



NORTHERN COMMUNITY MEDIATION 2021 ANNUAL REPORT

DECEMBER 2021

INCOME CATEGORY	MONTH	2021 YTD	2021 Budget	2021 Project	2020 YTD
CDRP Funds		90,267.25	90,267.25	90,267.25	75,336.73
Agency Funds					
A. Charlevoix County		38,000.00	36,000.00	38,000.00	39,500.00
B. Emmet County		33,420.00	33,420.00	33,420.00	33,420.00
C. VORP Charlevoix	1,875.00	6,875.00	7,500.00	6,875.00	10,416.60
D. VORP Emmet		625.00		625.00	
E. CDP Charlevoix		8,000.00	8,000.00	8,000.00	8,000.00
E. Fees for Service	1,236.60	12,258.34	8,500.00	12,258.34	9,475.95
F. ACVS Fees		3,000.00	1,500.00	3,000.00	2,750.00
G. SPED Fees		150.00	2,400.00	150.00	3,650.00
H. Donations					1.00
I. Donor Campaign	6,690.00	12,940.00	7,500.00	12,940.00	12,755.00
J. Boyne City High School					10,600.90
K. Theatre Party Petoskey					
1. Sponsorships			5,500.00		6,800.00
2. Ticket Sales			2,000.00		2,325.00
3. Other			500.00		875.25
L. Theatre Party Charlevoix					
1. Sponsorships			0.00		250.00
2. Ticket Sales			0.00		
3. Other			0.00		
M. Paper Shredding			2,500.00		
N. Which Wich		583.05		583.05	
O. Reimbursement/Rebate		1,794.19		1,794.19	355.01
P. Interest	156.31	355.66	300.00	205.35	329.04
Q. Training					
1. 40-Hour		3,850.00		3,850.00	
2. 4-Hour (March & June)		1,650.00	2,000.00	2,750.00	
3. 8-Hour					2,175.00
4. Oakland Mediation		1,100.00			
5. Behavioral Health		600.00		600.00	
Grants					
A. Charlevoix Foundation		600.00	150.00	600.00	4,150.00
B. Petoskey Foundation		2,800.00		2,800.00	10,500.00
C. Petoskey Rotary		999.00		999.00	
D. Payroll Protection Plan					33,000.00
E. Behavioral Health	1,050.00	6,050.00		6,050.00	
F. Women's Organization	500.00	500.00		500.00	
MI-Resolve					10,865.00
TOTAL INCOME	11,507.91	226,417.49	208,037.25	225,767.18	277,530.48
Unrealized Gains	2,461.23	2,461.23			
Income + Unrealized Gains	13,969.14	228,878.72			

DECEMBER 2021

IN KIND CATEGORY	MONTH	2021 YTD	2021 Budget	2021 Project	2020 YTD
A. Accounting Services		345.00	400.00	345.00	445.00
B. Volunteer Mediators	10,013.00	103,730.00	100,800.00	103,730.00	107,007.00
C. Volunteer Labor	20.00	309.00		309.00	550.00
D. Volunteer Training		1,760.00	300.00	1,760.00	
E. Mediation Locations			3,500.00		3,559.00
F. Rent	1,600.00	17,000.00	15,600.00	17,000.00	13,100.00
G. Equipment/Supplies		50.00	100.00	50.00	
H. Cell Phone	171.26	2,072.55	1,695.00	2,072.55	1,754.01
I. Theatre Party Petoskey			3,000.00		
J. Theatre Party Charlevoix					
J. Paper Shredding			500.00		
K. Training Locations					
L. Mileage			250.00		18.00
M. GoToMyPC		348.00	350.00	348.00	348.00
N. Executive Director	78.47	136.47	500.00	136.47	298.07
O. Which Wich		35.44		35.44	
IN KIND INCOME	11,804.26	125,751.02	126,995.00	125,786.46	127,079.08
TOTAL + IN KIND INCOME	23,312.17	352,168.51	335,032.25	351,553.64	404,609.56

