former Homeless Outreach Director Stu Hancock. This rebuilding was a labor of love, and we are so excited about opening our doors to those who deserve a space that represents their value and the value of our employees.

We wish you a happy and healthy 2024 and are grateful for your support.

Warm regards,

Kenneth Tabler

Kenneth Tabler
Chairman of the Board

Sendy Rommel

Sendy Rommel
President & CEO



STRATEGIC PLAN

Organizational Rebuilding: Strategic Planning through a Workplace Culture Lens

In 2022 Prologue celebrated our 40th anniversary of mission-driven service. The COVID-19 pandemic continued into its second year and the serious effects it had on our community were widespread. Burnout had become a very real issue among our staff and the weight on our 40 year foundation was beginning to show. It was time to reinforce the structure on which we built. These two extraordinary and divergent events provided the backdrop for launching our strategic planning process.

With organizational values steeped in compassion and wellness, Prologue partnered with Maryland Nonprofits to conduct a strategic planning process weaving together priorities and goals, while identifying critical organizational culture enhancements. The intentional identification of the components that comprise the organizational vitality is the invisible thread that connects the talents and values of the full team (board, staff, leadership) with the strategic direction. Combining the two is an approach providing a holistic look at what works, building upon it for both the people working to uplift the mission and those receiving services.

The goal of this strategic planning process through a workplace culture lens was to consider the future while carefully cultivating a workplace where people are happy and using their talents to achieve the mission creatively and strategically.

Maryland Nonprofits offered a well-coordinated approach for the board and staff to come together to chart the future of the organization. The Strategic Planning Committee was composed of staff from all departments and board members who met many times over the course of the year. Data was collected from interviews with external key partners and internally through interviews with staff and the board. An anonymous staff survey further enhanced data collection and was followed by an in-person (with virtual option) all staff meeting to provide another opportunity for staff input and participation.

The resulting key components are part of Prologue Inc.'s 2023-2026 Strategic Plan:

- Updated Mission, Vision, and Values
- Strategic Priorities
- Workplace Culture – We Believe Statements

MISSION

Prologue's mission is to provide person-centered services for those experiencing behavioral health issues and/or homelessness by creating opportunities for positive change and recovery.

VISION

We envision the individuals we serve living more enriched lives as they pursue their aspirations and realize their worth.

VALUES

- | | |
|---|--|
| <ul style="list-style-type: none">• Community
We deserve to be part of a community that is welcoming and recognizes our potential.• Support
We need and deserve support in our efforts to succeed and gain self-sufficiency. | <ul style="list-style-type: none">• Team
True partnerships build confidence and self-determination as we collaborate to provide responsive and accessible services.• Respect
We deserve respect for human rights and dignity. |
|---|--|

- **Person-Centered**
We have the right to self-direction to choose our life goals and make decisions.
- **Wellness**
We deserve connection to services and resources that support wellness of body, mind, and spirit.
- **Recovery/Hope**
We nurture hope and believe recovery is possible.
- **Home**
We support an individual's and families' rights to live in affordable, safe housing and neighborhoods of their choice.
- **Inclusivity**
We welcome and respect people by embracing differences and creating spaces where everyone feels as though they truly belong.

PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority 1 – Workplace Culture

- ▶ **GOAL 1:** Build a culture of collaboration, openness, and excellence throughout the organization.
Objectives
 - 1a. Improve interpersonal communications between staff and throughout departments.
 - 1b. Improve employee morale and job satisfaction.

Strategic Priority 2 – Organizational Development

- ▶ **Goal 2:** Enrich employee development and engagement.
OBJECTIVES
 - 2a. Enhance the organization's onboarding process.
 - 2b. Build the skills and capabilities of staff.
 - 2c. Improve employee retention rates.

Strategic Priority 3 – Improving Services

- ▶ **Goal 3:** Strengthen services and programs.
OBJECTIVES
 - 3a. Engage in quality improvement processes to expand positive client outcomes.
 - 3b. Develop resources for serving clients.
 - 3c. Maximize revenue sources.

