# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>2</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>3</td>
</tr>
<tr>
<td>Staff</td>
<td>8</td>
</tr>
<tr>
<td>Highlights</td>
<td>10</td>
</tr>
<tr>
<td>Center Programs and Activities</td>
<td></td>
</tr>
<tr>
<td>Mediation Programs</td>
<td>12</td>
</tr>
<tr>
<td>Trainings</td>
<td>18</td>
</tr>
<tr>
<td>Volunteers</td>
<td>24</td>
</tr>
<tr>
<td>Statement of Financial Position and Activities</td>
<td>25</td>
</tr>
</tbody>
</table>
**MISSION**

The Dispute Resolution Center is an independent, nonprofit organization that provides and promotes accessible, high-quality dispute resolution services for all people in the Travis County Area and surrounding areas.

**PHILOSOPHY**

The Dispute Resolution Center (DRC) believes:

- People in our diverse community can best be served through a diverse organization.
- People can resolve their own disputes, and the DRC can encourage resolution by providing trained volunteers who are impartial.
- People who develop their own resolutions are more likely to do what they have agreed to do.
- People can use the experience gained at the DRC to resolve future disputes.

**GOALS**

- Provide accessible, high-quality mediation using community volunteer mediators.
- Evaluate and, as appropriate, implement additional dispute resolution services to meet community needs.
- Develop and maintain an organization that reflects the diverse population of Travis County.
- Serve the diverse population of Travis County.
- Provide training and continuing education for DRC Volunteers and Staff.
- Maintain positive relationships with the Travis County Commissioners Court, county agencies and departments, referral sources and related organizations.
- Promote public awareness of DRC services and accomplishments.
- Provide community education about dispute resolution.
- Ensure funding for the DRC and responsibly manage its resources.
- Regularly evaluate the effectiveness of the DRC program.
An Introduction to Our New Board Members

Drew Thomas

Drew is currently the Regional Senior Director at the American Heart Association in Austin, Texas. As a leader within the nation’s largest public health non-profit organization, Drew develops community-wide strategies to battle health equity disparities across Central Texas. Prior to joining the AHA, Drew worked in leadership for a non-profit organization that provided resources for children in foster care across the U.S. He also currently serves on the Board of Directors of the 100 Black Men of Austin.

Drew earned his B.A. and M.S. from the University of Texas at El Paso (UTEP), where he was also a 4-year letter winner and Team Captain of the football team.

Sameer Shah

Sameer is a marketing leader, strategy and execution professional with strong communication and team building expertise. He has over ten years in managerial/leadership positions with a broad exposure to tech, cloud, SaaS, private and government experience. More recently, Sameer concluded serving on the strategic communications team for the City of Austin’s Re-Imagining Public Safety/Communications initiative. Sameer is the Principal and Chief Marketing Officer for Khaana Marketing in Austin.

Sameer earned his B.S. in Business Administration and M.S. in Finance from Texas A & M University.
DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS

Hannah Temple
President

Bill Woodson
Past President

Fred Hawkins
President-Elect

Judge Catherine Mauzy
Judiciary Representative

Katie Tousignant
Secretary & Treasurer
DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS

Renita Sanders
Precinct 1
Appointee

Stacey Speck
County Judge
Appointee

Larry Oliver
Precinct 3
Appointee

Jeff Jury
Precinct 2
Appointee

Kathy Lenox
Precinct 4
Appointee
DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS

Bettye Benten
Member at Large

Senator Kent Caperton
Member at Large

Judge Belinda Herrera
Member at Large

Nancy Juren
Member at Large

Susan Schultz
Member at Large

Karl Spock
Member at Large
Dispute Resolution Center Board Presidents 1992 - Present