EXPENSE CATEGORY	MONTH	2021 YTD	2021 Budget	2021 Project	2020 YTD
1. Personnel					
A. Salaries	16,153.83	145,269.09	137,000.00	145,269.09	136,999.98
B. FICA	1,235.79	11,239.47	10,480.50	11,239.47	10,599.57
C. Worker's Compensation		691.00	425.00	691.00	425.00
D. Unemployment		165.70	165.30	165.70	357.56
E. Insurance/Education/IRA	865.42	5,473.22	8,460.00	5,473.22	5,011.59
F. BC Salary			0.00		9,908.65
G. BC FICA			0.00		804.64
H. Bonus	1,000.00	1,000.00		1,000.00	
2. Accounting		2,150.00	2,500.00	2,150.00	4,575.00
3. Advertising	105.00	1,117.62	2,068.00	1,117.62	1,140.00
4. Charlevoix Office					
A. Rent			900.00		1,000.00
B. Telephone		480.47	531.00	480.47	521.64
5.. Communications					
A. Telephone	139.96	1,679.52	1,850.00	1,679.52	1,682.90
B. Internet	97.98	1,335.16	1,374.00	1,335.16	1,231.76
6. Contractual	160.00	5,478.12	4,449.00	5,478.12	4,268.02
7. Equipment					
A. Purchase		1,647.77	1,150.00	1,647.77	1,022.15
B. Repair & Maintenance					259.00
8. Insurance					
A. Cyber					123.00
B. Directors, Officers, Emp.Prac.		1,199.00	1,199.00	1,199.00	1,199.00
C. Business Protection		668.00	938.00	668.00	938.00
D. Commercial Umbrella		300.00		300.00	
9. Occupancy - Rent		7,150.00	7,800.00	7,150.00	7,800.00
10. Other					
A. Board		434.24	569.00	434.24	692.73
B. Executive Director	86.99	1,542.47	2,225.00	1,542.47	941.29
C. Hospitality	53.99	719.19	1,100.00	719.19	522.36
D. Licenses, Fees, Dues	13.40	2,157.34	3,130.00	2,157.34	3,108.53
E. PD		675.00		675.00	
F. Staff Retreat			185.00		
G. Theatre Party Petoskey			2,195.00		2,716.69
H. Theatre Party Charlevoix					
I. Paper Shredding Fund Raiser			600.00		
J. Miscellaneous		1,600.21		1,600.21	11.00
K. Mi-Resolve		222.30		222.30	
L. Which Wich		38.83		38.83	
11. Postage		917.07	1,582.00	917.07	1,763.88
12. Printing		1,770.80	1,500.00	1,770.80	504.00
13. Reimbursement/Refund		344.20		344.20	268.00
14. Supplies	542.96	3,633.36	2,500.00	3,633.36	2,219.05
15. Training					
A. 4-Hour (March)			324.00		
B. 4-Hour (June)					
C. Advanced					1,052.35
D. Oakland Mediation		100.00		100.00	
16. Travel					
A. Lodging		112.61	260.00	112.61	
B. Meals			72.00		38.85
C. Mileage	40.26	264.49	2,565.00	264.49	1,038.67
D. Other					
TOTAL EXPENSES	20,495.58	201,576.25	200,096.80	201,576.25	204,744.86
Gain (Loss)	-8,987.67	24,841.24	7,940.45	24,690.93	72,785.62
Depreciaton Expense	1,062.64	1,062.64		1,062.64	1,894.42
Expenses + Depreciation	21,558.22	202,638.89		202,638.89	206,639.28
Comparison of Income & Expenses	11,507.91	226,417.49	208,037.25	226,267.18	277,530.48

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NORTHERN COMMUNITY MEDIATION
Profit & Loss
December 2021

