

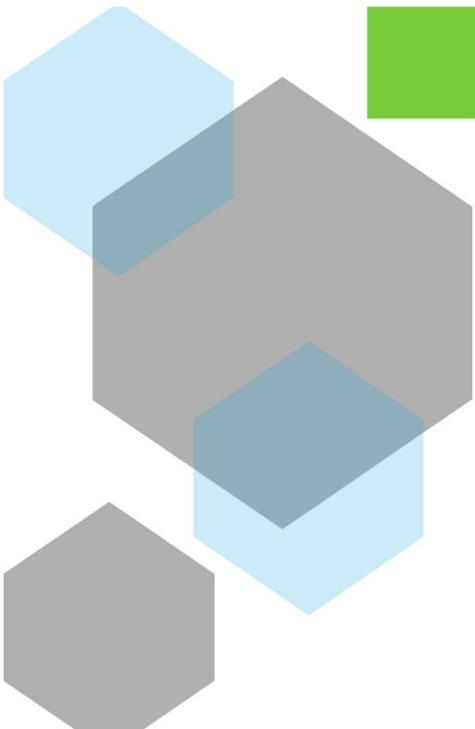
ANNUAL  
REPORT  
2018



®

# BRIDGESINTERNATIONAL

Restoring Families Through Trauma Sensitive Therapeutic Communities<sup>®</sup>





## TABLE OF CONTENTS

Page 1 – President’s Message – Lori Costantino-Brown

Page 2 – Board of Directors

Page 3 – Management Team

Page 4 – Bridges of Florida Facility Directors

Page 5 – The Auburndale Non-Secure Residential Substance Abuse Treatment Program

Page 6 – The Orlando Bridge Non-Secure Residential Substance Abuse Treatment Program

Page 7 – The Cocoa Bridge Community Release Center

Page 8 – The Bradenton Bridge Substance Abuse Treatment Re-Entry Center

Page 9 – The Jacksonville Bridge Community Release Center

Page 10 – Honoring The Jacksonville Bridge TC

Page 11 – The Lake City Bridge Community Release Center

Page 12 – The Orlando Bridge Community Release Center #351 & #352

Page 13 – The Santa Fe Bridge Community Release Center

Page 14 – Chaplaincy and Community Release Re-Entry Services

Page 15 – Human Resources

Page 16 – Quality Management Team

Page 17 – Certificates Earned by Clients and Inmates/Home Furloughs

Page 18 – Financials

## PRESIDENTS MESSAGE



As I celebrate my 38th anniversary with the company, this past year as an organization was one of the most challenging. Facing challenges is nothing new for us, but this past year has proven more to be a test of who we are.

When my father started his ministry over 38 years ago, he felt a calling and took a blind step of faith to help the men and women we serve to this day. He drove me over to the property where the Orlando Bridge stands today. This property was desolate with just one house built on it. He looked at me and told me of his vision to move here so we could expand our ministry. It did not matter to him that the only money we had coming in was a small offering. It was nothing short of a miracle that with absolutely no money and no visible income, he received a loan from a bank to buy the property. You see, my Father never let circumstances sway him from his vision. His vision was large and over the last 38 years, I have seen God do miraculous things.

Because we never lost sight of his vision, Bridges persevered and pushed through challenges that adversely affected us. Our most recent challenge of losing all Therapeutic Community based programs not only affected us, but also numerous other vendors in Florida. Several of our contracts were drastically reduced, terminated or not renewed. This caused many vendors to close their doors. Gratefully, Bridges survived. I firmly believe that the only limitations the organization has is what we place on it ourselves, and that anything is possible with God. We know this because we have seen him work through each of us to ensure that when we are hit with the hardest challenges, is when we persevere the most. We are very fortunate to have dedicated individuals employed by Bridges and amazing partners to help our facilities carry out Bridges' mission. Because of this, we can continue to touch many lives for years to come.

My job is to address barriers that stop people on the front lines of our facilities and in the field from doing what is necessary to address the needs of their centers and the clients served. We have become strong advocates for substance abuse and mental health. We need to stop putting limitations on ourselves and continue to fight harder and louder for those unable to help themselves.

I see 2019 as being a big year for funding opportunities and expansion of our programming and services to be delivered. I encourage everyone to be a mentor to those rising in leadership, to think outside of the box to address the needs of the communities and clients. I am hoping that our family services division will support the families and save the children from duplicating their parent's mistakes.

Everything we do at Bridges must be client centered. Our clients need to have the best opportunity to be successful mothers, fathers, sons, daughters, sisters, brothers and members of our communities, free from barriers that they themselves cannot conquer alone. It is for them that we do what we do. We need to touch as many hearts as we can.