1992-1993  Melba Watley
1993-1994  Roland Cook
1994-1995  Jim Gudenrath
1995-1996  Dave Dickson
1996-1997  Alice Dendinger
1997-1998  Jim Gudenrath
1998-1999  Ann Graham
1999-2000  Fred Clement
2000-2001  Jeff Blackwelder
2001-2002  Clemith Houston
2002-2003  Erma Morrow
2003-2004  Jeff Jury
2004-2005  Jennifer Cook
2005-2006  Karl Spock
2006-2007  Patrick Keel
2007-2008  David Garza
2008-2009  Robert Kamm
2009-2010  Ami Desai
2010-2011  Charles Cannon
2011-2012  Theodore Daniels
2012-2013  Ben Cunningham
2013-2014  John Fleming
2014-2015  Damon Moore
2015-2016  Dale Matthews
2016-2017  Craig Bell
2017-2018  Karen Smithson
2018-2019  Nancy Juren
2019-2020  Bill Woodson
2020-2021  Hannah Temple
DISPUTE RESOLUTION CENTER

STAFF 2020—2021

Kris Donley
Executive Director

Lisa Weger
Finance Director

Susan Sneller
Case Manager

David Huang
Director
Case Management &
Volunteer Services

Mindy Roeder
Case Manager

Rita Rancken
Office Manager

Patsy Shepherd
Administrative Consultant

Arlaine Decrevel
Marketing &
Social Media Consultant
Highlights 2020-2021

Introduction from the Executive Director

Thank you, everyone, for such a productive and meaningful year in the face of this unprecedented pandemic. The resourcefulness, ingenuity, and overall good faith in what we do are a credit to the DRC’s level of service this past year. While clearly the preference for virtual service delivery has usurped our previously favored face-to-face interactions, the team of staff, mediators, and stakeholders has proven that the magic of mediation knows no physical boundaries.

Below are a few of the highlights during this challenging year. Meanwhile, I hope to be able to shake a hand or two, even one day hug those of you who make this job the gratifying experience it has been.

Highlights

1. Under the leadership of Hannah Temple as President and Stacy Speck as Nominations Committee Chair, the Board of Directors welcomed two new members, Drew Thomas (At Large) and Sameer Shah (appointee for Travis County Commissioner Precinct 3). Read more about Drew and Sameer on page 3.

2. In the summer, the Board completed and approved an Infectious Disease policy in order to address the specific nature of the DRC’s work within the scope of community, state, and national efforts to keep staff, volunteers, and the public safe. The center continues to utilize protocols outlined in the policy and in accordance with local requirements.

3. Continuing and enhancing upon the live, online, interactive training platform, our 40-Hour Basic Mediation Training and 30-Hour Advanced Family Mediation Training classes provided instruction and practice to 122 registrants this fiscal year. Geographic restrictions disappeared, increasing participation by students and training coaches from several other states.

4. While demand for mediation services steadily increased as we adapted to pandemic protocols, the DRC witnessed 184 virtual mediations completed and 23 in-person as noted on the Mediation Modalities graph on page 14.

5. Along with the new protocols and our community adaptation to living with the pandemic, the Center witnessed 207 completed mediations with a 97% Satisfaction Rate.

6. While the physical facility remained available for groups to meet in person, the staff amped up room equipment and virtual adaptability with the addition of new cameras, microphones, and software to allow for hybrid virtual/in-person activity. While in-person activities were less than is typical for the Center, we did provide a limited number of room rentals to several area private mediators.

7. In order to accommodate fluctuating access and staffing hours while ensuring consistent mail service, we installed an external locked mailbox with USPS approval. Now, regardless of local orders affecting office openings, we can continue to securely receive and retrieve mail daily.

8. By mid-year, the DRC witnessed an increase of requests for larger group facilitations and trainings as the community resumed a more normal activity level. Groups served over the past year included Habitat for Humanity; Braver Angels of Central Texas; Austin Yellow Bike Project; Title IX Offices; Travis County Justice, Planning & Safety; and ICC Austin (a UT non-profit housing cooperative).
9. In the summer, the DRC participated in talks with Travis County DA’s Office, the Restorative Justice Institute, and other non-profits for planning a Pre-Plea Diversionary Mediation project to initiate in January, 2022.

10. Finally, on a nostalgic note, we miss our parties and celebrations! We hope to resume with an outdoor appreciation event in the Spring of 2022! Not only do we need our volunteers to fulfil our mission, we miss their group presence at these events!
MEDIATION PROGRAMS
A SUMMARY OF PROGRAMS AND SERVICES

Community Mediation Program: A service for individuals, groups, businesses, domestic partnerships, etc. that provides parties with mediators for four hours of mediation time and space at the Center. Typical cases include: family conflict, landlord/tenant, contract disputes, partnership dissolution, real estate, vendor-consumer, insurance, and neighborhood. Nominal administrative fees are charged per party per session and may be waived for parties with financial hardships or qualifying court referrals.

