



Dispute Resolution Center

ANNUAL REPORT

October 1, 2022—September 30, 2023

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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

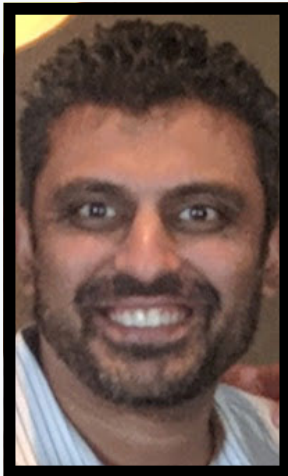
- ♦ Provide accessible, high-quality mediation using community volunteer mediators.
- ♦ Evaluate and, as appropriate, implement additional dispute resolution services to meet community needs.
- ♦ Develop and maintain an organization that reflects the diverse population of Travis County.
- ♦ Serve the 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



Nadia Bettac

**Nadia is a mediator, trial attorney, and adjunct professor at the University of Texas.
She is licensed in Texas and Florida.**



Deven Desai

**Deven is an attorney and public entity consultant.
He is formerly with the City of Austin and the Office of the Attorney General for Texas.**

**DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS**



**Susan Bergen-Hart
President**



**Bettye Benten
Vice-President**



**Fred Hawkins
Past President**



**Katie Tousignant
Treasurer**

**DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS**



**Judge Catherine Mauzy
Judiciary Representative**



**Donna Holt
County Judge
Appointee**



**Renita Sanders
Precinct 1
Appointee**

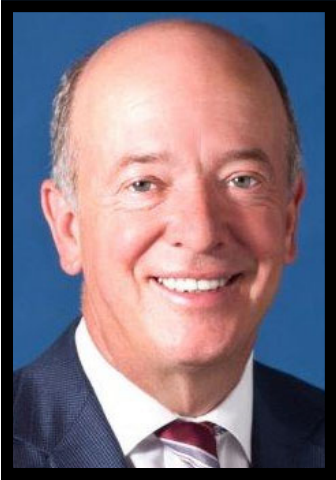


**Jeff Jury
Precinct 2
Appointee**



**Sameer Shah
Precinct 3
Appointee**

**DISPUTE RESOLUTION CENTER
BOARD OF DIRECTORS AND OFFICERS**



**Senator Kent Caperton
Member at Large**



**Judge Belinda Herrera
Member at Large**



**Karl Spock
Member at Large**



**Hannah Temple
Member at Large**



**Drew Thomas
Member at Large**



**Bill Woodson
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
2022-2023	Susan Bergen-Hart

DISPUTE RESOLUTION CENTER

STAFF 2022—2023



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

A Fond Farewell to Kris!

With deep gratitude and appreciation, we bid farewell this year to Kris Donley, who has skillfully led the DRC as our Executive Director for the last 30 years. Her commitment, expertise, and leadership have been instrumental in guiding the DRC toward becoming the organization we are today. Kris, we wish you a joyful retirement filled with amazing new adventures.



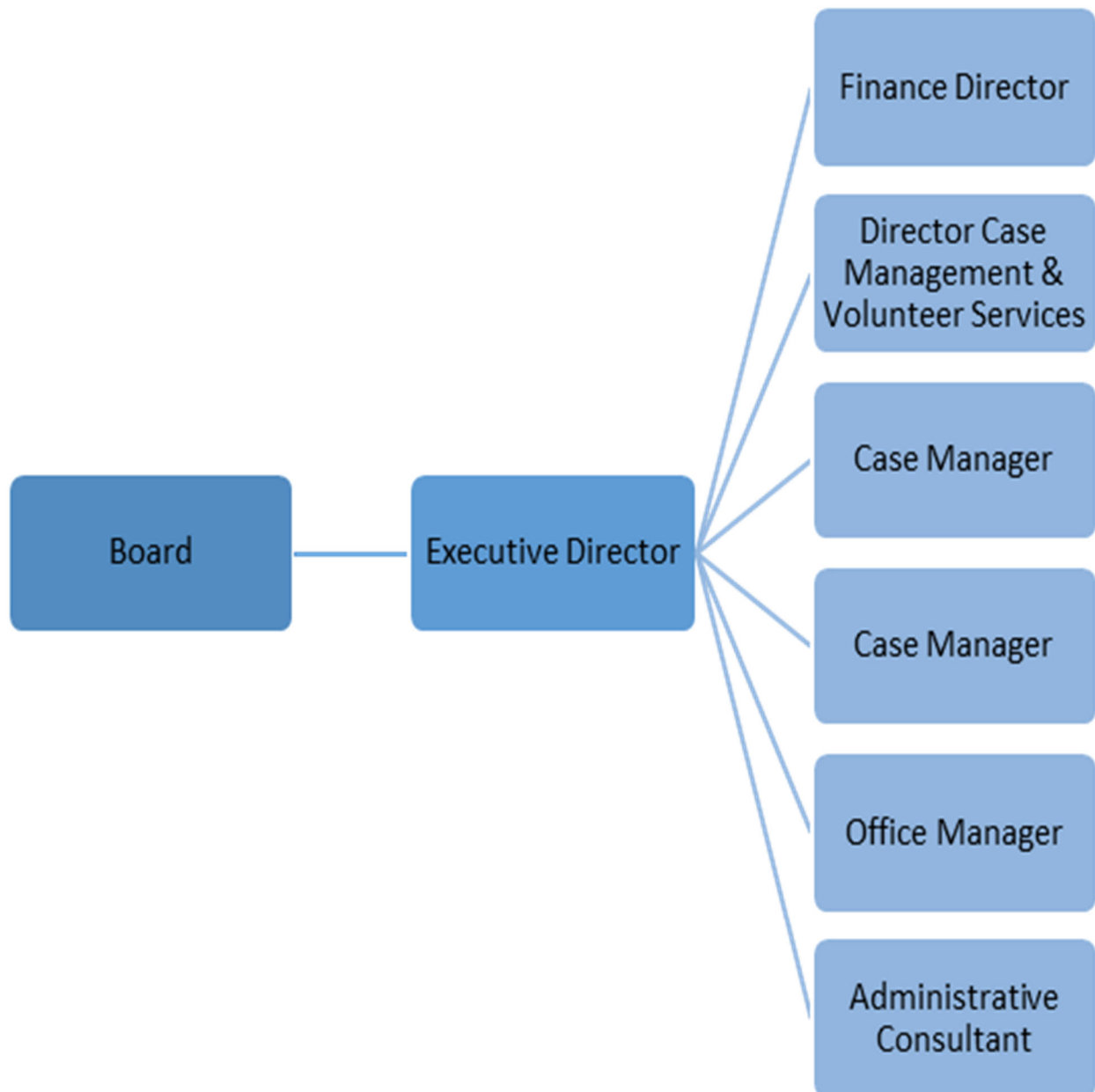
A Warm Welcome to Erin!