A handwritten signature in black ink that reads "Lori Costantino-Brown". The signature is written in a cursive, flowing style.

Lori Costantino-Brown

President & CEO

**BOARD OF DIRECTORS**



**Lori Costantino-Brown**  
President and CEO  
Bridges International



**Father Charles Brown**  
Senior Vice President  
Bridges International



**Cecilia I Denmark**  
Director  
Bridges International



**Yolonda Dorsey**  
Vice President/COO  
Bridges International



**Dr. Grady S. McMurtry**  
Secretary  
President  
Creation Worldview Ministries



**Sam Pennington**  
Director  
Attorney



**Thomas Gaines**  
Director  
Evangelist  
New Life Worship Center



**Gerald Holdsworth**  
Treasurer  
Contract Mediator  
Westgate Resorts

**MANAGEMENT TEAM**



**James McClelland**  
Chief Operations  
Officer  
Bridges International



**Jon Tate**  
Director of Facilities  
Operations and  
Management  
Bridges International



**Yolanda Dorsey**  
Chief Human  
Resource Officer  
Bridges International



**David Harris**  
Florida State  
Executive Director  
Bridges of Florida



**Gustavo Mazzora**  
Director of Operations  
Bridges of Florida



**Dr. Anthony Bowling**  
Director of Programs  
Bridges of Florida



**Michael I. Smith**  
Chief Financial Officer  
Bridges International



**Htay Htay**  
Chief Financial Officer  
Bridges of Florida



**Diana Larsen**  
Chief Administrative Officer  
Bridges International

**BRIDGES OF FLORIDA  
FACILITY DIRECTORS**



**Alice Powell**  
Executive Director  
The Auburndale Bridge  
Residential Substance  
Abuse Treatment  
Program



**Eric Martin**  
Executive Director  
The Orlando Bridge  
Residential Substance  
Abuse Treatment  
Program



**Paul Biecker**  
Facility Director  
The Cocoa Bridge  
Community Release  
Center



**Wendy Brazil-Floyd**  
Facility Director  
The Bradenton Bridge  
Substance Abuse  
Treatment Re-Entry Center



**Shirley Moon**  
Facility Director  
The Jacksonville Bridge  
Community Release  
Center



**Michele Bateman**  
Facility Director  
The Jacksonville  
Bridge Transition  
Center



**Willie Dixon**  
Facility Director  
The Lake City Bridge  
Community Release  
Center



**Sammy Hill**  
Facility Director  
The Orlando Bridge  
Community Release  
Center



**Phyllis Crews**  
Facility Director  
The Santa Fe Bridge  
Community Release  
Center



**Norman Vincent Jenkins**  
Facility Director  
The Turning Point Bridge  
Community Release Center

**THE AUBURNDALE NON-  
SECURE RESIDENTIAL SUB-  
STANCE ABUSE TREATMENT  
PROGRAM**

Executive Director, Kenuated  
L. Clarke MA, LMHC

Overview 2017/2018

Auburndale (Female) 81 beds

Opened date: August 1, 2007



During this fiscal reporting year, the Polk Bridge has flourished in its accomplishments. The facility has undergone some aesthetical improvements to provide a welcoming approach. The facility has heightened its focus on the quality of service delivery to the Clients and established health integrated prosocial activities within the therapeutic environment, which has further enhanced the notion of a sense of normalcy within a treatment setting.

The Clinical department continues to gain educational enhancement to better service our Clients in a Therapeutic Community, as 67% of the Clinical team have been formally trained in Moral Reconciliation Therapy. Moral Reconciliation Therapy has been implemented into the program schedule. MRT builds on some of the ideas promoted in cognitive behavior courses, such as changing clients' ways of thinking to be more pro-social, and it combines well with other life skills programming like anger management and job placement.



**THE ORLANDO BRIDGE  
RESIDENTIAL SUBSTANCE  
ABUSE TREATMENT PROGRAM**

Executive Director, Eric D. Martin

Overview: 2016/2017

Orlando (Male) 91 Beds

Opened: July 1, 2004



There were several great achievements for the Orlando Bridge Residential Substance Abuse Treatment Program during this fiscal reporting year, to begin with our Back to School Family Day held on August 4, 2017. During our family day, 37 backpacks were given away. We also partnered with Westwood Church's "No Child Hungry Drive", where our clients assisted in bagging 12 thousand bags of food for the kids in Haiti.

The Orlando Bridge also reached an impressive 85% employment rate. Our Employment Specialist partnered with 29 new employers that enabled our clients to earn between \$15.00 and \$20.00 hourly. TOB Non-Secure also had a great year with its Education Department with 35 clients passing two or more GED exams and having 3 clients earn their Diplomas. We continue to strive to offer our clients programs that enhance personal development while adding and utilizing community partnerships. During this fiscal reporting year, we partnered with Home Builders Institute which has helped the clients secure certifications in Safe Serve, First Aid & CPR and OSHA. Gaining these additional certifications help in the employability of the clients and assist in sustaining employment upon completion of our program.



