

BRIDGES INTERNATIONAL 2019 ANNUAL REPORT



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PRESIDENTS MESSAGE



This year I am celebrating my 39th year with Bridges. Being part of this organization since day one, I remember all the challenges we faced. This past year was one of the hardest years this company has experienced. I never doubted that God would provide and see us out of it. Because of the great management team, I knew that we would be able to survive and come out stronger than before. It was an issue of faith, strength, and grace that pulled us through.

The team pulled together, and each facility stayed motivated while continuing to keep the bar raised high. No matter what challenges we faced, we met them head on, with professionalism and optimism.

This year made us stronger, with more achievements, vision and possibilities than ever before. It brought us to where we are now, looking forward to more opportunities for expansion in other states and the opportunity for our staff to move upward to management positions as new opportunities are solidified. Expansions that include Federal Opportunities with the Bureau of Prisons, current and future release of RFP's and ITN's, and forward movement in the service delivery to more clients needing our transition and substance use services.

Expansion of services inside the facilities is also taking place with co-occurring treatment being offered at our residential drug treatment facilities in Orlando and Auburndale, which includes service delivery through tele-psychiatry. We are hoping to expand co-occurring treatment to all our centers, reaching more clients who suffer from a dual diagnosis. With that goal, we see more mental health qualified staff employed at all our facilities to treat those individuals enrolled in programming. We look forward to expanding our family services by offering dual enrollment services to clients and families. By doing so, we are hoping to disrupt the likelihood of addiction and incarceration of their children which is at a 70% higher risk than those children who do not come from homes where the parent (s) suffer from addiction or are incarcerated. It's proven that individuals with families who heal together have a better chance to being successfully released and lessens the likelihood of reoffending. Family reunification is always an integral ingredient and the whole family in recovery is our vision for those we serve.

The Florida Department of Correction's new secretary, Mr. Mark Inch, supports re-entry and what community-based facilities offer to each inmate. Criminal Justice Reform has become political mainstream and is in the forefront of many conversations. We are hoping the Therapeutic Communities will be reinstated in the contracts during the upcoming legislative session.

At Bridges it was once said, "We do giants". This year was evidence that yes, "We Do Giants"! We saw all of our hard work and dedication come to fruition. We became better, stronger and offering more services to add to our current service delivery today. Not just to the clients, but to the families as well.

My heart is full of such gratitude. Our work is reflective in the client's eyes and gives hope for the future.

To my team, I thank you, lets continue to "Do Giants" together.

Sincerely,

A handwritten signature in black ink that reads "Lori Costantino-Brown".

Lori Costantino-Brown
President and CEO

BOARD OF DIRECTORS



Lori Costantino-Brown
President and CEO
Bridges International



Father Charles Brown
Senior Vice President/
Chief Programs Officer/
Director
Bridges International



Yolanda Dorsey
Vice President/COO/
Chief Human Resource
Officer/ Director
Bridges International



Gerald Holdsworth
Treasurer/Director
Integrity Support Group



Dr. Grady S. McMurtry
Secretary/Director
President
Creation Worldview Ministries



Cecilia I Denmark
Director
CID Consulting Inc.



James McCleand
Director
Correctional Reentry and
Auditing Inc.



Thomas Gaines
Director
New Life Worship Center



Sam Pennington
Director
Attorney at Law

MANAGEMENT TEAM



Lori Costantino-Brown
President and CEO
Bridges International



Father Charles Brown
Senior Vice President/
Chief Programs Officer
Bridges International



Yolanda Dorsey
Vice President/COO/
Chief Human Resource
Officer
Bridges International



David Harris
Florida State Executive Director/
Chief QM Officer



Michael I. Smith
Chief Financial Officer
Bridges International



Diana Larsen
Chief Administrative Officer
Bridges International



Jon Tate
Director of Business Development
and Operations
Bridges International



Htay Htay
Comptroller
Bridges of Florida

**BRIDGES OF FLORIDA
FACILITY DIRECTORS**



Keunated Clarke
Executive Director
The Auburndale Bridge
Residential Substance Abuse