We are delighted to welcome our new Executive Director, Erin Patterson, to the DRC family. Erin brings with her an impressive background of leadership skills. She has been working closely with retiring Executive Director Kris Donley and the rest of our team as she transitions into her new position.

Erin graduated with a Bachelor's degree in Sociology from the University of North Carolina at Chapel Hill, followed by a Masters of Social Work from the University of Texas at Austin. A Licensed Master Social Worker, Erin has worked in social services for more than 17 years. She has spent her career working in disaster response and child services, most recently serving as the Director of Adoption at a nonprofit in Austin.



DISPUTE RESOLUTION CENTER ORGANIZATIONAL CHART



Highlights 2022-2023

Message from the Executive Director:

As my last year comes to an end, it has been refreshing indeed to look back over the past year for a final account of my own experience here at this wonderful community service center. I have had the opportunity to meet and learn from so many---and hopefully, have passed on some of what I have learned to others interested in this field.

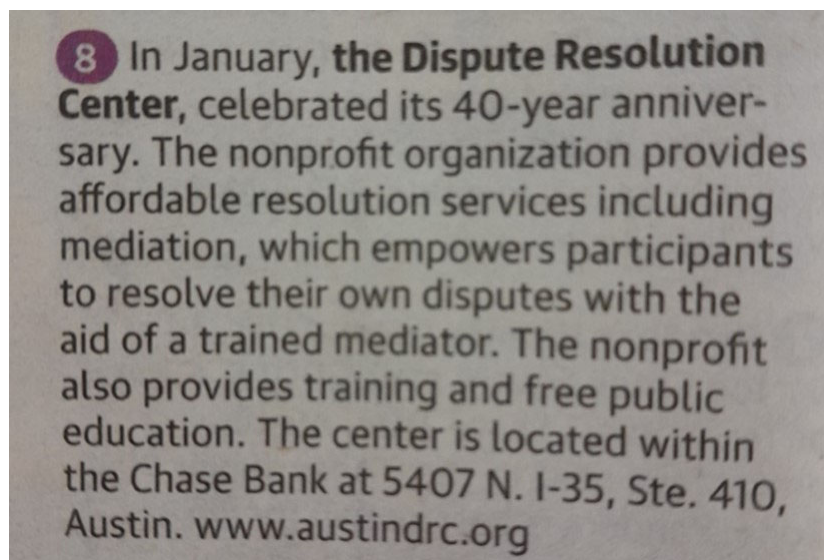
I exit with a full heart, satisfied with the work accomplished and optimistic with the fine talent that continues under the very able new leadership of Erin Patterson. I know that good things lie ahead for the DRC as Austin/Travis County continues on its growth trajectory.

Below are a few of the highlights during 2022-23!

1. Upon completion of six months of semi-monthly facilitations with the Travis County Justice & Planning Services, the DRC will be under administrative supervision of the newly formed Community Legal Services Division. The County is seeking applicants for the Executive position over this division, with a goal of successful recruitment targeted for January 1, 2024.
2. We welcomed new board members, Deven Desai and Nadia Bettac, at the annual Board of Directors meeting in September and bid farewell to veterans Bill Woodson and Hannah Temple, both serving two full terms of three years each, providing leadership, counsel, and mediation expertise to our governance.
3. Susan Bergen-Hart, formerly of The Center for Public Policy Dispute Resolution at the University of Texas at Austin, agreed to serve as Board President, with Bettye Benten elected to Vice-President for the 2022-23 term. Both Susan and Bettye have extensive experience in dispute resolution practice and mediation experience with the DRC.
4. Continuing and enhancing upon the virtual training platform, our Basic and Family Mediation Training classes provided instruction and practice to 95 participants. Specific information on the backgrounds of those choosing this training throughout the year is available on page 25 of this report.
5. The DRC expanded its website-based Dashboard to include the Board packet, collateral reports, and budgetary information for Board member access.
6. Demands for ADR (alternative dispute resolution) services are ongoing, with the public continuing to request virtual options. 2022-23 witnessed 184 virtual sessions completed with 49 in person.
7. Additional statistics witnessed a total of 2,333 persons served. With completed mediations, this yielded a 97% Satisfaction Rate and reported 79% Court Diversion Rate.
8. The DRC purchased a new server.