**THE COCOA BRIDGE  
COMMUNITY RELEASE  
CENTER**

Facility Director, Paul Biecker

Overview: 2017/2018

Cocoa (Males)

84 Community Release Beds

Opened: April 14, 2014



The greatest accomplishment achieved for the 2017/2018 fiscal year at the Cocoa Bridge CRC has been the development of our partnership with Goodwill along with the combined efforts with our facility counselor, inception of two betterment programs; Anger Management and Grief Counseling. These programs are administered by volunteers at no cost to our facility. As of the end of this fiscal year, The Cocoa Bridge has had 17 clients complete the Anger Management program and 3 who have participated in Grief Counseling after the death of a family member.

As part of our continued efforts to move inmates from unskilled labor into the skilled labor market, The Cocoa Bridge has been able to move an additional 18% of our inmate population this year into the light manufacturing and construction fields. Many of our inmates are able to maintain these jobs once they are released because the wages and benefits are commensurate with the population in this county.

The Cocoa Bridge has additionally had five inmates Graduate from the GED Academy during this past fiscal year. This is a 40% increase over the previous fiscal year. Expressed interest in the GED program has shown a considerable upswing and at least 50% of inmates enrolled have portions of the GED exam completed and are continuing to work toward graduation prior to their EOS.

These combined accomplishments have the potential to increase the quality of life for the inmates, their families and future generations, breaking the cycle of poverty, lack of education and domestic violence issues.



**THE BRADENTON BRIDGE  
COMMUNITY RELEASE CENTER**

Director, Angela Mitchell

Overview: 2017/2018

Bradenton (Female) 120 Beds

Opened: July 25, 2005



There were several great achievements for the Bradenton Bridge and with great achievements came great opportunities to include the transition from a Residential Substance Abuse Treatment Program to a Community Release Center contracting a total of 120 community beds allocated for community release status inmates. During this time, the Therapeutic Community held our final graduation on June 6, 2018 which showed just how hard our ladies worked in their various achievements. During the 2017/18 Fiscal year, TBB held three Graduation ceremonies honoring ladies who received 14 certificates in GED, 40 certificates in Culinary, 197 certificates in Substance Abuse Programming, 13 certificates received in Toastmasters, 13 certificates received in (G.R.I.P) God Raising Incredible Parents and 10 certificates received in (E.E.M) Evangelist Explosion Ministry. During this time, many inmates who thought they would never see the day that they attained their goals, overcoming barriers associated with incarceration, did so as evidence of their pride in walking across the floor to receive their various certificates. Bradenton's Alumni participation was increased by 3% which was accomplished by networking within the graduate community, successfully meeting this goal established for the 2017/18 fiscal year.



**The Jacksonville Bridge  
Community Release  
Center**

Facility Director, Michele Bateman

Overview: 2017/2018

Jacksonville (Males)

140 Community Release Beds

Opened July 1, 2008



The 2017/2018 greatest achievement at the Jacksonville Bridge Community Release Center was the implementation of the GED Program through partnership with The Jacksonville Library. Jesse Murray, a former Bridges employee, teaches the GED program every Wednesday. There are currently two students enrolled who are ready to take the first part of their GED exam.

Additionally, the 2017/18 Operations Goal of reducing staff turnover by 10% and increasing staff retention do appear to have been met during this fiscal year. Additionally, we have established a Mens Magazine and Newspaper (M.A.N.) program which includes parenting as part of the topics of discussion.



## HONORING THE JACKSONVILLE BRIDGE TC



People visiting the Jacksonville Bridge TC always talked about the “TC Buzz.” They knew a TC was in place because they could feel the “Buzz.”

The Jacksonville Bridge TC had more than a “Buzz” it had a life, it had a heartbeat. What gave it life was the dedication of the numerous staff who worked day-in and day-out, sharing themselves and their hearts with the men incarcerated there. Our staff slowly gave a transfusion of knowledge, caring and faith; turning inmates into clients and later free men. Hopefully free of addiction and the stigma that being incarcerated carries.

Men who never saw themselves as anything other than an addict, an inmate and a failure began to see that they had a second chance at being a success, even if it was their third or fourth chance. The TC staff never gave up on them and convinced them to not give up on themselves.

You could see the transformation in them and in their faces. It was amazing to see a man, who had insisted in wearing inmate blues, come down the stairs for the first time in civilian clothes. It was a red-carpet moment. You knew then that he had re-gained faith in himself.