Strategic Priority 4 – Enhancing Operations, Productivity and Safety

- ▶ **Goal 4:** Fortify infrastructure and operations.
OBJECTIVES
 - 4a. Strengthen technology for improved daily communications and operations.
 - 4b. Refocus attention to improving the health and safety of our facilities and revisiting untapped resources.
 - 4c. Practice adaptive innovation and flexibility to evolve programming, service delivery and facilities to better meet community and staff needs.

ENHANCING WORKPLACE CULTURE

The team that works at Prologue are truly the heart of the organization, and rebuilding our workplace culture was a clear priority for our strategic plan.

Workplace culture expert Siobhan McHale in her book, *The Insider's Guide to Culture Change: Creating a Workplace that Delivers, Grows and Adapts*, states that "Culture is how things work around here or how the place functions. It affects every aspect of your business. It is about the patterns of thinking and relating which tells people how to behave in the organization." Following her approach, and with staff input, the Strategic Planning Committee diagnosed the issues, developed new foundational beliefs (We Believe Statements), and authorized a culture committee to be led by two staff members to begin this important work in supporting an intentional, revitalized workplace culture.

We Believe Statements:

- **We believe** that communication is key to keeping each other informed in a consistent manner with effective follow-up strategies.
- **We believe** in advancement opportunities and helping staff to develop professionally.
- **We believe** that teams are supported and designed to work well together, and they hold the organization together when times are toughest.
- **We believe** that every team is vitally important, and we need to recognize peer-to-peer accomplishments.
- **We believe** that staff require a healthy work/life balance and we create opportunities for staff to participate in self-care.
- **We believe** that a caring culture assists us with modeling for clients how investing in relationships and each other produces meaningful outcomes.

Note: At an all-staff meeting, the consultant led exercises in developing activities for each of the statements to include the entire team in the process. Ideas generated by the team have been documented and delivered to the culture committee leaders for prioritization and adoption as they begin to form the committee. We encourage you to join if you are inspired by change!



The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

– Socrates



...knowing I have help and support with housing, I am confident that I will not be in the position again that I found myself in the past.

– Kelly, on Prologue's care and services



REBUILDING A LIFE

Kelly's Story

Kelly was referred to Prologue by a local victim services program that had been working with her since 2017. She had been experiencing abuse in her home and desired to leave the unsafe situation; however, lack of income combined with several medical and mental health barriers prevented her from leaving. Kelly had gone through bouts of homelessness for 15 years – living everywhere from a car to abandoned buildings and local shelters. She knew she needed to flee the abuse she was experiencing, but she had less-than-ideal options: leave her abuser and be homeless, or stay (with the abuse continuing) and have a roof over her head.

Once Kelly connected with Prologue, she was screened for housing, placed on a Permanent Supportive Housing waitlist and was eventually approved for housing from HUD's Continuum of Care Program. With help from her Prologue caseworker, Kelly was able to locate an apartment of her own in an area that she felt would be safe. For several years prior to this, Kelly had tried applying for Social Security Disability Insurance (SSDI) benefits but was having difficulty navigating the process on her own. Kelly connected with SOAR through Prologue and, working closely with her case worker, she was finally approved for and received SSDI benefits. Now Kelly is stably housed, receives monthly income, and is thriving in her new life. She pays her rent and monthly bills on time independently.

While experiencing housing instability and abuse, Kelly found it difficult to keep doctor appointments and saw a significant decline in her mental and physical health. Since being housed, Kelly has been able to maintain her medical and therapy appointments to help process the traumas she has experienced. Kelly summarized Prologue's assistance best when she told her case worker "Prologue has helped me not only financially but emotionally...The time I spent being homeless was some of the worst years of my life. But, knowing that I have help and support with housing, I am confident that I will not be in the position again that I found myself in the past."

609 BALTIMORE AVE.

Rebuilding Prologue’s Homeless Outreach Center

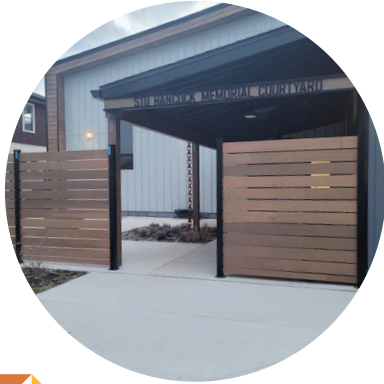
Prologue’s Homeless Outreach Center at 609 Baltimore Ave. has served thousands of individuals for the last 25+ years in a 100-year-old building that was inefficient and deteriorating. In 2023, Prologue literally rebuilt from the ground up and we’re so excited to offer a place that welcomes vulnerable homeless persons in a warm, open, efficient, and useful way.