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



Paul Biecker
Facility Director
The Cocoa Bridge
Community Release Center



Angela Mitchell
Facility Director
The Bradenton Bridge
Community Release Center



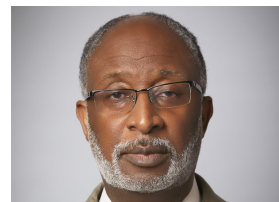
Michele Bateman
Facility Director
The Jacksonville Bridge
Community Release Center



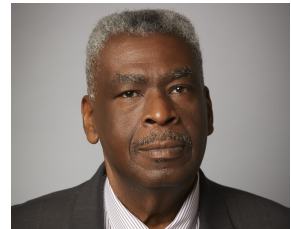
Willie Dixon
Facility Director
The Lake City Bridge
Community Release Center



Sammy Hill
Facility Director
The Orlando Bridge
Community Release Center



Wayne Ash
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 Substance Treatment Program

Executive Director: Kenuated L. Clarke MA, LMHC

Overview 2018/2019

Auburndale (Female)
(81) bed facility

(55) NS Department of Corrections
Beds

(12) NS Department of Corrections
Co-Occurring Beds

(unlimited) Drug Court Beds



During the fiscal year, the Auburndale Bridge has seen some changes and has embraced the possibilities for future. Through the restructuring of staff, what has remained consistent is the quality of services delivered at the Auburndale Bridge.

In February 2018 The Auburndale Bridge's executed contract included the delivery of co-occurring treatment services to (9) co-occurring contracted beds. With this added component, on August 29, 2018 Bridges sub-contracted tele-psychiatry services through Aspire Health Partners, Inc. Through these services, those clients assigned to co-occurring treatment are able to receive Psychiatric Evaluations, Monthly Medication Management and prescriptions through tele-medicine technology, a service never afforded to clients at any Bridge Facility.

In striving to be a facility that understands the intricate needs of clients with co-occurring and trauma related disorders, clinical and operational staff have been and continue to be trained on the Trauma Informed Care Model. Through monthly meetings that incorporate education on awareness, understanding, and treatment, the staff has demonstrated effectiveness in their approach to service delivery and interaction with clients has increased in satisfaction.

In addition to the interaction with the clients, the Auburndale Bridge has worked diligently to improve the relationship with stakeholders and strengthen the bond with networking partners. Welcoming and gathering our stakeholders and partners for Partner Appreciation Day, has served to fuel the momentum of continued growth and expansion of networks. Partner networks has assisted in solidifying employment for the female clients of Polk Bridge, which has helped to promote confidence and self-sufficiency.

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

Executive Director, Eric D. Martin

Overview: 2018/2019

Orlando (Male)

(68) NS Beds

(22) Co-Occurring Beds

(10) Drug Court Beds

Opened: July 1, 2004



The Orlando Bridge Residential Substance Abuse Treatment Program had several great accomplishments for the 2018-19 fiscal year. On August 12, 2018 during family day The Orlando Bridge participated in a Back to School Drive in which 46 backpacks and school supplies were given out to the client kids. The Orlando Bridge Residential Program also partnered with The Mustard Seed of Florida, where the clients were able to volunteer their time working and providing a hand in rebuild the lives of families and individuals who have suffered from personal tragedies. The facility reached an impressive 98% employment rate. Our Employment Specialist partnered with 32 new employers that enabled our clients to earn between \$15.00 and \$25.00 hourly. TOB Non-Secure also had a great year with its Education & Vocation Dept with 24 clients passing two or more GED exams and 1 client passing all exams and receiving his GED. The Home Builders Institute in which TOBNS Partners with provides vocational services. This past fiscal year there were 108 certificates awarded to the HBI (*Home Builders Institute*) program participants.

In July 2018 The Orlando Bridge's executed contract included the delivery of co-occurring treatment services to (22) co-occurring contracted beds. With this added component, on August 29, 2018 Bridges sub-contracted tele-psychiatry services through Aspire Health Partners, Inc. Through these services, those clients assigned to co-occurring treatment are able to receive Psychiatric Evaluations, Monthly Medication Management and prescriptions through tele-medicine technology, a service never afforded to clients at any Bridge Facility.