Highlights 2022-2023 - continued

9. The Facilitation Skills Course “Train the Trainers” session was held in June in order to expand the DRC’s pool of training talent to meet demand for this training.
10. The DRC continues to increase our active social media presence, primarily via [Facebook](#), [Twitter](#), and [LinkedIn](#).
11. We continue to share information through several organizations, primarily the National Association for Community Mediation (NAFCM), The Texas Mediation Trainers Roundtable (TMTR), and the Texas Associations of Mediators (TAM) Annual Conference (as a member of the Texas DRC Directors Council).
12. We continue to be amazed at the dedication, adaptability, and willingness to serve of our unbeatable panel of volunteer mediators. In May, we thanked them in person with a luncheon at the Maggiano’s Little Italy to acknowledge their years of service and loyalty. Each volunteer also received a 40-year anniversary pen. Photos from this event are on page 26.
13. 2023 marked the DRC’s 40th anniversary of serving our community. The DRC’s anniversary was highlighted in several editions of the local Community Impact newspaper. (shown below)



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.

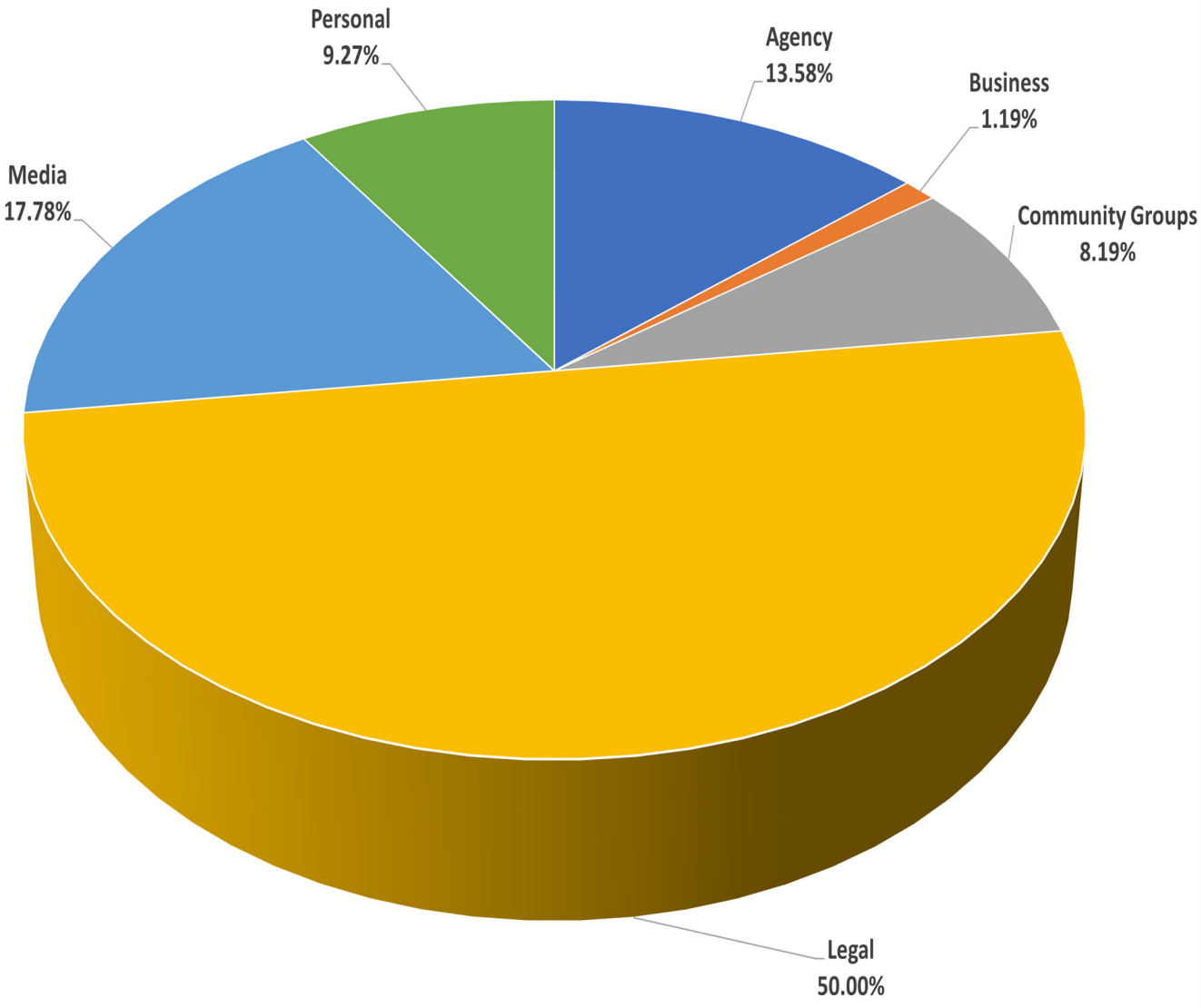
While our focus remains on providing mediation to the community, how we accomplish our performance outcomes is more specifically delved into with the graphs on pages 16 through 19.

Since 1983 we have been offering mediation services to Travis County and the surrounding communities.