In this new building, services provided will be similar to the past, but now will take place in a roomier structure with full accessibility features on the first floor that offer respite, peace, and ample space. Persons will now be able to relax, feel safe, wash a load of laundry in one of our six washer/dryer units, take a warm shower, have a bite to eat, charge a phone, and meet with a Prologue Homeless Outreach worker who can connect with them and screen for eligible services. This site is a crucial component of the Homeless Outreach Program’s activities as it serves as a gateway to initiate engagement with people who may be resistant to services.

The new 5,000 sq. ft. center now has ample space to receive and store donated goods – clothing, food, and starter household items (for individuals moving into housing).

The 1,000 sq. ft. enclosed courtyard provides privacy and relief from the streets and is dedicated to the memory of former Homeless Outreach Director Stu Hancock.

This rebuilding was a labor of love, and we look forward to opening our doors to those who deserve a space that represents their value and the value of our employees.



Sincere appreciation to the funding sources that made this possible:

- MDH Community Health Facilities Grant Program
- Local Management Board – Baltimore County
- MD General Assembly Capital Bond Grant (Kudos Delegate Cathi Forbes)
- MD General Assembly Miscellaneous Grant (Kudos Senator Chris West)
- The Harry & Jeanette Weinberg Foundation
- Baltimore County Communities for the Homeless (BCCH)
- Molly & Dean Cottrill Family Foundation
- Prologue Foundation
- Donations from individuals/organizations to purchase supplies and furnishings.

Special thanks to our contractor, Hencken & Gaines Inc., and BCT Design Group architects.

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We are stronger, gentler, more resilient, and more beautiful than any of us imagine.

– Mark Nepo

BY THE NUMBERS

Every year Prologue helps to rebuild the lives of numerous people and give them a chance to make a new start. Here is the breakdown of those helped by program:

Homeless Outreach Program.....	960
Psychiatric Rehabilitation Program	118
Health Home	86
Supported Employment	24
Residential Rehabilitation Program	74
Martylog Wellness & Recovery Center.....	78
One Voice Recovery Community Center	355
Supportive Housing Program	28 (23 adults, 5 children)

PROLOGUE/PROLOGUE FOUNDATION DONATIONS FY 2023

July 1, 2022 to June 30, 2023

Without the continued support from the following list of dedicated and committed friends of Prologue, Inc. and Prologue Foundation, Inc., our ability to provide the quality and quantity of necessary and vital services to our members would be greatly diminished. We sincerely appreciate their involvement and are most grateful for their generosity.

CASH DONATIONS

Kathleen Angstadt
Laurie Bennett
Blank Charitable Fund –
Alvin R. Blank
Karen & Michael Black
Steven Brown
Church of the Immaculate
Conception
Margaret & Dr. Ronald Cohen
Judi & Brian Devlin
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Shamra Elder
Evangelical Lutheran Church
of the Prince of Peace
Flying Eagles Motorcycle Club
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Susan & Hutch Vernon

Janice & Michael Wallach
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Mark Zimmerman
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♥ DONATIONS IN MEMORY
OF MARY BILY

Patrick Bily
Sendy Rommel

♥ DONATION IN MEMORY OF
JAMES HENRY LIVINGSTON

Annell B. Livingston

GOODS AND SERVICES FY 2023

July 1, 2022 to June 30, 2023

Beth Abraham
Assistance Center of Towson Churches (ACTC)
Baltimore County Department of Health
Bureau of Behavioral Health – Staff
Baltimore County Department of Information
and Technology – Staff
Baltimore County Public Library –
Cockeysville branch – Stephanie Seipp
Bombas
Trena & Alex Carter
Toni Cascio & Ken Tabler
Patricia Conticello
Lesa Crossover

Flying Eagles Motorcycle Club
Mays Chapel United Methodist Church
– Pastor: Laurie Tingley
– Outreach: Lethajoy Martin
– Outreach: Dawn Borig
Renee Rees
Sendy Rommel
Debbi Sauers
Sigma Phi Gamma Delta Delta Chapter
– Linda Linley
St. John’s Grace United Church of Christ
Becky & Larry Zeafra

* Every effort has been made to ensure accuracy and include all donations. We apologize for any errors, and request that you notify us of any omissions and/or incorrect information. Donations are for the period of 07/01/22 through 06/30/23.