Civil Litigation Mediation Program: A mediation service for attorneys in the community for referring cases that have proceeded to an adversarial litigation process but are now in need of a more cost/time efficient manner of disposition. Attorneys are present and may request either an attorney or non-attorney solo practitioner. Private caucus (individual sessions) with the parties or just the advocates may be prevalent. Administrative fees are $200.00 per party per session. Typical cases include: custody, property settlement, and visitation in divorces; business disputes; real estate; insurance; and employee grievances.

Arbitration Program: An arbitration service for attorneys and all individuals who desire an arbitrator to make a decision based on the facts of the case. Attorneys may be present as advocates and advisors of the parties’ interests and legal rights. Witnesses may attend to support a party through testimony of facts involved in the dispute. Typical cases include: custody, divorce, property, and visitation issues; businesses; real estate; insurance; and employee grievances. Administrative fees are $200.00 per party per session.

Juvenile Programs: The DRC has enjoyed a long and rewarding relationship with the Travis County Gardner-Betts Juvenile Justice Center, providing mediators as requested by the juvenile court judges.

The Victim/Offender Program was established in 1993 and provides an opportunity for juvenile offenders to mediate restitution for offenses against their victims with the help and neutrality/safety of mediators.

The Parent/Child Pre-release Program allows detained juveniles to meet with their families prior to release and returning to the home environment. This process facilitates open communication for the establishment of ground rules and an opportunity to reflect on needs of family members who have gone through the recent trauma of infractions, separation, and now the intervention of the police and court systems.

Facilitation Services: For groups with a desire to move forward in planning or dialoguing the challenges and opportunities they face, a neutral facilitator can assist in maintaining a safe and effective forum. Profit and non-profit/governmental rates are available.

While our focus remains on providing mediation to the community, how we accomplish our performance outcomes is more specifically delved into with the graphs on pages 13 through 16.
REFERRAL SOURCE PERCENTAGES
OF 677 CASES OPENED
2020-2021

- Legal: 64.25%
- Media: 16.84%
- Personal: 6.80%
- Agency: 8.86%
- Business: 0.74%
- Community Groups: 2.51%
207 TOTAL ADR SESSIONS HELD
2020-2021

- Civil Litigation Mediations Video Spanish: 12
- Civil Litigation Mediations In-Person: 3
- Civil Litigation Mediations Spanish In-Person: 1
- Juvenile Court Video: 4
- Juvenile Court In-Person: 2
- Facilitations: 1
- Standard Spanish In-Person: 2
- Standard Video Spanish: 8
- Standard In-Person: 14
- Standard Video: 116
Mediation Sessions by Modality

To meet the increasing demand for virtual mediations this past year, as evidenced in the graph below, the DRC staff continually works to improve upon these services offered through this platform.

The DRC Case Managers collaborate with our mediators through the feedback they provide on how better to serve our clients during the online mediation process. Our Case Managers also scrutinize the feedback received from mediation participants through their comments submitted on evaluation forms provided at the conclusion of each mediation.
Our court diversionary rate averaged 72%, and the overall satisfaction rate was 97%, confirming that these community services continue to satisfy the user while lessening the burden on the court.
SELECTED EVALUATION COMMENTS FROM MEDIATIONS

Evaluations for participants to complete are provided at the end of each mediation. Below are some of the comments we received about our Case Managers and the Mediators who are involved in sessions held through our office plus some general comments about participants’ mediation experience.

Mediators and Mediations at the DRC

[Mediator] was a great communicator and very professional.

I was impressed by his ability to manage two languages in two separate "rooms".

I have a clearer understanding of how to avoid these kinds of disputes in the future.

We hugged for the first time since the divorce and have found that we both have more interest in our child than we do in battling each other which was there partially before but made more clear through this process.

[The Mediators] were super patient and respectful of both sides. Our issue with the customer is over.