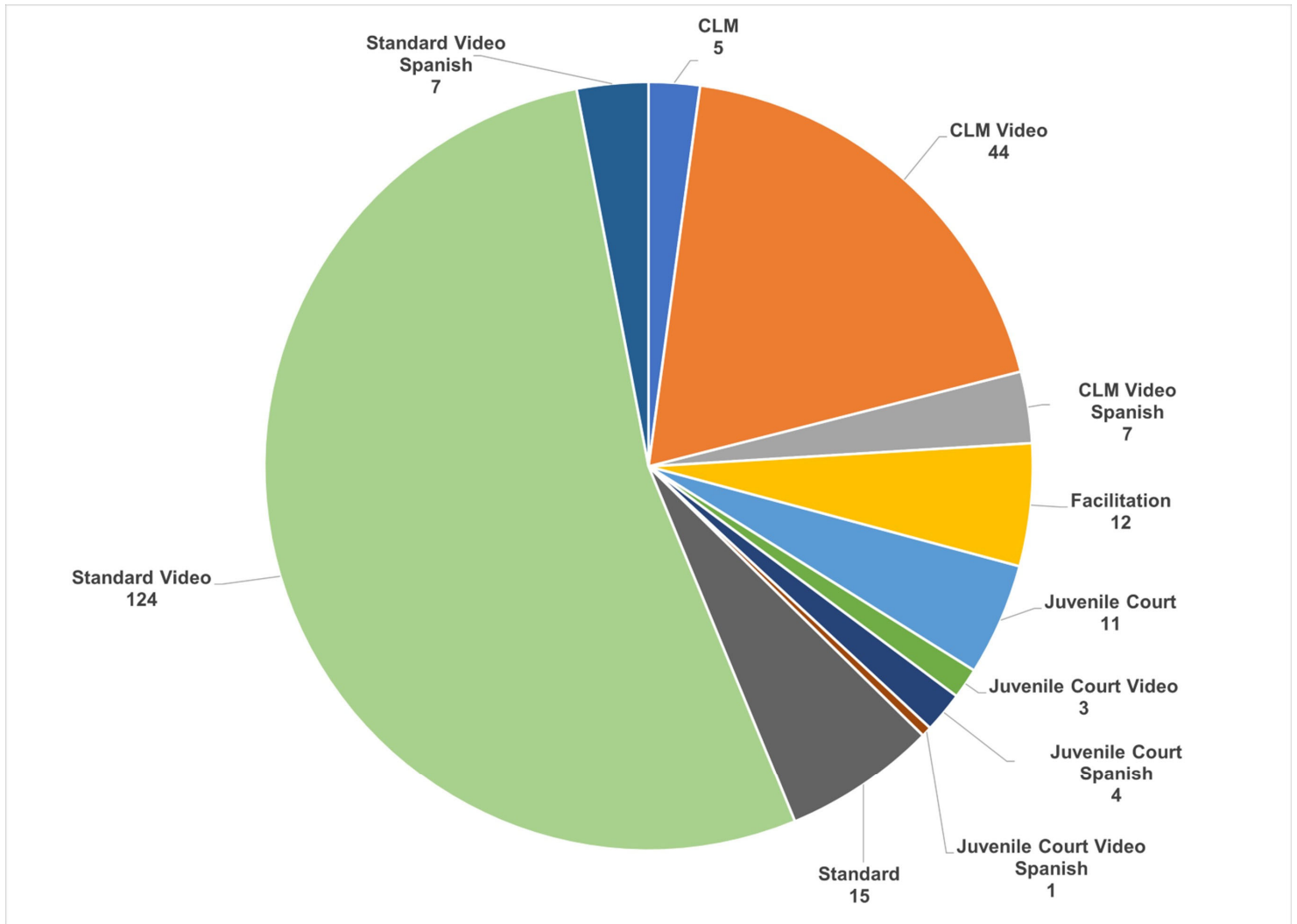
WE MEDIATE MANY TYPES OF DISPUTES

**Neighbors
Barking Dogs / Noise
Property (Trees, Fences, etc.)
Landlord / Tenant
Roommates / Friends
HOA / Neighborhood / Community
Personal Injury / Property Damage
Contracts / Collections
Real Estate (Buyer / Seller)
Consumer / Merchant
Business Owners
Employer / Employee / Co-Workers
Pre-Divorce / Post-Divorce
Partners / Unmarried Parents
Relatives (Siblings, Parent / Child)
Elder / Family Issue / Estates ...and More**