When the TAILS program came to the TC it brought new life to all of us. What can you say about one of God’s creatures who has been beat and abused since coming into this world, finally getting a daily dose of love and a treat, forgiving everything bad that ever happened to them. Dogs have more grace than people.

While the Jacksonville Bridge TC had a short life, it was an impactful one. Its heart continues to beat in the hundreds of men that will never return to prison because of what the TC gave to them. Today they walk around with a sense of worth and sobriety that they and their families are forever grateful for.

When the TC closed, 60 men who did not formerly have Work Release as an option were able to get a job and earn some money prior to their release.

A huge debt of gratitude is owed to each and every staff member who worked at the TC and acted as a role model and mentor for these men.

We would like to thank all of our friends and co-workers in the Bridges Family who have supported us throughout the years. We were always so proud of our accomplishments; but it was really an accomplishment of the entire Bridges Family.

Our special appreciation extends to Bishop Frank and to our President, Lori Costantino-Brown whose vision made this program possible.

**Proverbs 3:5-6 Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths.**

**THE LAKE CITY BRIDGE  
COMMUNITY RELEASE  
CENTER**

Facility Director, Willie Dixon  
Overview: 2017/2018  
Lake City (Males)  
156 Community Release Beds  
Opened: March 3, 2014



The Lake City Bridge Community Release Center's accomplishment for the 2017/18 fiscal year was the continued partnerships with the employers in this community. Employers such as: Cal-Maine Foods, Klausner Lumber, Panera Bread, Zaxby's and Builder's First Source deserve a "Thank You" from all of us. These continued relationships have allowed our client population to feel a sense of accomplishment. We have witnessed some of our men being promoted within their work places and this has increased the morale and employability efforts within the client community, modeling the outcome that hard work does pay off.

They demonstrate their belief in our clients and giving them a better opportunity for successful transitioning from incarceration to communities they will return to. Through these endeavors they are showing their belief that "a man can change," supporting their families and future generations, breaking the cycle of poverty, lack of education and domestic violence issues.



**The Orlando Bridge  
Community Release  
Centers (351) and (352)  
Facility Director, Sammy Hill**

Overview: 2017/2018

Orlando (Males)

Unit 351- 152 Community Release Beds

Unit 352- 136 Community Release Beds

Opened: April 1, 2008



During the 2017/2018 fiscal year, The Orlando Bridge CRC 351 and 352-unit staff, in conjunction with Community Partners, worked closely together to successfully accomplish the Operations and Program Goals outlined for this facility. Gaining Accreditation from the American Correctional Association was our number one Operational Goal and a highlight that was accomplished via a concerted effort from Center Staff, BOF Staff, BI Staff, President and CEO Lori Costantino Brown and Company Administrators, and the Inmate Community. Staff worked countless hours gathering documentation and preparing accreditation files and the physical plant for the Audit. It was important to have the support and assistance from the Clients in this endeavor.

We were successful in accomplishing both of our Program Goals as well. A Finance/Credit Repair Class for inmates was implemented and provided by Goodwill Industries. The classes were held weekly and the participants received valuable insight and assistance regarding their finances and repairing their credit. Although this class ended during the latter part of the year, we are in the process of partnering with Florida Community Bank to present a Credit Repair/Money Matters Class.

We successfully increased our Inmate Volunteerism with support from our Community Partners. Every Wednesday during this entire fiscal year, we have transported a four man work crew to Westwood Church to assist them with cleaning, lawn care, and other tasks (crew working four hours each day) for a total of 220 hours. We also continue to participate in the Adopt A Highway Program where inmates pick up trash along the roadways near the Center in the Pine Hills area.



**The Santa Fe Bridge  
Community Release Center**  
Facility Director, Phyllis Crews  
Overview: 2017/2018  
Gainesville (Males)  
156 Community Release Beds  
Opened March 31, 2014



The Santa Fe Community Release Center partnered with 34 new employers this fiscal year bringing the total number of employer partnerships to 85 active employers. Through all the trials and tribulations of this budget year, Santa Fe still maintained an above average employment percentage. The volunteer-directed program implemented in the fall of 2016, Character Speaks, was so successful, the program's grant was renewed for another year.

One of Santa Fe Bridge's 2017/18 goals to expand community partnerships to enhance donations to our clothing inventory for the support of indigent residents was successfully achieved by partnering with Goodwill and Haven Hospice whom, on an ongoing basis donates clothing. We also partnered with a bike shop that donates items or supplied items at a reduced cost to the Inmate population.

In order to promote family reunification and strengthen external support systems, Santa Fe held a number of family-oriented events, to include a Christmas Family Day hosted by some of our talented residents who entertained families and staff with music, singing and personal testimonials, directed by our versatile Food Service Director, followed by a traditional meal. In addition, Santa Fe hosted Fall, Easter, Fourth of July, and back to school family involved activities.