[Mediators] did not pressure me either way on my decision space. Good to know there are unbiased folks willing to listen and walk you towards a reasonable resolution.

I was satisfied. I honestly didn’t think we would come up with an agreement.

Professional, informed, let the parties work through the issues themselves.

Efficient and cost effective to both sides to reach a resolution.

We just really needed the presence of neutral, calm people to help us get past our bickering.

Very professional and attentive, they asked very good questions and worked to resolve this dispute. I appreciated their sincerity and candor.

Knowledgeable of the law, congenial manner, fair and reasonable.

Professional, patient, took time to understand the issues.

Awesome, patient, pleasant, and neutral volunteer third parties. Top notch, am deeply grateful for the small concessions we were able to reach, and for helping me in me long arduous journey toward making things right for our son.

DRC Mediation Case Management Team

David, Susan, and Mindy

Was very efficient and supportive of getting our case to mediation because of time constraints.

Scheduling a bilingual mediation remotely raised many logistical issues that were overcome by the staff (David).

Everything has been handled efficiently with great communication.

Mindy was super helpful, friendly, and flexible with our needs.

She was great at answering all of my questions and patient during the scheduling phase.

Always great to work with.

Susan was very helpful and informative from the very beginning and I thank her for her efforts.

Mindy was very kind, neutral, and clear in her communication about mediation options.

Susan was great, she adjusted the schedule based on the other party first postponing the meeting then requesting a zoom call based on the current conditions of COVID-19 and reducing exposure.
TRAININGS

40-Hour Basic Mediation Training

This course is a 5-day training offered to the general public several times each year. This course is designed to give individuals the skills and credentials they need to serve as a mediator in the State of Texas. The training focuses on the Community-Based Mediation model. Individuals actively participate in practice mediation following each lecture session, and certificates are provided to participants upon completion of the course.

All our 40-Hour Basic Mediation Trainings this fiscal year have been live, interactive, online classes. We are fortunate to have Diane Harvey and Walter Wright, two veterans in the field of mediation, as our trainers.

Diane M. Harvey, LCSW
TMCA Credentialed Advanced Mediator

Walter Wright, J.D., LL.M
TMCA Credentialed Mediator

What Participants Learn:
- Key considerations in setting up a mediation.
- A seven-stage mediation process based on the theory of interest-based negotiation.
- Specific communication skills to assist the negotiation process.
- Management of face-to-face negotiations between the parties.
- Guidelines for working with attorneys in the mediation session.
- Use of individual sessions as a tool to facilitate problem solving.
- Ethical considerations for mediation practice.
The Advanced Family Mediation Training is 30 hours of instruction fulfilling the Texas ADR Act requirements for mediators doing court-ordered family mediations. The course follows the standards set by the Texas Mediation Trainers Roundtable. Sessions include family law, family dynamics, domestic violence, and child development, with ethical and practical considerations in a combined lecture and role play environment. 40-Hour Basic Mediation Training is required prior to taking this course.

Our 30-Hour Advanced Mediation Training this fiscal year was offered as a live, interactive, online class. Trainers Diane Harvey and Mike Schless provided their decades of expertise for this class.

Diane M. Harvey, LCSW
TMCA Credentialed
Advanced Mediator

Michael J. Schless, J.D.
TMCA Credentialed
Distinguished Mediator
Customized Training

The DRC also offers a variety of customized training, ranging from several hours up to two days. These trainings focus on conflict within the workplace and collaborative problem solving for community groups.

Rates vary according to length, content, and number of participants. The structure includes the use of didactic and experiential training techniques, employing hands-on practice throughout the learning experience.

Customized trainings can be conducted in person or as a live, interactive, online training.
TRAININGS (Continued)

Volunteer Training

Continuing Education Training is offered at the DRC for our Volunteer Mediators. Sessions incorporate subjects to increase the expertise of the volunteer mediators. The training is limited to one to three-hour sessions. Continuing Education training is offered to help fulfill the DRC requirements of our mediators.

Much of this training has been presented through the Austin Mediators Association (AMA). This past year the hosting of these trainings has been through the AMA leadership team for presentation via Zoom, which allowed for a much larger number of participants.