**REFERRAL SOURCE PERCENTAGES
OF 928 CASES OPENED
2022-2023**



233 TOTAL ADR SESSIONS HELD 2022-2023

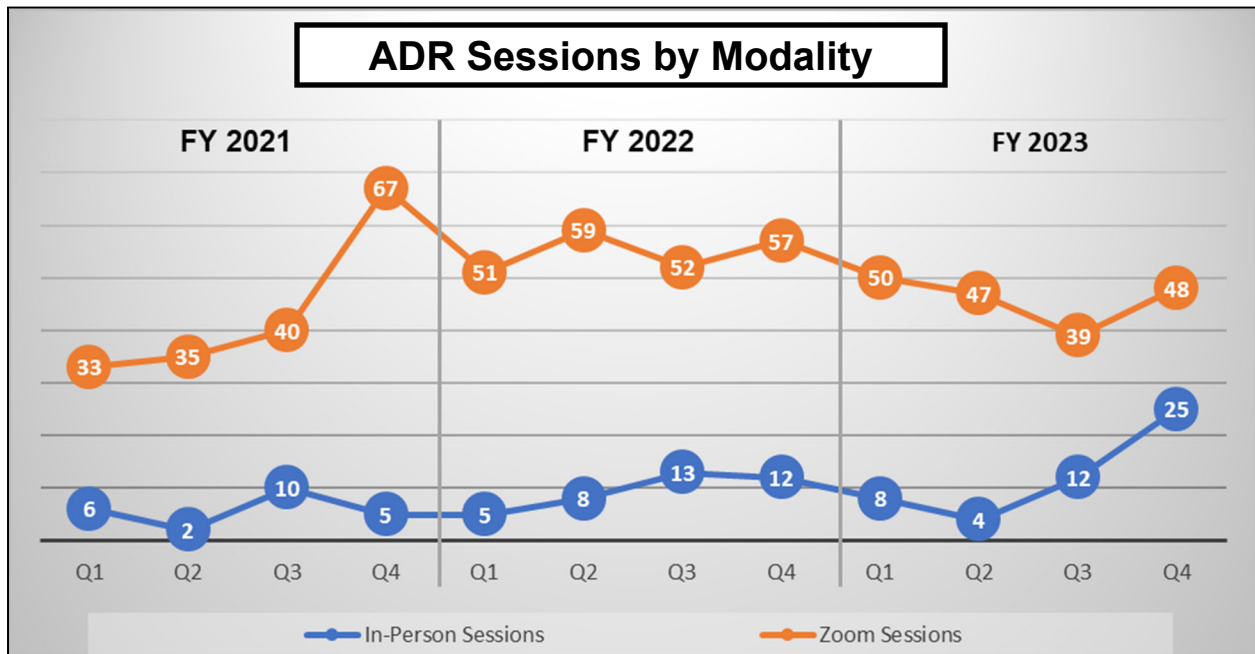


CLM = Civil Litigation Mediations

ADR Sessions by Modality

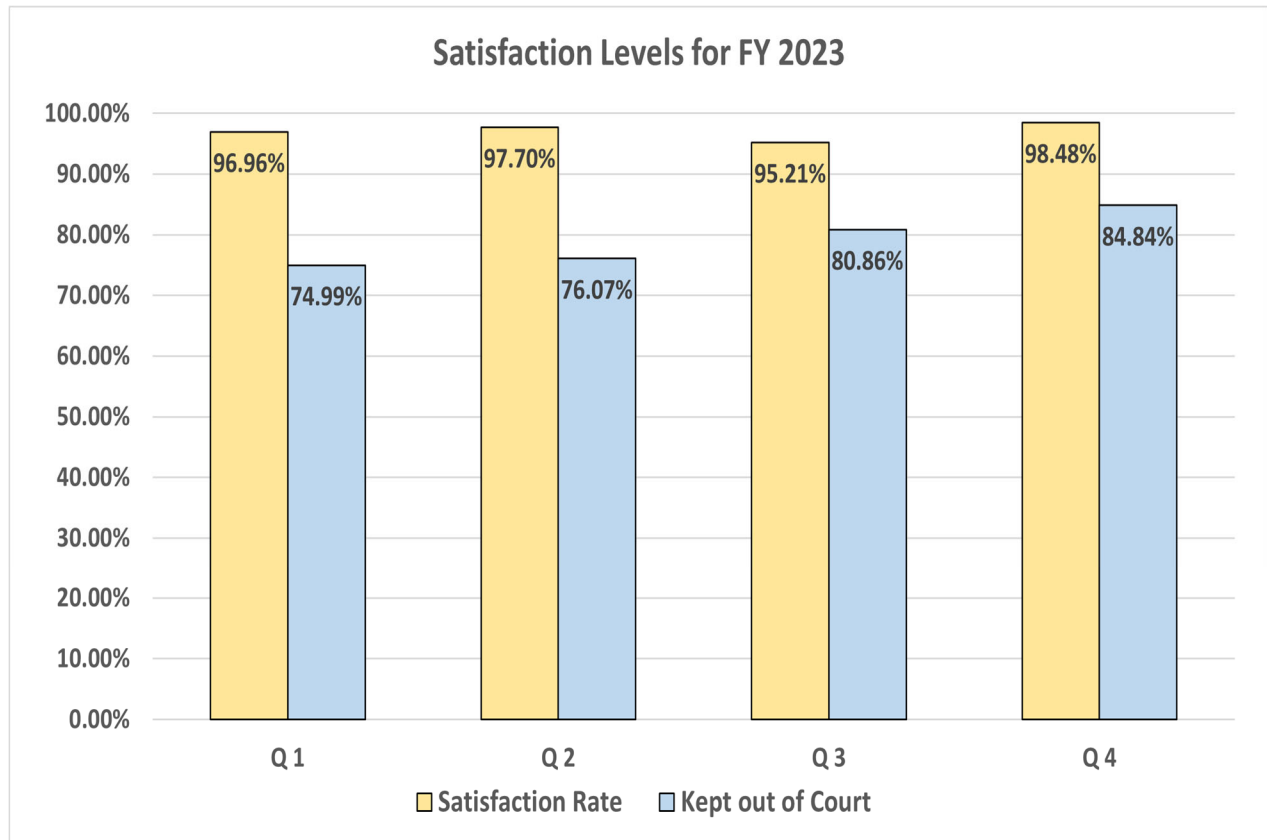
The increased demand for virtual ADR (alternative dispute resolution) sessions (mediations, arbitrations, or facilitations) has remained steady throughout this past year, as evidenced in the graph below. In response to this new trend, the DRC staff continues to work diligently on improving the services offered through this platform.

The DRC staff members collaborate with our mediators, arbitrators, and facilitators through the feedback they provide on how better to serve our clients during the online process. Our staff members also scrutinize the feedback received from participants through the comments they submit in the evaluation forms provided at the conclusion of each session.



SERVICES EVALUATION 2022 - 2023

Our court diversionary rate averaged 79%, and the overall satisfaction rate was 97%, confirming that these community services continue to satisfy the user while lessening the burden on the court.