**THE COCOA BRIDGE
COMMUNITY RELEASE
CENTER**

Facility Director, Paul Biecker

Overview: 2018/2019

Cocoa (Males)

84 Community Release Beds

Opened: April 14, 2014



The Cocoa Bridge Community Release Center's greatest achievements for the 2018/2019 fiscal year has been continuing to meet the needs of the client population. Through the team efforts at the Cocoa Bridge, employment placement has resulted in client employability rates in the 90-percentile range. Job placements have resulted in long-term employment for our clients, many of whom have never held gainful employment prior to their incarceration. During this fiscal year we have partnered with Florida Linen Services, the largest supplier of laundry services to hospitals in Central Florida. This company is extending employment opportunities to our clients resulting in long-term employment and career opportunities upon their release.

Our partnership with Brevard Health Alliance has resulted in information about income-based costs for medical care being passed on to the families of inmates who might not qualify for government funded health care. They can receive a level of health care services commensurate with that of the populace of Brevard County at a cost based upon income and expenditures.

We are additionally pleased to report that we are maintaining a high level of compliance with contractual standards. During this fiscal year we have had two Contract Audits, underwent operations review and four internal audits from the Quality Management Team, all with excellent results. Further, we have achieved 100% compliance with completion of the Compass 100 Transition Self Study.

Great strides have been made on maintenance and refurbishment of facility infrastructure during this fiscal year with major repair to HVAC units, ventilation systems, and plumbing. Further we have completed repainting the interior and exterior of the facility and have repaired existing damage to roof supports for the recreation huts utilizing donated materials.

**THE BRADENTON BRIDGE
COMMUNITY RELEASE CENTER**

Director, Angela Mitchell

Overview: 2018/2019

Bradenton (Female) 120 Beds

Opened: July 25, 2005



During the fiscal year 2018/2019 the most notable achievement was having 8 clients complete the GED program thereby receiving their high school diploma. Other betterment certificates earned were 12 toastmasters and 52 life skills, both are programs that clients volunteer to be involved in. These successes for all these clients were completed during the transition from a Therapeutic Community to a complete work release program. Thanks to the numerous community volunteers who continue to provide services to the clients throughout the process. We have a total of 15 volunteers who provide mentoring, tutoring, life skills and religious services to the clients. The volunteers have made wonderful contributions for our family day events, and because of their assistance, each child was able to receive distributed items during those family days. The clients also participated in community events through EE Ministries.

The Bridges of Jacksonville Community Release Center

Facility Director, Michele Bateman

Overview: 2018/2019

Jacksonville (Males)

140 Community Release Beds- Opened July 1, 2008

150 Community Release Beds (FEMA) began January 2, 2019



The 2018/2019 greatest achievement at the Bridges of Jacksonville (unit 267) was the increase in partnerships with employers in the community. Through the excellent partnerships developed with employers, several companies sought after our unemployed clients, hiring them in large numbers. This greatly reduced the number of days a client was unemployed upon arrival. In addition to the consistent and stable employment of clients, the average hourly wage for facility 267 increased from \$9.01 to \$11.21 this fiscal year.

On January 1, 2019 The Jacksonville Bridge began operating 150 FEMA contracted beds. Within two (2) months all FEMA contracted beds were filled at 100% capacity and 92 % of job ready clients were employed. These clients average hourly wage was \$10.37 by the close of this fiscal reporting year.

During the implementation of the FEMA Contract, both centers successfully held two (2) family days, remaining client and family focused by ensuring fun filled family days were provided to clients and their families. Lastly, both facilities are fortunate to have the assistance of community partner Redwing Shoes who donated 300 pairs of shoes and work boots to the client community. Our facility was able to distribute these donations to other Bridge facilities, assisting them with their client's needs.

**The Lake City Bridge
Community Release Center**

Facility Director, Willie Dixon

Overview 2018/2019

Lake City (Males)

151 Community Release Beds

5 Community Work Assignment Beds

Opened: March 3, 2014



The Lake City Bridge Community Release Center's best accomplishments for the 2018/2019 fiscal year were the continued partnerships with employers and a significant increase in volunteer hours our inmates provided to the Lake City community.