PROLOGUE, INC. STATEMENT OF ACTIVITIES

Years ended June 30, 2022 and 2023

	2023	2022
Unrestricted Revenues, Gains, & Other Supports		
Program revenue	\$ 3,658,320	\$ 3,950,563
Government grants	3,782,074	2,513,915
Contributions	39,108	2,636
Food program	33,166	59,573
Supportive housing income	15,469	12,189
Gain on forgiveness of Paycheck Protection Program loan	—	769,600
Miscellaneous income	60,298	36,843
Total Unrestricted Revenues, Gains, & Other Supports	7,588,435	7,345,319
Expenses		
Program Services		
Community/psychiatric rehabilitation	1,518,277	1,536,642
Residential rehabilitation	2,036,058	2,157,115
Homeless services	2,414,518	2,230,828
Total Program Services	5,968,853	5,924,585
Supporting Services		
Management and general	1,257,335	1,016,945
Total Expenses	\$ 7,226,188	\$ 6,941,530
Net Assets		
Change in Unrestricted Net Assets before		
Unrealized Gain/(Loss) on Interest Rate Swap	362,247	403,789
Unrealized Gain/(Loss) on Interest Rate Swap		
Net of Unrealized Loss on Termination of Contract	48,450	98,478
Change in Unrestricted Net Assets Without Donor Restrictions	410,697	502,267
Net Assets with Donor Restrictions		
Contributions	225,609	—
Change in Net Assets	636,306	502,267
Net Assets – Beginning of Year	4,581,309	4,079,042
Net Assets – End of Year	\$ 5,217,615	\$ 4,581,309

This statement has been audited by Handwerger, Cardegna, Funkhouser and Lurman P.A. Complete audited statements with accompanying notes for Prologue, Inc. can be obtained by contacting the administrative offices of Prologue, Inc. at 3 Milford Mill Road, Baltimore, MD 21208, (410) 653-6190.

PROLOGUE AND ITS AFFILIATED ENTITIES RECEIVED
GRANT FUNDS FROM THE FOLLOWING SOURCES:

U.S. Department of Housing and Urban Development
U.S. Department of Health and Human Services
U.S. Department of Agriculture
Maryland State Department of Education
Maryland Department of Health, Behavioral Health Administration and Community Bond Funds

Maryland Department of Housing and Community Development
Baltimore County Local Management Board
Baltimore County Core Service Agency
Baltimore County Department of Housing and Community Development
The Harry and Jeanette Weinberg Foundation

PROLOGUE BOARD OF DIRECTORS

Kenneth A. Tabler, Chairman • Renita Dandridge, Treasurer • Margo Wade Walsh, Secretary
Sandy Rommel, President • Alex Carter • Ethan Johnson • Viola Woolums • Nebojsa Zimonjic

PROLOGUE MANAGEMENT TEAM FY 2023

Sandy Kelly Rommel, President & CEO • Patti Appel, Chief Financial Officer
Tim Carroll, Facility & Fleet Administrator • Nikki Connelly, Homeless Outreach Director
Cassandra Humphrey, HR Business Partner • Bri Morris, Residential Rehabilitation Program Director
Debbi Sauers, Quality Improvement Director



ADMINISTRATIVE & HOMELESS OUTREACH OFFICES AND PSYCHIATRIC REHABILITATION PROGRAM

The Harry and Jeanette Weinberg Center
3 Milford Mill Road, Baltimore, MD 21208 • 410.653.6190

BALTIMORE COUNTY HOMELESS OUTREACH SITE

609 Baltimore Avenue, Towson, MD 21204 • 410.653.6190

MARTYLOG WELLNESS AND RECOVERY CENTER

3 Milford Mill Road, Baltimore, MD 21208 • 410.917.2702 (Info Line) • 410.653.6190

ONE VOICE NORTHWEST RECOVERY COMMUNITY CENTER

3 Milford Mill Road, Baltimore, MD 21208 • 410.653.6190



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