“The Mediators helped us each to clarify our positions, voice our concerns, and hear each other out in a calm and structured environment where emotions stayed under control and everyone felt protected. They helped us think about what the alternative solution would look like if this dispute were to need to go to court and helped us avoid that escalation. Mediation showed me there was a way other than arbitration or court to settle a dispute between parties. It made me feel safe and comforted me in knowing my concerns were being heard. I am so happy this service exists and is available at such a low cost (and remotely). I think it’s hugely valuable.”

See more mediation evaluation comments on the next page.

SELECTED EVALUATION COMMENTS FROM MEDIATIONS

Evaluations are provided to participants at the end of each mediation held in person or via Zoom . Below are some of the comments we received this past year about the mediations and our Mediators, as well as about our Case Managers, who coordinate the administrative functions for the mediations.

Mediators and the Mediations at the DRC

I felt heard. The bigger impact was in being respected by the Mediator by rewording tough issues and softening the language for all parties.

It showed me that communication is key and sometimes messages get lost in translation.

It will help my HOA community rebuild, using the funds that were negotiated.

The Mediators stuck with it and did not lose their patience when the parents started bickering. This mediation got the case moving forward for parents that could not afford attorneys.

I was very impressed with the whole process.

It brought me a sense of closure after 4 years of dealing with the defendant.

The Mediator did a great job with a difficult bilingual conference.

Professional, mild mannered, excellent experience.

I don't how the Mediators got us to agree. We are both mad, stubborn, and can't understand each other. They are miracle workers!

I wanted to leave and get an attorney and they were able to get us to an agreement.

We have used mediation in the past and it has mostly helped us avoid legal court battles.

Helped bring clarity and composure to a fraught situation.

Great facilitation, effective communication and good time management.

This mediation provided us a space that would not have existed easily in the work place. We needed a confidential place and manner to reset our relationship and this mediation provided it.

I was able to share my concerns in a safe and welcoming environment.

Solved a business issue professionally.

Smooth, easy and inexpensive, beats long waits at court.

This mediation helped settle a case we previously thought was not going to settle. The low cost option was very important as the other party was indigent.

The opposing lawyer gave many compliments about all aspects of the service. He was quite impressed.

Quick resolution to a long standing issue with a contractor. It was a great way to settle a difficult case.

This was a stellar experience and a great conclusion given the fact that we had 11 things to discuss and came to conclusions or next steps on all of them.

I think the DRC is doing a great job. It provides bilingual mediators and low cost for families to access services in an effort to resolve outside of court.

DRC Case Managers: David, Mindy, and Susan

Kind, understanding, empathetic and clear.

Great timing, courteous, accommodating.

Each of my interactions with the Case Manager was handled with superior customer service.

Case Manager was polite, prompt, and responsive.

The Case Manager answered all my questions and reassured me about the process and its benefits.

Clearly explained the process and suggested activities and information to prepare for the mediation.

The Case Manager kept great dialogue with me through the entire process.

Well organized and very willing to assist in any way necessary.

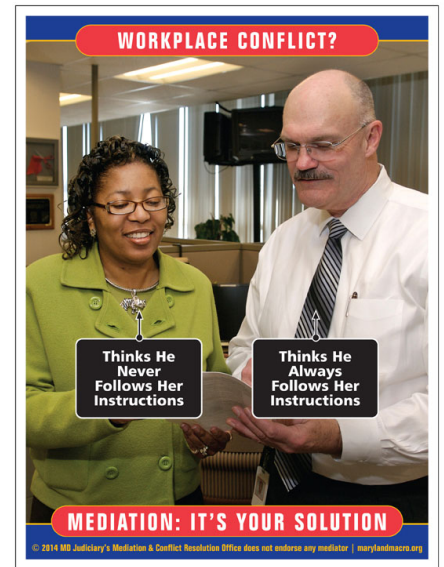
Prompt, excellent communication.

DRC Case Manager was very accessible and very easy to reach when needed. Answered and addressed all questions and handled scheduling.

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.



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.



Diane M. Harvey, LCSW
TMCA Credentialed Advanced Mediator
Your Trainer in
June & November

Meet Your Trainers



Walter Wright, J.D., LL.M
TMCA Credentialed Mediator
Your Trainer in
February, April, & September

TRAININGS (Continued)

30-Hour Advanced Family Mediation Training



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.



Diane M. Harvey, LCSW
TMCA Credentialed
Advanced Mediator

**Meet
Your
Trainers**



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

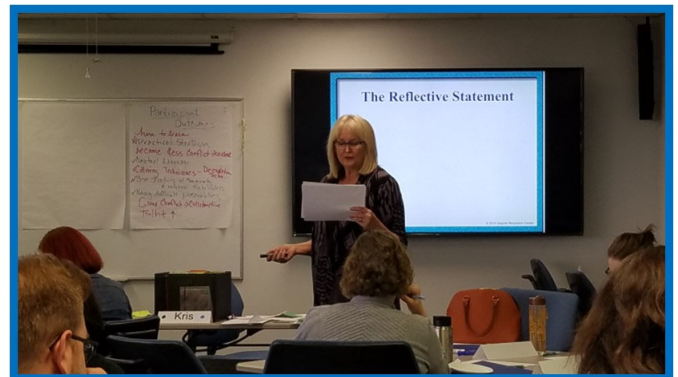
TRAININGS (Continued)

Customized Training

The DRC 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.

Here is a sample of requested Customized Trainings that can also be customized for your needs upon request:

- The Angry Customer
- Conflict in the Workplace
- Conflict Prevention and Management
- Work Culture and Conflict Prevention
- Conflict Resolution for the HR Professional
- Strategic Planning
- Communication Tools For Resolving Conflict



Facilitation Skills Training for Teams

The DRC now offers Facilitation Skills Training for groups of 10 to 20 people. This training is designed to provide participants with the skills to enable productive conversations within groups that are experiencing a diversity of opinions, experiences, and philosophies. The training can be conducted in person or as a live, interactive, online training, in half-day or full-day sessions.