## CHAPLAINCY 2017/2018 ANNUAL REPORT

FR. GINERY TWICHELL



FY 2017/2018 brought many challenges and changes. During this FY a Chaplaincy Director was appointed effective May 2018. We initiated several effective new ministry programs including: family/parenting, offsite worship, Faith Recovery programs and enhanced music and video activities. Administratively we have improved the effectiveness and efficiency of operations including data reporting. Additionally, we implemented a pilot satisfaction survey to determine the impact of our chaplaincy service on our clients with positive results. Chaplains have continued to be engaged in the community which brought in some new volunteers and continued good relationships with our Community Partners. We have come to realize the most impactful aspect of chaplaincy is the personal relationships with clients and staff, just being present, listening, encouraging and being available as they deal with losses and conflicts. The funding cut created the greatest change and challenge. All our site chaplains were laid off. We did not fully realize the impact on the clients, staff, volunteers, community partners and Bridge overall, until the site chaplains were no longer here. We are challenged to develop a new and different model for our chaplaincy requiring assistance of staff and volunteers. Our strength: "I/we can do all things through Him who gives me/us strength." NIV

Below are some of the accomplishments for the FY 2017/2018. You may note there has been a reduction of services being reported which is the result of the program changes and cuts.

- ◆ 1,112 worship services with an attendance of 9,586.
- ◆ 1,749 religious and skills training activities with an attendance of 14,601.
- ◆ 769 voluntary Faith Recovery program sessions with an attendance of 8,240, not including attendance at other recovery program at our facilities.
- ◆ 2,731 specialized pastoral care services to over 5,053 individuals, which does not include the numerous interactions ministering to those in our care, "Relational Ministry".
- ◆ 3,642 volunteers have provided 5,659 hours of volunteer services to our clients/inmates.
- ◆ The overall total of activities is 7,228 with a cumulative participation of 44,289.
- ◆ Gifts given: 412 Book bags/supplies, 911 Christmas Gifts and 333 Easter Baskets.
- ◆ 157 Ministry program Graduates: 48 Bridge Builders, 5 Purpose Driven Life, 17 Celebrate Recovery, 14 Malachi Dads, 38 Parenting, and 35 Evangelism Explosion graduates.
- ◆ Currently we have 215 Community Partners, 45 Anchor Partners and 19 new partners as well.
- ◆ We received well over \$6,234 in donations (monetary or equipment/supplies, books, clothing, etc.).

### Goals:

- ◆ Identify and train volunteers to provide Ministry of Presence at each site.
- ◆ Develop and implement a model to assess the impact of our Chaplaincy services and programs.
- ◆ Collaborate with the Facility Directors to involve our Community Advisory groups with the aim of enhancing our volunteer teams and community partner involvement.

# HUMAN RESOURCES 2017/2018 ANNUAL REPORT

## Human Resources

During the 2017/18 Fiscal Year, the HR Department has been able to accomplish the following:

1. HR works with the Director and Office Administrator of the facilities to ensure contractual compliance.
2. HR is continuing to restructure the new hire onboarding process and training to allow for a smooth onboarding experience. Promoting personalized experience to include more education on the facility, position, and members of the management team.
3. Establishing a more dedicated training has been established for employees and management.



**Goal 1:** Improve employee engagement across Bridges, promote monthly and quarterly engagement activities. Create minimum engagement standards for management team. Consistent employee engagement is what we are

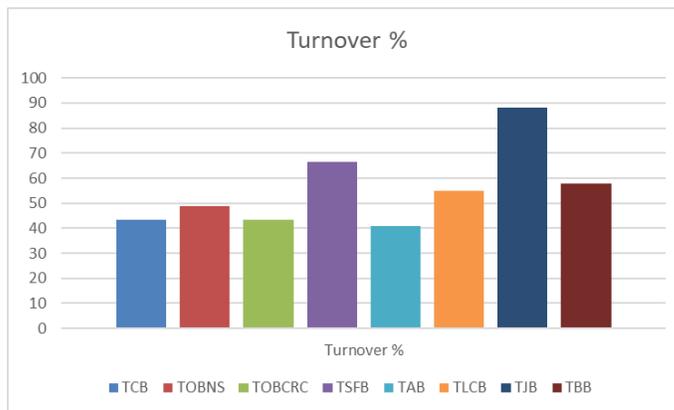
**Goal 2:** Roll out Mentorship/Certified Trainer Program to assist all new hires with additional training by Q2. Dedicated trainers will be identified per position and assigned to new hires for a minimum of 4 weeks. This would help improve employee retention and increase employee morale.