Topics presented through AMA this past year were:

**Domestic Violence and Mediation**, by Carlos Salinas, family law attorney-mediator, and Krista Del Gallo, Policy Manager at the Texas Council on Family Violence

**Cognitive Biases and Mediation and the ethics of Evaluative vs. Facilitative Mediation**, by Steve Schulwolf, J.D., mediator and attorney

**How to Create Your Dream Mediation Practice**, by Michael Aurit, Esq., MDR, family mediator and mediation trainer

**Drafting the Mediated Settlement Agreement, Including Case Law Update and Pandemic Considerations**, by Sara E. Saltmarsh, family law attorney

**#Networked**, by Winter Wheeler, mediator, former civil litigator, and creator of The Four Cornerstones of Mediation™

**ZOOM Mediations: Lessons Learned**, by Michelle Edwards, Ph.D., mediator and psychologist, and Steve Schulwolf, J.D., mediator and attorney
TRAININGS (Continued)

International Mediation Training

The Austin DRC has long been a favored destination for international visitors interested in conflict resolution skill building, community programs, and leadership development. Since 2004 we have hosted trained mediators from Switzerland and surrounding European countries for a week-long practicum. Dubbed the Trans-Atlantic Mediation Practicum, these visiting mediators observe and participate as co-mediators with our own trained coaching mediators as well as in didactic and experiential classes on a variety of topics related to the field. The Practicum is typically scheduled in the spring of each year. Board members often participate based on their interest and skill. The 2021 Spring Swiss Transatlantic Mediation practicum was cancelled due to COVID-19; but plans and hope continue for resuming this tradition at a later date in 2021.

International Leadership Development

In addition to training and direct services, the DRC has long been a regular center for visitation by developing leaders of other nations, on tour via the United States Department of State International Visitor Leadership Program and locally arranged by Global Austin. This international leadership program has brought leaders from established and developing countries throughout the world, many of whom are interested in seeing community mediation become an institution in their home communities. We regularly notify board members of pending visits and invite their participation as time and interest allow.

![Map of the World](image_url)
OCCUPATIONS OF PEOPLE TRAINED AS MEDIATORS
2020-2021

- Legal: 51
- Sole Practitioner: 22
- Education: 17
- Other: 14
- Government: 10
- Human Resources: 8
This was a quieter year for our volunteers. We set aside our traditional in-person events, namely our year-end holiday party as well as our springtime volunteer appreciation party.

Over this past year, many of our 70+ volunteer mediators invested the time to become proficient in doing virtual mediations for the DRC to accommodate an increasing demand for this option.

Others were available for in-person mediations, although there was a noticeable decrease in these requests from the community.

The DRC staff maintains an ongoing communication with all of our mediators, primarily through our monthly emails, which lists upcoming trainings and other items of interest to our mediators.

To all of our mediators, those currently active and those waiting in the wings:

Thank You!
### DISPUTE RESOLUTION CENTER
### STATEMENT OF FINANCIAL POSITION
#### For the Twelve Months Ending September 30, 2021

**ASSETS**

<table>
<thead>
<tr>
<th>Current Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>1000 · Cash - Operating</td>
<td>191,188.13</td>
</tr>
<tr>
<td>1100 · Cash - Money Market</td>
<td>176,334.66</td>
</tr>
<tr>
<td>1125 · Cash - CD</td>
<td>161,896.62</td>
</tr>
<tr>
<td>1135 · Business Savings - APlus</td>
<td>61,471.49</td>
</tr>
<tr>
<td>1150 · Petty Cash</td>
<td>125.00</td>
</tr>
<tr>
<td><strong>Total Checking/Savings</strong></td>
<td>591,015.90</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td></td>
</tr>
<tr>
<td>1200 · Travis Cty. ADR Receivable</td>
<td>43,948.64</td>
</tr>
<tr>
<td>1400 · Prepaid Expenses</td>
<td>8,797.08</td>
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<tr>
<td><strong>Total Other Current Assets</strong></td>
<td>52,745.72</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>643,761.62</td>
</tr>
</tbody>
</table>

| Fixed Assets |          |
| 1600 · Office Equipment | 59,092.42 |
| 1650 · Office Furniture | 34,879.22 |
| 1700 · Accumulated Depreciation | -78,518.86 |
| **Total Fixed Assets** | 15,452.78 |

| Other Assets |          |
| 1800 · Deposit - Office Space | 4,501.75 |
| **Total Other Assets** | 4,501.75 |