TRAININGS (Continued)

Volunteer Training

The DRC encourages and supports continuing education training for our Volunteer Mediators.

Two of the most popular training opportunities occur at the **Texas Association of Mediators (TAM)** Annual Professional Development Conference and the **Texas Mediator Credentialing Association (TMCA)** Annual Symposium.



The **National Association for Community Mediation (NAFCM)**, of which our Center is a member, offers a variety of trainings through member organizations across the country.



At the local level, our Mediators have continued to benefit from attendance at bi-monthly speaker presentations through the **Austin Mediators Association (AMA)**. This past year some of these trainings were presented via Zoom and some in person at our Center.

Topics presented through AMA this past year were:

Building a Successful Mediation Practice, by Mark W. Sims, Credentialed Distinguished Mediator

Let's Get Ethical: A Mediators' Roundtable

Back to the Basics: Lessons from Mediation Training, by Diane Harvey, TMCA Credentialed Advanced Mediator and Clinical Social Worker

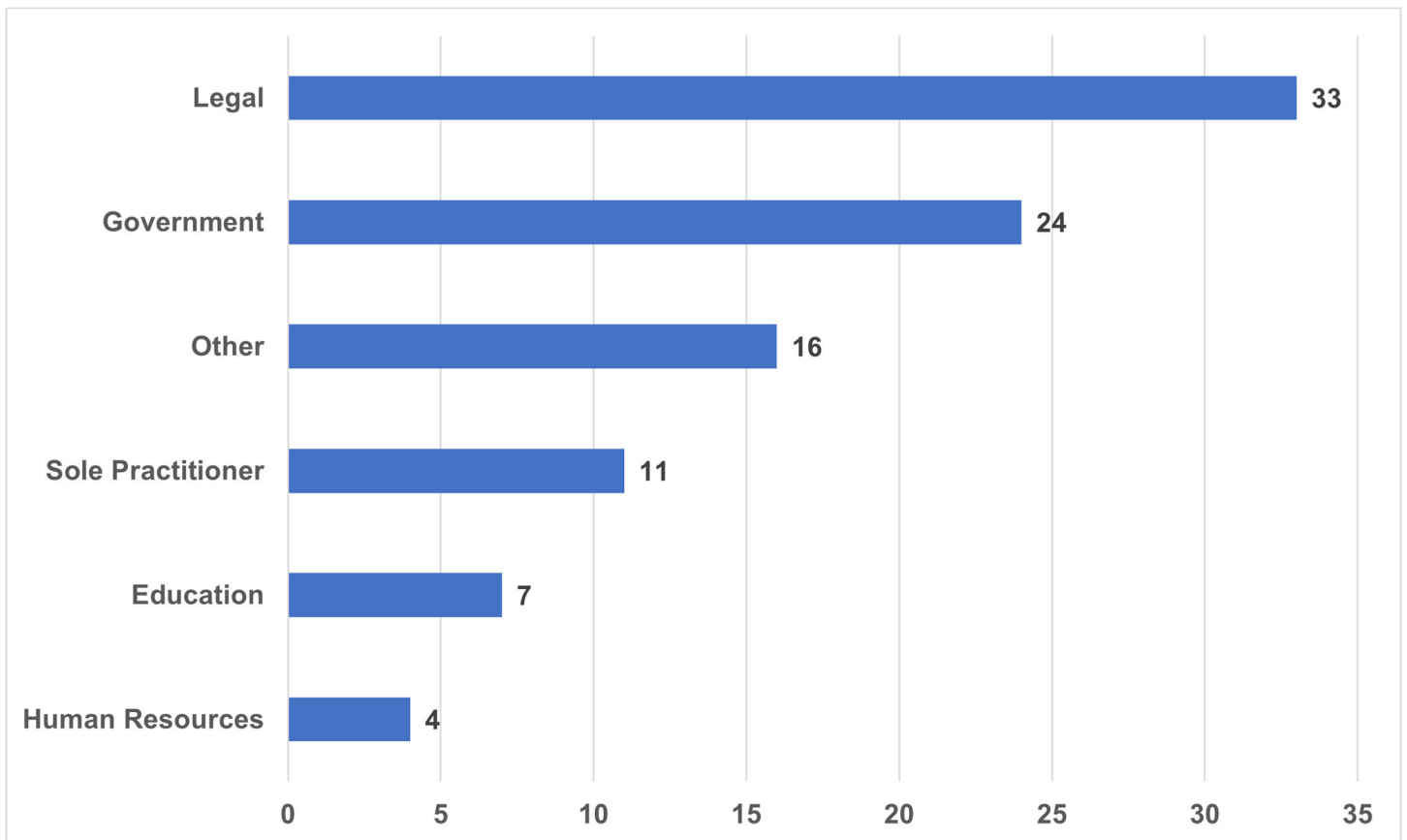
Court-Appointed Neutrals: A Practical Discussion with One of the Best, by Deborah E. Greenspan

Communication and Ethics Challenges in Cross-Cultural Mediations, by Marcy Goodfleisch, M.A.

Psychology and Negotiations in Mediation, by Rishi R. Batra, J. D.



**OCCUPATIONS OF PEOPLE
TRAINED AS MEDIATORS
2022-2023**



VOLUNTEER REVIEW 2022 - 2023

Our annual Volunteer Appreciation Party, held in May, 2023 at Maggiano's Little Italy, drew a large group of attendees. We enjoyed a delicious meal and lively conversation. As always, our deepest gratitude to our amazing volunteer Mediators and Board.