**Goal 3:** Training will always continue to be a goal for Human Resources. More specific training is necessary for all employees. Identify training deficiencies and gaps, provide solutions by end of Q3.

**Goal 4:** Quarterly visits to contract site, have town hall meetings with employees and management team. This will enhance relationship and engagement with employees and management team.

**Goal 5:** Continue to work with Facility Directors and provide guidance on all HR related matters. Enhance synergy between HR and contract sites by jointly aiming at attaining a number of pre-identified results. I.e... training, recruitment, policy implementation

**Goal 6:** Reduce turnover and increase retention will always be a focus and goal of HR. Identifying root causes of turnover rates by location will be a primary focus. Employee Survey will be conducted by end of Q1.



Locations lost due to layoffs **TPB, TJBTC, TBB, BCT, Miami Dade Portal.**

## QUALITY MANAGEMENT TEAM 2017/2018 ANNUAL REPORT

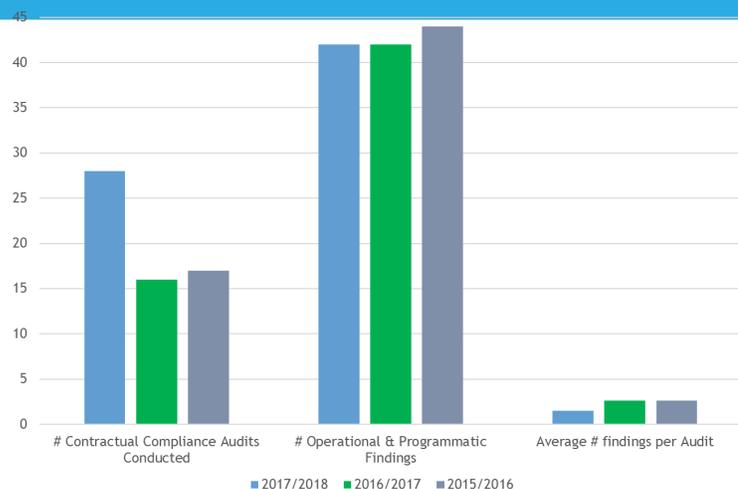
### Quality Management Team

The Quality Management Team this last fiscal year assisted the facilities in accomplishing some major achievements that will have a long-lasting impact on the company and the individuals we serve.

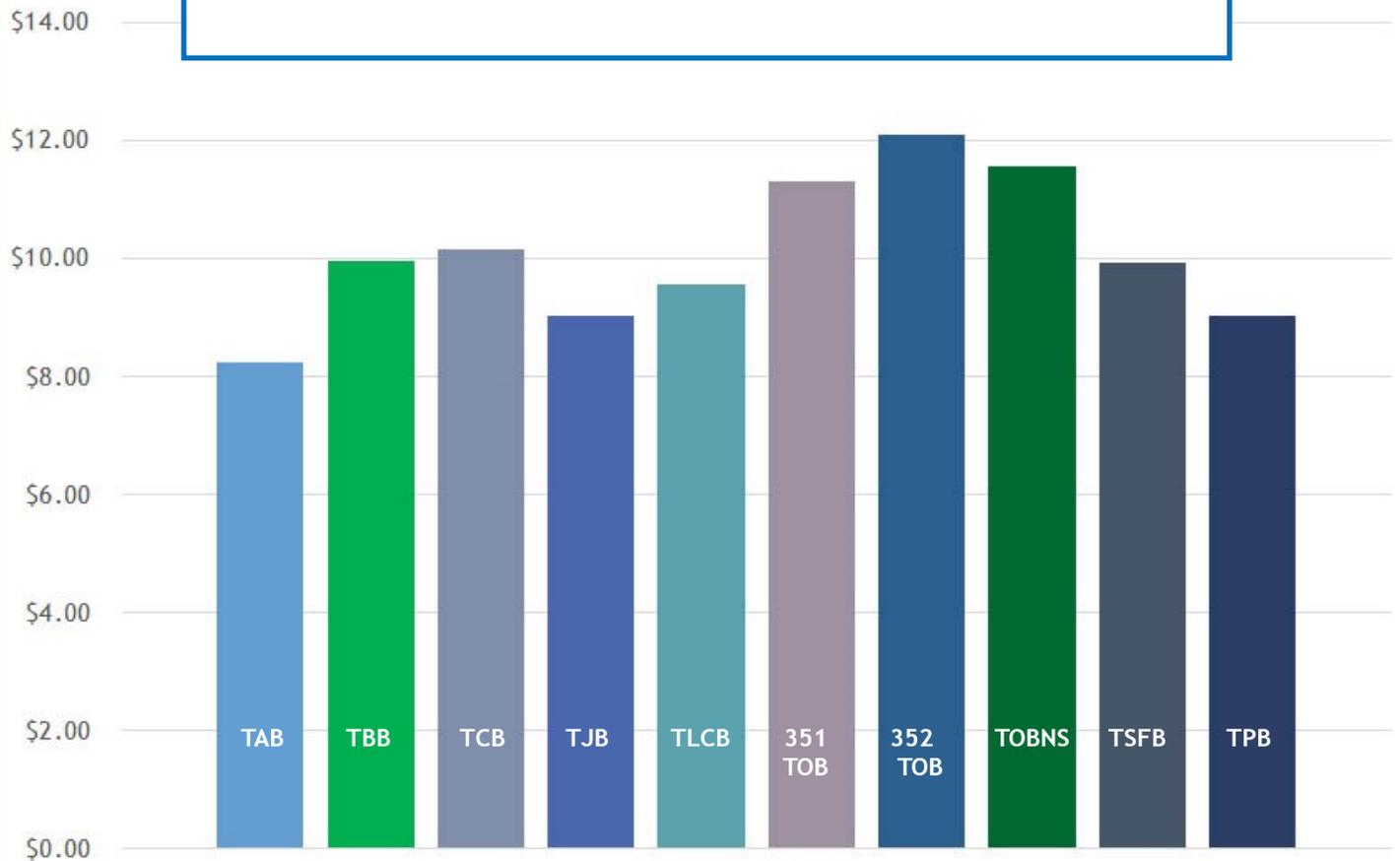
The Company became CARF certified, The Orlando Bridge Community Release Facilities became ACA accredited and several members of the Quality Management Team became Moral Reconciliation Therapy facilitators of the Ohio Risk Assessment System. These accomplishments will assist the company in meeting future challenges and better outcomes for the population we serve.