The center re-established their relationship with employers Homes of Merritt and Pilgrim's Pride. These two employers employ on an average of 60 jobs to the client community. They have helped increase the clients hourly wage from \$9.53 an hour last fiscal year to \$10.53 an hour this fiscal year. This renewed partnership has allowed our client population to feel a sense of accomplishment and has also increased our client's ability to provide for their families upon release.

This fiscal year we increased the total number of hours our clients volunteered to 1,103 hours. The most significant event our clients volunteered in the community was for the demolition, reconstruction, and plumbing of the all-purpose building for Connect Church. Giving back to the community of Lake City provides clients with a sense of pride and connection to those within the Lake City area.

Through these endeavors, the employers and community partners have demonstrated their belief in our clients. By giving them a better opportunity through employment and community volunteer projects, these efforts assist in successful transitioning from incarceration back to their community. They are supporting Bridges belief that "A Man Can Change" by supporting their families and the community.

The Orlando Bridge Community Release Center

Centers (351) and (352)

Facility Director, Sammy Hill

Overview: 2018/2019

Orlando (Males)

Unit 351- 152 Community Release Beds

Unit 352- 136 Community Release Beds

Opened: April 1, 2008



At the Orlando Bridge Community Release Centers (#351) and (#352), we are proud to report on numerous achievements made throughout the fiscal reporting year. Our teams at both centers increased our partnership with five (5) new Employers: Atlantic Civil Construction Corp., Jordan Brothers Construction Co., KBI Staffing, Service Complete Electric Co., Tri - City Electrical Co. These new opportunities allowed our clients to earn between \$18 and \$22 dollars hourly. Additionally, both units increased the number of employed inmates by 15% from the prior fiscal year.

We expanded our community linkages by developing a partnership with several Community Housing Providers which assists inmates with attaining housing upon release. These providers who identify rentals for housing, rooms and apartments are the following: Housing 4 Offenders LLC., Sober City, Next Step, Diverse Housing, The New Chapter Begins and Get Busy Living Today. The providers are aware of the challenges faced by locating housing for convicted felons upon release.

Our clients continue to be focused on their personal development by engaging in educational, vocational, and betterment programs offered at both sites. (3) clients at 351 and (2) clients at 352 graduated from the GED Program and successfully obtained their high school diplomas. Additionally, (2) clients at 351 obtained their keyboarding certificates, (19) clients from 351 and (10) clients from 352 were awarded certificates for the completion of the Ready to Work program. A total of (1,892) certificates which include the aforementioned, Substance Use Programming, Financial and Employability were awarded overall. These efforts were all accomplished while adding (46) additional inmates into FEMA Contracted Beds at our 352 unit.

Both facilities held three (3) successful and well attended Family Days which included:

Back to School Family Day – 200 visitors attended this event and we distributed 125 bookbags filled with supplies to the children. We received donations from Northland Church, Westwood Church, and Burlington's Dept. Store.

Christmas Family Day – 356 visitors attended this event and we distributed 175 gifts to the children. The gifts were donated by Westwood Church.

Easter Family Day – 257 visitors attended this event and we distributed 69 Easter Baskets to the children.

The Santa Fe Bridge
Community Release Center
Facility Director, Phyllis Crews
Overview: 2018/2019
Gainesville (Males)
156 Community Release Beds
Opened March 31, 2014



The Santa Fe Bridge has reached its 5th year of operations. During those 5 years we have experienced significant growth and changes. There have been changes in our management team at all three levels, restructuring of our program staff and services with the loss of our very active and involved Chaplain, and changes to our Clinical Team.

We have met our 2018/2019 goals of increasing our number of community partnerships to include Premier Plumbing, Orange Heights Baptist Church, Gutter Taskforce, Dowling Tree Service and Florida Lawn. They have donated various items such as lawn equipment, winter jackets, clothes, shoes, bicycle resources to our client community.

Our community partnerships continue to flourish, and our clients were fortunate enough to take part in the pilot program: UF Housing /Rotary Home Owner Preparation. This community partnership was a collaboration of several community stake holders to include professors at University of Florida (UF) and Institute of Food and Agricultural Services (IFAS). Both entities work with community programs to provide home ownership tutorials for a population that could face the likelihood of being excluded or considered high risk for home ownership and/or rentals. The targeted group included Santa Fe Clients who were projected to be released and about to enter the market. The program provided training on budgeting for home ownership, managing a home and home repairs, and home financing. At the end of the 8 weeks, 14 Santa Fe clients completed the program and earned a certificate that could be provided to a lender showing they had completed a course on home ownership.