This party was also an opportunity to mark the 40th anniversary of the DRC. Each volunteer received an engraved Cross pen as a thank-you gift.



DISPUTE RESOLUTION CENTER

STATEMENT OF FINANCIAL POSITION

For the Twelve Months Ending September 30, 2023

	<u>Sep 30, 23</u>
ASSETS	
Current Assets	
Checking/Savings	
1000 · Cash - Operating	245,383.36
1100 · Cash - Money Market	176,404.09
1125 · Cash - CD	166,191.15
1135 · Business Savings - APlus	61,594.69
1150 · Petty Cash	<u>125.00</u>
Total Checking/Savings	649,698.29
Accounts Receivable	
1250 · Training Receivable	<u>1,900.00</u>
Total Accounts Receivable	1,900.00
Other Current Assets	
1200 · Travis Cty. ADR Receivable	45,341.78
1400 · Prepaid Expenses	<u>8,797.08</u>
Total Other Current Assets	<u>54,138.86</u>
Total Current Assets	705,737.15
Fixed Assets	
1600 · Office Equipment	59,092.42
1650 · Office Furniture	34,879.22
1700 · Accumulated Depreciation	<u>-86,880.05</u>
Total Fixed Assets	7,091.59
Other Assets	
1800 · Deposit - Office Space	<u>4,501.75</u>
Total Other Assets	<u>4,501.75</u>
TOTAL ASSETS	<u>717,330.49</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2150 · Accrued Vacation	5,379.20
2152 · Accrued payroll	7,512.00
2240 · Unearned Trng Rev (11-23) 40 hr	5,700.00
2241 · Unearned Trng (2/24) 40-Hr	<u>1,900.00</u>
Total Other Current Liabilities	<u>20,491.20</u>
Total Current Liabilities	<u>20,491.20</u>
Total Liabilities	20,491.20
Equity	
32000 · Net Assets - Unrestricted	373,225.60
32100 · Net Assets - Board Designated	300,000.00
Net Income	<u>23,613.69</u>
Total Equity	<u>696,839.29</u>
TOTAL LIABILITIES & EQUITY	<u>717,330.49</u>

DISPUTE RESOLUTION CENTER

STATEMENT OF ACTIVITIES

For the Twelve Months Ending September 30, 2023

	Oct '22 - Sep 23	% of Budget	Annual Budget
Income			
4100 · Travis County ADR Fund	550,225.76	100.0%	550,226.00
4300 · Client Fees	32,545.50	77.49%	42,000.00
4400 · Grants	10,000.00	100.0%	10,000.00
4600 · Interest Income	3,512.85	351.29%	1,000.00
4650 · Room Rental	2,050.00	205.0%	1,000.00
4660 · Other Income	478.66	100.0%	0.00
4700 · 40 Hr. Mediation Trng.	79,800.00	93.88%	85,000.00
4750 · Other Training	8,950.00	70.2%	12,750.00
4800 · Donations	15.62	15.62%	100.00
Total Income	687,578.39	97.94%	702,076.00
Expense			
5130 · Mediation Trng - Miscellaneous	916.56	114.57%	800.00
5140 · Mediation Trng - Trainer fees	37,612.50	98.98%	38,000.00
5160 · Other Trng - Facility and food	340.70	136.28%	250.00
5170 · Other Trng - Miscellaneous	0.00	0.0%	200.00
5180 · Other Trng - Trainer fee	7,500.00	125.0%	6,000.00
5310 · Accounting	9,160.00	100.66%	9,100.00
5315 · Outreach	4,671.16	77.85%	6,000.00
5319 · Credit card fees	3,528.67	78.42%	4,500.00
5330 · Equipment/Facility Purchases	311.11	3.33%	9,350.00
5341 · Contract personnel	12,172.50	60.86%	20,000.00
5370 · Dues and subscriptions	982.00	65.47%	1,500.00
5400 · Employee - Development	15.00	1.5%	1,000.00
5410 · Employee - Fringe Benefits	80,588.90	90.15%	89,394.00
5420 · Employee - Relations	6,655.50	110.93%	6,000.00
5430 · Employee - Salaries	325,582.92	100.0%	325,580.00
5432 · Trinet	15,440.72	114.38%	13,500.00
5440 · Employee - Taxes	25,159.56	96.77%	26,000.00
5500 · Equipment rental	2,787.59	92.92%	3,000.00
5510 · Insurance - Commercial	1,996.00	115.38%	1,730.00
5520 · Insurance - Directors/Officers	1,159.00	96.58%	1,200.00
5530 · Insurance - Worker's Comp	935.68	98.49%	950.00
5550 · Office rent	90,067.08	98.98%	91,000.00
5560 · Office supplies	3,024.61	86.42%	3,500.00
5570 · Postage	147.44	29.49%	500.00
5580 · Printing and production	834.42	166.88%	500.00
5590 · Public relations	619.72	123.94%	500.00
5600 · Repairs and maintenance	5,215.50	74.51%	7,000.00
5601 · Technology	7,829.62	47.39%	16,522.00
5610 · Telephone	6,042.22	86.32%	7,000.00
5620 · Travel and mileage	11.25	1.41%	800.00
5630 · Volunteer relations	8,017.96	80.18%	10,000.00
5660 · Board Activities	639.98	91.43%	700.00
7500 · Depreciation Expense	3,998.83	91.67%	4,362.36
Total Expense	663,964.70	93.99%	706,438.36
Net Income	23,613.69	-541.31%	-4,362.36

EXPENDITURES 2022-2023