	Dec 21
Ordinary Income/Expense	
Income	
Unrealized Gains	2,461.23
Donation	
Donor Campaign	
Board Member	1,065.00
Community	4,125.00
Mediator	1,500.00
Total Donor Campaign	6,690.00
Total Donation	6,690.00
Fees	
PPO	48.51
Cancellation	50.00
Divorce	295.04
Domestic	197.52
General Civil	223.51
Landlord/Tenant	297.02
Property	125.00
Total Fees	1,236.60
Grants	
Women's Organization	500.00
Behavioral Health	1,050.00
Total Grants	1,550.00
Interest	156.31
VORP	
Charlevoix	1,875.00
Total VORP	1,875.00
Total Income	13,969.14
Expense	
Bonus	1,000.00
Advertising	105.00
Communications	
Internet	97.98
Telephone	139.96
Total Communications	237.94
Contractual	160.00
Depreciation Expense	1,062.64
Fringe Benefits	
IRA	121.14
Vision Insurance	99.00
Wellness	250.00
Life Insurance	340.32
Dental Insurance	28.34
Health Insurance	26.62
Total Fringe Benefits	865.42

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NORTHERN COMMUNITY MEDIATION
Profit & Loss
December 2021

	Dec 21
Other	
Executive Director	86.99
Hospitality	53.99
Licenses, Fees, Dues	13.40
Total Other	154.38
Payroll Expenses	1,235.79
Salaries and Wages	16,153.83
Supplies	542.96
Travel	
Mileage	40.26
Total Travel	40.26
Total Expense	21,558.22
Net Ordinary Income	-7,589.08
Net Income	-7,589.08

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NORTHERN COMMUNITY MEDIATION
Expenses by Vendor Summary
December 2021

	<u>Dec 21</u>
Charter Communications	237.94
Chemical Bank	405.35
Dan McGuire	485.00
Julienne Tomatoes	10.00
Karen Cole	500.00
Laura Buckingham	1,284.54
McCardel Water Conditioning	8.00
Online Payroll Service Fee	10.00
Payroll Distribution	17,510.76
Sky's the Limit	43.99
TOTAL	<u><u>20,495.58</u></u>

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NORTHERN COMMUNITY MEDIATION

Profit & Loss

January through December 2021

	Jan - Dec 21
Ordinary Income/Expense	
Income	
Unrealized Gains	2,461.23
CDP	8,000.00
CDRP Funds	
1st Quarter	27,080.17
2nd Quarter	22,566.81
3rd Quarter	18,053.45
4th Quarter	22,566.82
Total CDRP Funds	90,267.25
County Funding	
Charlevoix	38,000.00
Emmet	33,420.00
Total County Funding	71,420.00
Donation	
Donor Campaign	
Board Member	1,262.50
Community	8,927.50
Staff	400.00
Mediator	2,350.00
Total Donor Campaign	12,940.00
Total Donation	12,940.00
Fees	
PPO	48.51
Criminal	98.51
Estate	250.00
ACVS	3,000.00
Breach of Contract	983.34
Cancellation	100.00
Divorce	5,417.87
Domestic	933.29
General Civil	1,168.05
Guardianship	97.52
Landlord/Tenant	545.62
Post Judgement	739.54
Probate	866.48
Property	322.20
Public Policy	48.51
Real Estate	247.50
SPED	150.00
Fees - Other	391.40
Total Fees	15,408.34
Fund Raising	
Which Wich	583.05
Total Fund Raising	583.05
Grants	
Women's Organization	500.00

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NORTHERN COMMUNITY MEDIATION
Profit & Loss
January through December 2021

	Jan - Dec 21
Behavioral Health	6,050.00
Charlevoix Foundation	600.00
Petoskey Foundation	2,800.00
Rotary Club of Petoskey	999.00
Total Grants	10,949.00
Interest	355.66
Refund	
Pitney Bowes	193.98
Refund - Other	0.21
Total Refund	194.19
Reimbursement Income	
Bill Millar	1,600.00
Total Reimbursement Income	1,600.00
Training & Workshops	
BH	600.00
4 Hour June	1,025.00
4-Hour March	625.00
40-Hour	3,850.00
Advanced	1,100.00
Total Training & Workshops	7,200.00
VORP	
Charlevoix	6,875.00
Emmet	625.00
Total VORP	7,500.00
Total Income	228,878.72
Expense	
Bonus	1,000.00
Accounting	2,150.00
Advertising	1,117.62
Charlevoix Office	
Telephone	480.47
Total Charlevoix Office	480.47
Communications	
Internet	1,335.16
Telephone	1,679.52
Total Communications	3,014.68
Contractual	5,478.12
Depreciation Expense	1,062.64
Equipment Expense	
Purchase	1,647.77
Total Equipment Expense	1,647.77
Fringe Benefits	
IRA	807.60
Vision Insurance	99.00