**TOTAL ASSETS** 663,716.15

**LIABILITIES & EQUITY**

| Liabilities |          |
| Current Liabilities |         |
| Other Current Liabilities |         |
| 2150 · Accrued Vacation | 5,379.20 |
| 2152 · Accrued payroll | 5,815.00 |
| 2230 · Unearned Trng Rev (11/21) 40 hr | 8,550.00 |
| **Total Other Current Liabilities** | 19,744.20 |
| **Total Current Liabilities** | 19,744.20 |

| Total Liabilities |          |
| Equity |         |
| 32000 · Net Assets - Unrestricted | 243,210.07 |
| 32100 · Net Assets - Board Designated | 300,000.00 |
| **Net Income** | 100,761.88 |
| **Total Equity** | 643,971.95 |

**TOTAL LIABILITIES & EQUITY** 663,716.15
# DISPUTE RESOLUTION CENTER

## STATEMENT OF ACTIVITIES

For the Twelve Months Ending September 30, 2021

<table>
<thead>
<tr>
<th>Income</th>
<th>Oct '20 - Sep '21</th>
<th>% of Budget</th>
<th>Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>4100 · Travis County ADR Fund</td>
<td>533,503.00</td>
<td>100.0%</td>
<td>533,503.00</td>
</tr>
<tr>
<td>4300 · Client Fees</td>
<td>33,060.00</td>
<td>132.24%</td>
<td>25,000.00</td>
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<tr>
<td>4600 · Interest Income</td>
<td>1,245.43</td>
<td>42.95%</td>
<td>2,900.00</td>
</tr>
<tr>
<td>4650 · Room Rental</td>
<td>-950.00</td>
<td>-63.33%</td>
<td>1,500.00</td>
</tr>
<tr>
<td>4660 · Other Income</td>
<td>62,961.95</td>
<td>12,592.39%</td>
<td>500.00</td>
</tr>
<tr>
<td>4700 · 40 Hr. Mediation Trng.</td>
<td>96,900.00</td>
<td>91.07%</td>
<td>106,400.00</td>
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<tr>
<td>4750 · Other Training</td>
<td>18,600.00</td>
<td>126.1%</td>
<td>14,750.00</td>
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<tr>
<td>4800 · Donations</td>
<td>66.34</td>
<td>100.0%</td>
<td>0.00</td>
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<tr>
<td><strong>Total Income</strong></td>
<td>745,386.72</td>
<td>108.89%</td>
<td>684,553.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th>Oct '20 - Sep '21</th>
<th>% of Budget</th>
<th>Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>5130 · Mediation Trng - Miscellaneous</td>
<td>916.56</td>
<td>61.1%</td>
<td>1,500.00</td>
</tr>
<tr>
<td>5140 · Mediation Trng - Trainer fees</td>
<td>41,250.00</td>
<td>108.55%</td>
<td>38,000.00</td>
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<tr>
<td>5160 · Other Trng - Facility and food</td>
<td>180.23</td>
<td>100.0%</td>
<td>0.00</td>
</tr>
<tr>
<td>5170 · Other Trng - Miscellaneous</td>
<td>0.00</td>
<td>0.0%</td>
<td>700.00</td>
</tr>
<tr>
<td>5180 · Other Trng - Trainer fee</td>
<td>10,350.00</td>
<td>188.18%</td>
<td>5,500.00</td>
</tr>
<tr>
<td>5310 · Accounting</td>
<td>1,300.00</td>
<td>86.67%</td>
<td>1,500.00</td>
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<tr>
<td>5315 · Outreach</td>
<td>5,869.09</td>
<td>78.26%</td>
<td>7,500.00</td>