In fiscal year 2017/18 our Florida facilities all successfully achieved or maintained licensure through the Department of Children & Families (DCF) with audit scores of 96% or higher. We also converted our licensure process to the DCF-mandated Provider Licensure and Delegations System (PLADS). This new system allows for more seamless electronic processing of license applications and invoicing.

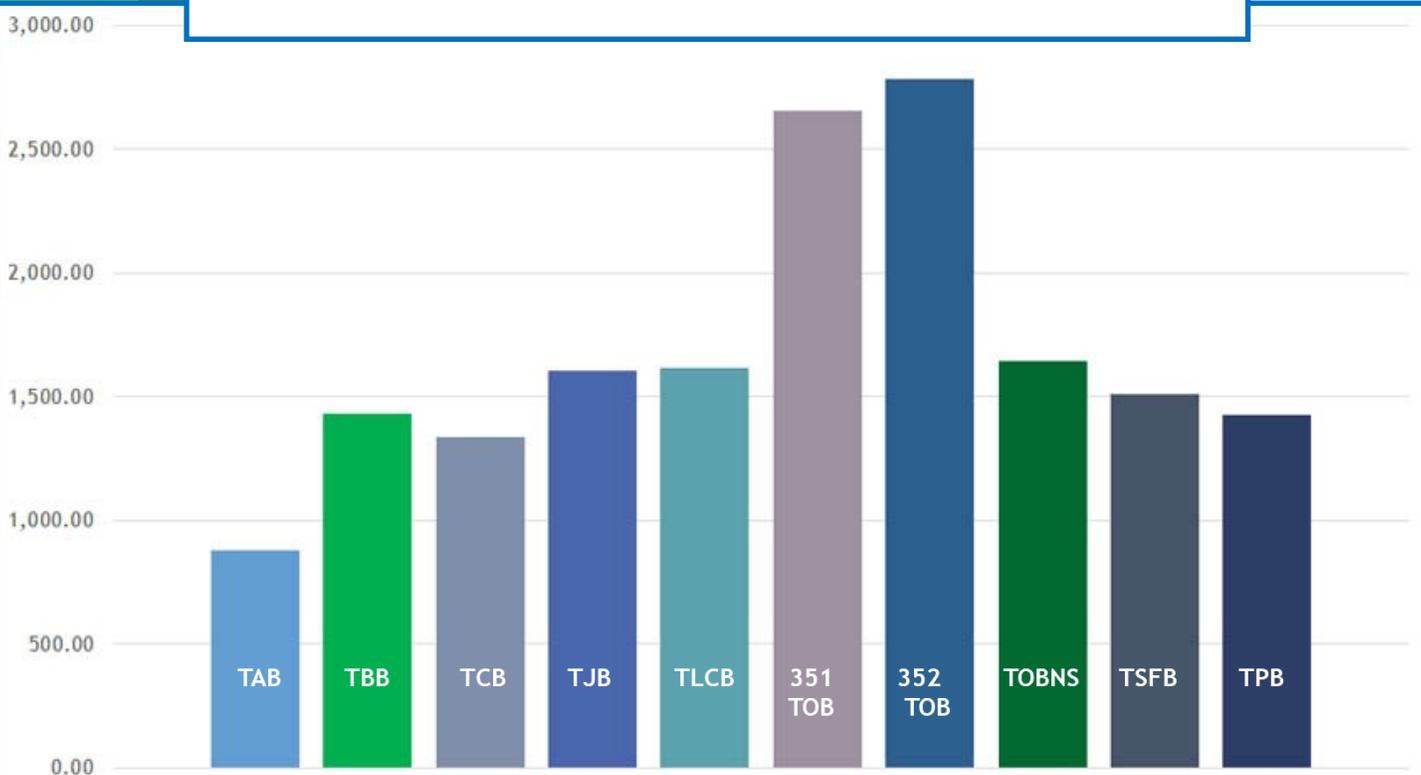
The Quality Management Team continued to be a resource for the staff in the field. The QM team conducted forty-one (41) quarterly operational/clinical internal audits and assisted the facilities as they underwent twenty-eight (28) contractual compliance audits conducted by the Florida Department of Corrections. The (28) FDC Contract audits conducted this year yielded forty-two (42) cumulative operational and programmatic findings. In comparison to the 16/17 fiscal year where far less contract audits were conducted, sixteen (16) audits yielded 42 findings and 15/16 fiscal year seventeen (17) contract audits yielded 44 findings. While the amount of FDC contract audits conducted throughout our Florida Facilities over the last three fiscal years substantially increased, the amount of findings either decreased and/or remained consistent. The QM Department through internal processes continues to assist the field in identifying strengths and weaknesses in relation to performance, thereby striving to improve service delivery and meet contract-monitoring audit performance standards. Additionally, through weekly monitoring of facility performance, our teams were able to recognize trends related to successful/unsuccessful completions, beds filled and inmate/client employment rates. For this reporting fiscal year, our Florida facilities continued to average 88.6% employability of inmates/clients company-wide.