Santa Fe continues to have a very dynamic volunteer program that serves our residents in areas of their re-entry transition. These include volunteers that provide Career Development Skills through our continued partnership with the Character Speaks program. Character Speaks is a program that assists our clients in preparing themselves for the workforce through components that include interview skills, resume building and development, and job advancement. The Financial Freedom part is also provided as a separate section during the 4-class session to provide classroom instruction and review for the non-classroom self-study activities in the mandated book. Just in this fiscal reporting year alone, 190 clients completed the Character Speaks Program.

**CHAPLAINCY 2018/2019
ANNUAL REPORT
FR. GINERY TWICHELL**



FY 2018/2019 brought many challenges and changes. One of the most impactful for everyone was the loss of Chaplains at each site. 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. Unfortunately, many volunteers stopped coming in, recruiting new volunteers was very challenging and as a result the attendance in different services, recovery, etc. decreased by 50-65% from last year's Activities. The Great News is that our Board approved to restore Chaplains, starting in Phases. The first Phase includes: Orlando, Jacksonville, Turning Point (Pompano) and Bradenton. Two of our former Chaplains returned and the other positions are/will be filled soon.

About a year+ ago, I had a vision of a barren and dry earth, then I saw new life sprouting in that same ground. I have seen God's Hand guiding us and walking with us through this dry season. New life is sprouting throughout Bridges. Returning Chaplains have already brought life, comfort and hope to our clients and communities. Last year I wrote: Our strength: "I/we can do all things through Him who gives me/us strength." NIV; He does and Has!

Below are some of the accomplishments for the FY 2018/2019. You may note there has been a reduction of services being reported which is the result of the program changes and cuts.

- ◆ 736 worship services with an attendance of 4938.
 - ◆ 397 religious and skills training activities with an attendance of 3,702.
 - ◆ 53 voluntary Faith Recovery program sessions with an attendance of 460, not including attendance at other recovery program at our facilities.
 - ◆ 770 specialized pastoral care services to over 2,601 individuals, which does not include the numerous interactions ministering to those in our care, "Relational Ministry".
 - ◆ 1,682 volunteers have provided 3,818 hours of volunteer services to our clients/inmates.
 - ◆ The overall total of activities is 2,838 with a cumulative participation of 22,030.
 - ◆ Gifts given: 347 Book bags/supplies, 408 Christmas Gifts and 210 Easter Baskets.
 - ◆ 134 Graduates: 93 Program Graduates; 6 GED; and 35 Job Skills Training Graduates. Currently we have 215 Community Partners, 45 Anchor Partners and 19 new partners as well.
 - ◆ We received \$1,054 +in donations (monetary or equipment/supplies, books, clothing, etc.).
- Goals 2019/2020:
- ◇ Increase our Volunteer Corps for each site to provide the Religious Activities and Betterment programs.
 - ◇ Implement services and programs to improve Relationship/Marriage Skills, Fatherhood/Motherhood, Reentry Preparation Skills and other Betterment Skills Training.
 - ◇ Improve knowledge of and relationships with community resource providers to facilitate client's reintegration into the community.
 - ◇ Increase community providers/religious groups involvement with our local Bridge facilities and clients.

RELATIONSHIP—RELATIONSHIP—RELATIONSHIP

HUMAN RESOURCES
2018/2019
ANNUAL REPORT



Human Resources

During the 2018/19 Fiscal Year, the HR Department has been able to accomplish the following:

1. Implement the new Bridges Institute, Relias Learning System, for all employees of Bridges. This system will ensure that all our employees are trained according to our policy and procedures.
2. HR has encouraged and promoted continuous employee days where the facility recognizes their employees for their dedication and hard work. Implementing this has helped to increase employee morale.
3. HR is taking a more hands on approach as it relates to the relationship between the HR Administrator and facility Director. This relationship helps build promote communication and helps clearly identify the needs of the facility.