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NORTHERN COMMUNITY MEDIATION

Profit & Loss

January through December 2021

	Jan - Dec 21
Wellness	250.00
Life Insurance	702.12
Dental Insurance	1,399.59
Health Insurance	2,214.91
Unemployment	165.70
Total Fringe Benefits	5,638.92
Insurance	
Business Protector	668.00
Commercial Umbrella	300.00
Directors & Officers	1,199.00
Worker's Compensation	691.00
Total Insurance	2,858.00
Miscellaneous	1,600.21
Occupancy	
Rent	7,150.00
Total Occupancy	7,150.00
Other	
Which Wich	38.83
MI-Resolve	222.30
Board	434.24
Executive Director	1,542.47
Hospitality	719.19
Licenses, Fees, Dues	2,157.34
PD	675.00
Refund	25.00
Total Other	5,814.37
Payroll Expenses	11,239.47
Postage	917.07
Printing	1,770.80
Reimbursement	
SEMS	319.20
Total Reimbursement	319.20
Salaries and Wages	145,269.09
Supplies	3,633.36
Training	
OMC	100.00
Total Training	100.00
Travel	
Lodging	112.61
Mileage	264.49
Total Travel	377.10
Total Expense	202,638.89
Net Ordinary Income	26,239.83

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NORTHERN COMMUNITY MEDIATION
Profit & Loss
January through December 2021

	Jan - Dec 21
Net Income	26,239.83

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Cash Basis

NORTHERN COMMUNITY MEDIATION
Expenses by Vendor Summary
January through December 2021

	<u>Jan - Dec 21</u>
Armour Seal	1,600.00
Boyne Area Chamber of Commerce	150.00
BSB Communications	180.00
Charlevoix Chamber of Commerce	180.00
Charter Communications	3,295.15
Chemical Bank	6,497.26
Culligan	21.00
Damon Whitfield	100.00
Dan McGuire	2,105.00
Decka Digital	190.80
Dispute Resolution Center of West Michig	100.00
Donna Bos	120.00
East Jordan Chamber of Commerce	125.00
Elizabeth Scott	20.00
Emmet County Department of Public Works	100.00
EPS	741.60
First Community Bank	135.04
Frankenmuth Insurance	1,659.00
Gabi Reihanian	5.00
Harbor Brenn Agency	1,199.00
Harbor Springs Chamber of Commerce	155.00
Jane Millar	663.87
Jenny Miner	30.00
Julienne Tomatoes	10.00
Kammerman & Bascom	2,150.00
Karen Cole	3,095.30
Keep It Real Social	2,800.00
Laura Buckingham	2,694.23
McCardel Water Conditioning	218.00
McLaren Northern Michigan Foundation	50.00
MCMA	918.00
Meyer Hardware	27.55
Monarch	50.00
Online Payroll Service Fee	120.00
Payroll Distribution	157,316.16
Petoskey Chamber of Commerce	565.00
Pitney Bowes	775.92
Polly Cheney	80.00
Raven Hill Discovery Center	150.00
Rotary	415.50
Rotary Club of Petoskey	231.00
Sky's the Limit	266.93
Skylar MacNaughton	25.00
Southeast Mich Sr Regional Collaborative	550.00
Special Education Meditation Services	319.20
St. Francis Xavier	7,150.00
Stafford's Hospitality	200.00
The 501 Alliance	165.70
The Print Shop	1,738.00
Trophy Case	18.00
Van's Business Machines	65.00
Which Wich	38.83

NORTHERN COMMUNITY MEDIATION
Expenses by Vendor Summary
January through December 2021