**Average Client Hourly Wages earned,  
by Facility, 2017-2018**



**Average Amount Clients Received when  
Discharged, by Facility, 2017-2018**



## Michael Smith, Chief Financial Officer Trust Account Financials (2017/2018)

Funds Collected	Auburndale	Bradenton	Cocoa	Jacksonville CRC	Lake City	Orlando CRC - 351	Orlando CRC - 352	Orlando NS	Santa Fe	Turning Pt	Total	% Change 2016/2017
Total # Employed	135	74	219	367	398	380	329	226	377	156	2,661	3.18
Total Gross \$ deposited	402,034.99	979,333.90	1,381,774.28	2,313,255.54	2,680,771.07	2,919,751.46	2,929,747.73	831,369.68	2,498,850.80	1,150,203.17	18,087,093	6.85
Total Net \$ deposited	332,520.25	678,190.70	1,147,266.65	1,858,027.03	2,168,464.77	2,302,518.67	2,376,414.55	692,934.50	1,988,594.84	921,205.44	14,466,137	12.93
Subsistence \$ collected	173,537.92	338,627.65	621,707.84	1,007,151.31	1,141,875.59	1,165,134.69	1,068,020.49	313,287.64	1,006,705.66	492,520.29	7,328,569	11.44
Child/Family Support \$	5,156.55	52,632.01	113,946.03	157,506.13	192,066.45	139,971.11	148,570.19	7,613.69	145,543.37	52,809.00	1,015,815	12.50
Court Ordered Payments \$	0	55,296.80	105,383.90	154,794.96	179,171.84	190,128.14	182,858.26	0	172,151.44	75,627.29	1,115,413	14.30
Client Savings \$ Balances	0	75,709.02	118,272.74	190,567.27	226,824.87	241,981.83	243,173.85	0	195,976.85	96,731.15	1,389,238	9.88
# Clients Discharged	108	123	161	260	296	277	218	183	276	209	2,516	45.52
Discharge \$ Paid	94,651.83	176,282.72	215,135.64	417,286.06	477,468.53	735,784.75	606,330.24	300,357.92	416,467.80	297,730.04	3,737,496	81.35
Average Discharge check \$	876.41	1,433.19	1,336.25	1604.95	1,613.07	2,656.26	2,781.33	1,641.30	1,508.94	1,424.55	1770.49	0.88
Average Hourly Wage	\$8.23	\$9.94	\$10.16	\$9.01	\$9.56	\$11.31	\$12.09	\$11.57	\$9.92	\$9.03	\$10.08	-4.98