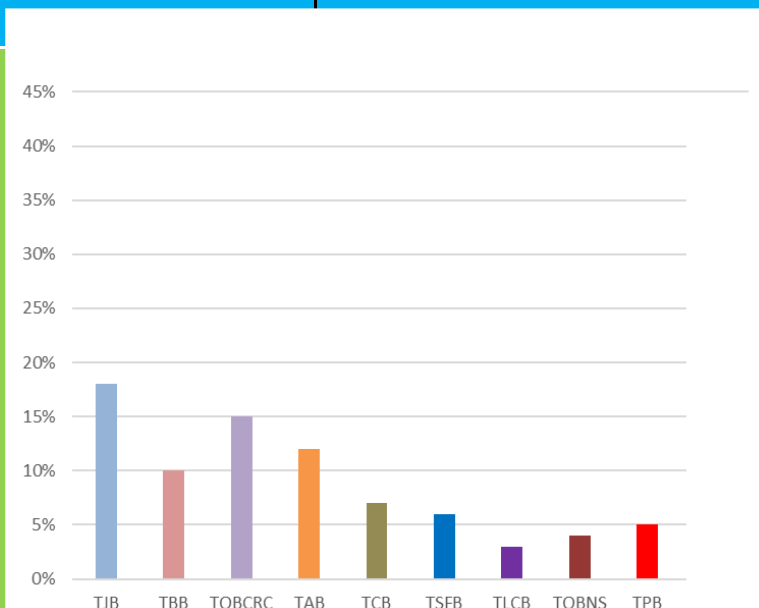
2019/2019 Goals

Goal 1: 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: Reduce turnover and increase retention will always be a focus and goal of HR. Identification of root causes for each location with be addressed. Employee Survey will be conducted by end of Q1.

Goal 2: Quarterly visits to contract sites, have townhall meetings with employees and management team. This will enhance relationship and engagement with employees and management team.

Goal 4: 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.