	<u>Jan - Dec 21</u>
TOTAL	<u>201,576.04</u>

NORTHERN COMMUNITY MEDIATION
Balance Sheet Prev Year Comparison
As of December 31, 2021

	Dec 31, 21	Dec 31, 20	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Savings First Comm	20,330.86	0.00	20,330.86	100.0%
CD First Comm. Bank 60303017	6,714.44	0.00	6,714.44	100.0%
CD Char State Bank 20524	10,016.61	0.00	10,016.61	100.0%
CD First Comm. Bank 60303098	10,017.44	0.00	10,017.44	100.0%
Savings 4Front	27,115.97	27,065.19	50.78	0.2%
CD Char State Bank 18756	6,121.57	6,097.14	24.43	0.4%
CD Char State Bank 18910	12,460.46	12,424.69	35.77	0.3%
CD Chemical Bank 803611	0.00	6,707.17	-6,707.17	-100.0%
CD Huntington 7188401731	6,376.58	6,359.03	17.55	0.3%
CD Huntington 7188402031	6,553.76	6,535.82	17.94	0.3%
CD First Comm. Bank 60302215	8,004.73	7,984.80	19.93	0.3%
CD First Comm. Bank 60302716	5,709.68	5,691.62	18.06	0.3%
Checking 1st Community Bank	145,550.68	128,136.35	17,414.33	13.6%
Money Market Fifth Third	0.00	5,002.98	-5,002.98	-100.0%
Money Market PNC	0.00	5,009.26	-5,009.26	-100.0%
Petty Cash	100.00	100.00	0.00	0.0%
Savings Chemical Bank	0.00	20,329.07	-20,329.07	-100.0%
Total Checking/Savings	265,072.78	237,443.12	27,629.66	11.6%
Total Current Assets	265,072.78	237,443.12	27,629.66	11.6%
Fixed Assets				
Accumulated Depreciation	-42,833.23	-41,770.59	-1,062.64	-2.5%
Equipment				
Purchase	44,688.75	44,523.75	165.00	0.4%
Equipment - Other	-1,788.00	-1,788.00	0.00	0.0%
Total Equipment	42,900.75	42,735.75	165.00	0.4%
Total Fixed Assets	67.52	965.16	-897.64	-93.0%
Other Assets				
Investments - CCCF	14,715.14	13,152.46	1,562.68	11.9%
Investments - PHSACF	19,684.03	18,785.48	898.55	4.8%
Total Other Assets	34,399.17	31,937.94	2,461.23	7.7%
TOTAL ASSETS	299,539.47	270,346.22	29,193.25	10.8%