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<tr>
<td>5319 · Credit card fees</td>
<td>4,465.80</td>
<td>89.32%</td>
<td>5,000.00</td>
</tr>
<tr>
<td>5330 · Equipment/Facility Purchases</td>
<td>1,923.25</td>
<td>19.23%</td>
<td>10,000.00</td>
</tr>
<tr>
<td>5341 · Contract personnel</td>
<td>27,984.00</td>
<td>79.95%</td>
<td>35,000.00</td>
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<tr>
<td>5370 · Dues and subscriptions</td>
<td>882.00</td>
<td>88.2%</td>
<td>1,000.00</td>
</tr>
<tr>
<td>5400 · Employee - Development</td>
<td>0.00</td>
<td>0.0%</td>
<td>500.00</td>
</tr>
<tr>
<td>5410 · Employee - Fringe Benefits</td>
<td>76,784.41</td>
<td>101.05%</td>
<td>75,987.00</td>
</tr>
<tr>
<td>5420 · Employee - Relations</td>
<td>1,757.39</td>
<td>21.97%</td>
<td>8,000.00</td>
</tr>
<tr>
<td>5430 · Employee - Salaries</td>
<td>313,059.75</td>
<td>100.96%</td>
<td>310,076.00</td>
</tr>
<tr>
<td>5432 · Trinet</td>
<td>12,594.98</td>
<td>103.24%</td>
<td>12,200.00</td>
</tr>
<tr>
<td>5440 · Employee - Taxes</td>
<td>24,152.99</td>
<td>100.64%</td>
<td>24,000.00</td>
</tr>
<tr>
<td>5500 · Equipment rental</td>
<td>3,813.86</td>
<td>84.75%</td>
<td>4,500.00</td>
</tr>
<tr>
<td>5510 · Insurance - Commercial</td>
<td>1,655.00</td>
<td>105.87%</td>
<td>1,550.00</td>
</tr>
<tr>
<td>5520 · Insurance - Directors/Officers</td>
<td>1,040.00</td>
<td>95.41%</td>
<td>1,090.00</td>
</tr>
<tr>
<td>5530 · Insurance - Worker's Comp</td>
<td>846.36</td>
<td>105.8%</td>
<td>800.00</td>
</tr>
<tr>
<td>5535 · Interest</td>
<td>-46.85</td>
<td>100.0%</td>
<td>0.00</td>
</tr>
<tr>
<td>5550 · Office rent</td>
<td>87,233.88</td>
<td>100.27%</td>
<td>87,000.00</td>
</tr>
<tr>
<td>5560 · Office supplies</td>
<td>3,387.78</td>
<td>45.17%</td>
<td>7,500.00</td>
</tr>
<tr>
<td>5570 · Postage</td>
<td>246.77</td>
<td>35.25%</td>
<td>700.00</td>
</tr>
<tr>
<td>5580 · Printing and production</td>
<td>0.00</td>
<td>0.0%</td>
<td>900.00</td>
</tr>
<tr>
<td>5590 · Public relations</td>
<td>349.21</td>
<td>23.28%</td>
<td>1,500.00</td>
</tr>
<tr>
<td>5600 · Repairs and maintenance</td>
<td>4,439.00</td>
<td>44.39%</td>
<td>10,000.00</td>
</tr>
<tr>
<td>5601 · Technology</td>
<td>4,367.91</td>
<td>33.47%</td>
<td>13,050.00</td>
</tr>
<tr>
<td>5610 · Telephone</td>
<td>6,049.23</td>
<td>75.62%</td>
<td>8,000.00</td>
</tr>
<tr>
<td>5620 · Travel and mileage</td>
<td>114.47</td>
<td>14.31%</td>
<td>800.00</td>
</tr>
<tr>
<td>5630 · Volunteer relations</td>
<td>2,600.66</td>
<td>26.01%</td>
<td>10,000.00</td>
</tr>
<tr>
<td>5660 · Board Activities</td>
<td>694.75</td>
<td>99.25%</td>
<td>700.00</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>640,262.48</td>
<td>93.53%</td>
<td>684,553.00</td>
</tr>
</tbody>
</table>

| Net Income | 105,124.24 | 100.0% | 0.00 |
EXPENDITURES 2020-2021

- Employee Compensation & Benefits: 66.90%
- Operations: 19.47%
- Office Space: 13.62%