**QUALITY MANAGEMENT
TEAM**
2018/2019 ANNUAL REPORT

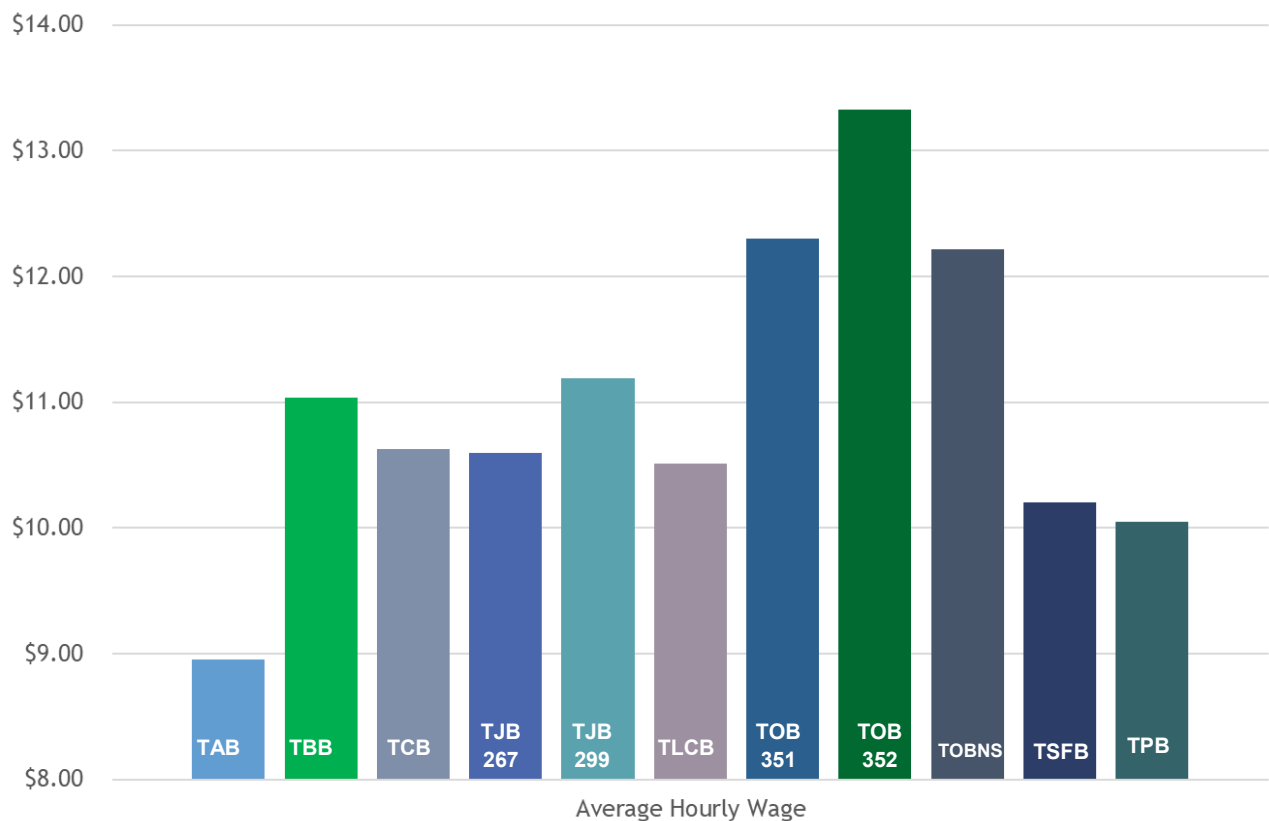


Quality Management Team

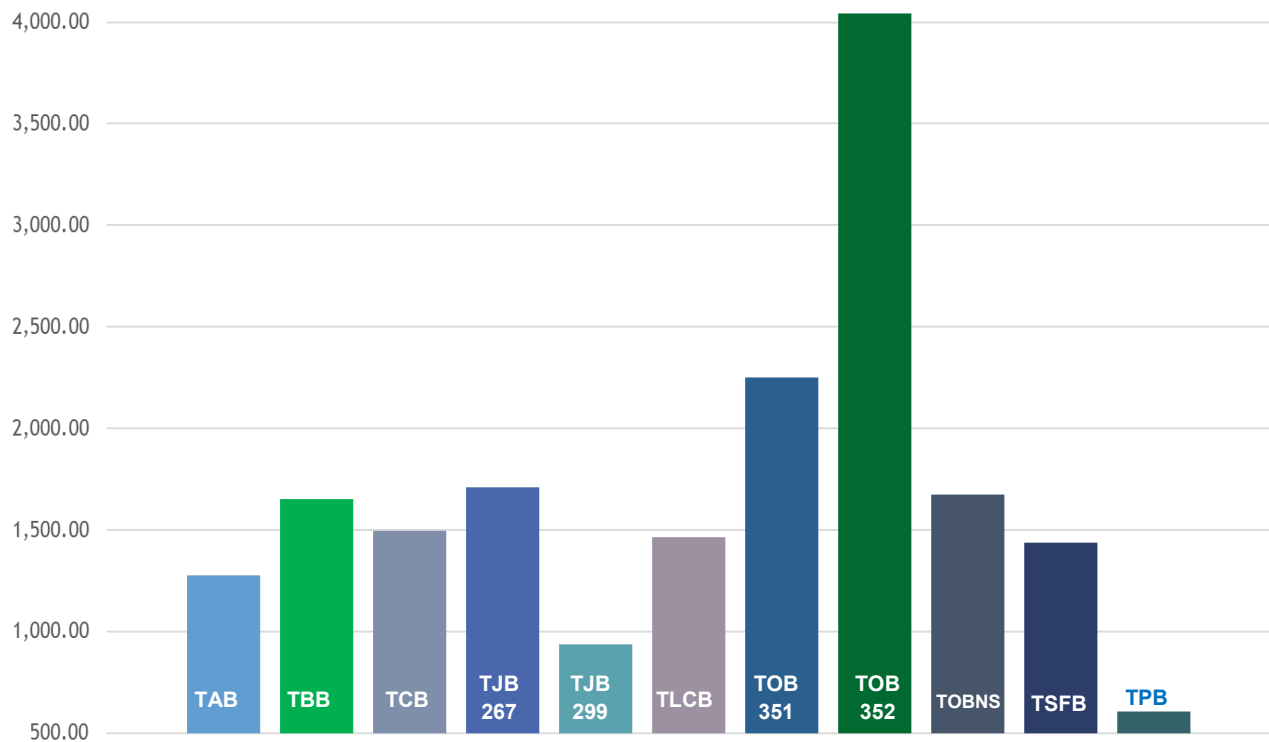
The Quality Management Team encountered several challenges for the 2018/2019 fiscal reporting year. In May and June of 2018, (18) locations being monitored by the Quality Management Team were reduced to (9) locations. The reduction was due to a directional change of the Florida Department of Corrections in service delivery. The impact to Bridges International/Bridges of Florida resulted in a 31% loss of total staff and a 70% staffing reduction to the Quality Management Team. Recognizing the apparent need to preserve quality management oversight, the team was restructured to absorb the responsibilities of the 70% staffing decrease. The remaining four members of the quality management team took on the responsibility of maintaining the internal auditing process, CARF, ACA, DCF compliance along with purchasing, maintenance, outsourcing and fleet vehicles. While our team's structure was reduced, our contractual requirements did not change. During this period contract performance and monitoring became even more meticulous.

As we continued to have faith that our organization would rebuild, in December of 2018, the Florida Department of Corrections reached out to Bridges for the need of 296 FEMA funded beds which lead to the reopening of Turning Point, the Jacksonville Bridge, and an addition of 46 FEMA beds to our Orlando Site. With this expansion, our Quality Management Team began rebuilding to include the return of two compliance evaluators and two program evaluators. As the Quality Management Team restructured in May of 2019, we continue to provide resource and guidance to the field.

Average Client Hourly Wages earned, by Facility, 2018-2019:



Average Amount Clients Received when Discharged, by Facility, 2018-2019:



Michael Smith, Chief Financial Officer Trust Account Financials (2018/2019)

	Jacksonville										% Change 2017/2018		
	Aburndale	Bradenton	Cocoa	267	299	Lake City	Orlando CRC - 351	Orlando CRC - 352	Orlando NS	Santa Fe		Turning Pt	Total
Total # Employed	83	237	238	409	245	417	434	398	133	400	129	3,123	14.79
Total Gross \$ deposited	239,691.45	2,207,045.84	1,538,026.36	2,759,101.24	961,522.12	2,907,943.25	3,248,394.34	3,807,072.64	537,807.49	2,277,734.13	303,973.02	20,788,311.88	12.99
Total Net \$ deposited	215,933.37	1,928,755.83	1,260,720.63	2,288,923.21	738,558.66	2,348,412.11	2,632,465.36	3,046,268.93	413,208.90	1,908,589.80	250,186.08	17,032,022.88	15.07
Subsistence \$ collected	109,087.75	1,036,657.89	684,665.49	1,175,407.96	425,177.87	1,245,845.77	1,313,152.95	1,379,274.98	163,856.36	1,061,711.95	143,637.99	8,738,476.96	16.13
Child/Family Support \$	2,840.96	160,396.03	112,690.77	147,255.41	45,598.51	241,025.74	176,282.86	235,879.30	5,049.64	148,792.83	14,815.14	1,290,627.19	21.29
Court Ordered Payments \$	0.00	173,388.80	113,102.34	183,352.38	64,278.15	197,571.31	216,237.78	230,479.83	0.00	174,787.03	22,213.98	1,375,411.60	18.90
Client Savings \$ Balances	0.00	204,649.68	130,734.42	236,284.55	97,364.63	239,732.44	273,873.04	330,494.65	0.00	203,564.09	26,465.45	1,743,162.95	20.30
# Clients Discharged	77	192	182	281	132	330	308	273	102	288	76	2241	(12.27)
Discharge \$ Paid	98,158.55	317,068.72	272,495.60	480,842.29	123,602.51	482,820.38	693,297.20	1,103,715.16	170,690.63	413,630.71	46,100.14	4,202,421.89	11.06
Average Discharge check \$	1,274.79	1,651.40	1,497.23	1,711.18	936.38	1,463.09	2,250.96	4,042.91	1,673.44	1,436.22	606.58	1,685.83	(5.02)
Average Hourly Wage	\$8.95	\$11.04	\$10.63	\$10.60	\$11.19	\$10.51	\$12.30	\$13.33	\$12.22	\$10.20	\$10.05	\$11.00	8.38



NOTES



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NOTES

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