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Cash Basis

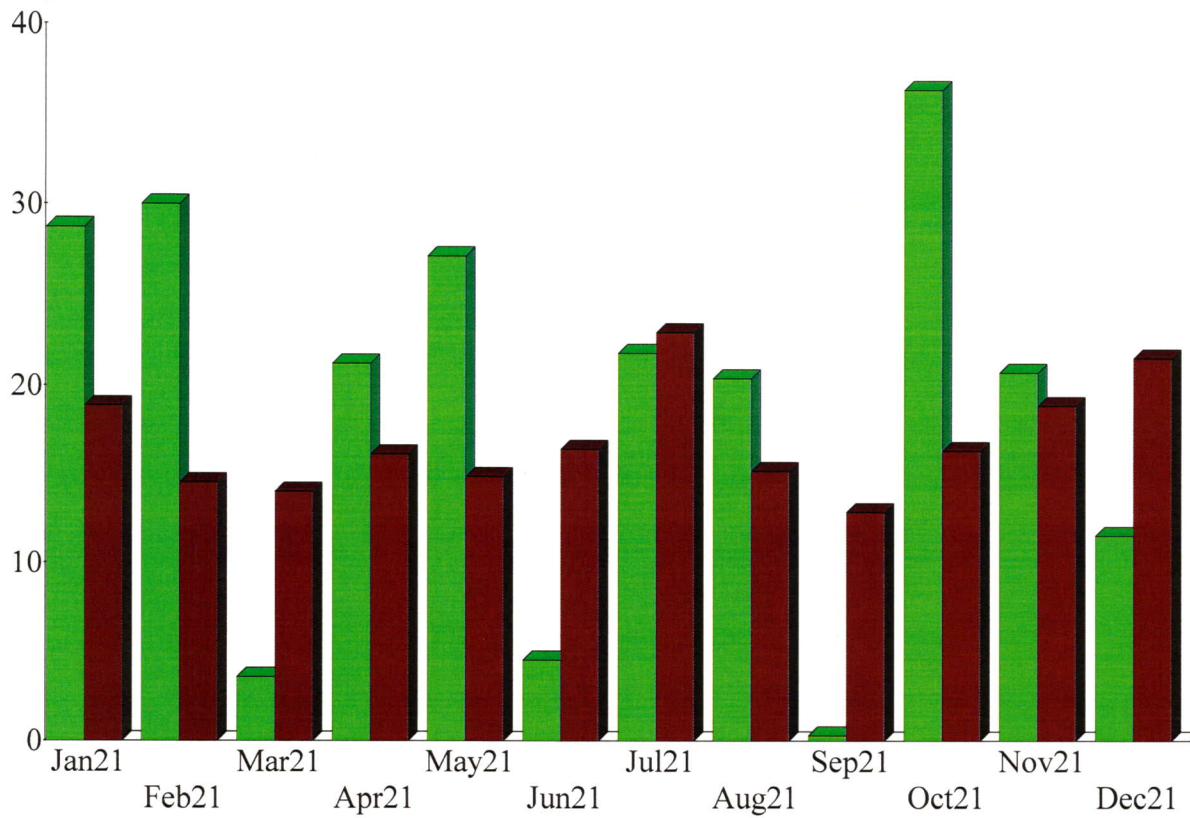
NORTHERN COMMUNITY MEDIATION
Balance Sheet Prev Year Comparison
As of December 31, 2021

	Dec 31, 21	Dec 31, 20	\$ Change	% Change
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Other Current Liabilities				
Simple W/H	-2,584.56	0.00	-2,584.56	-100.0%
Simple IRA Withheld	3,807.60	0.00	3,807.60	100.0%
BC State Income Tax Withheld	363.33	363.33	0.00	0.0%
BC Federal Income Tax Withheld	13.00	13.00	0.00	0.0%
BC Michigan Unemployment	222.72	222.72	0.00	0.0%
BF State Income Tax Withheld	975.77	975.77	0.00	0.0%
BF Michigan Unemployment	11.01	11.01	0.00	0.0%
BF FICA Tax Withheld	4,956.02	4,956.02	0.00	0.0%
BF Federal Income Tax Withheld	1,068.69	1,068.69	0.00	0.0%
BC FICA Tax Withheld	175.80	175.80	0.00	0.0%
RP Michigan Unemployment	97.81	97.81	0.00	0.0%
RP State Income Tax Withheld	-171.32	-171.32	0.00	0.0%
RP FICA Tax Withheld	-568.27	-568.27	0.00	0.0%
RP Federal Income Tax Withheld	-90.00	-90.00	0.00	0.0%
Federal Income Tax Withheld	151.31	-269.69	421.00	156.1%
Fica Tax Withheld	-2,551.30	-3,410.37	859.07	25.2%
Michigan Unemployment	2,076.84	1,950.48	126.36	6.5%
State Income Tax Withheld	229.54	-94.41	323.95	343.1%
Total Other Current Liabilities	8,183.99	5,230.57	2,953.42	56.5%
Total Current Liabilities	8,183.99	5,230.57	2,953.42	56.5%
Total Liabilities	8,183.99	5,230.57	2,953.42	56.5%
Equity				
*Retained Earnings	265,115.66	189,868.71	75,246.95	39.6%
Opening Bal Equity	-0.01	-0.01	0.00	0.0%
Net Income	26,239.83	75,246.95	-49,007.12	-65.1%
Total Equity	291,355.48	265,115.65	26,239.83	9.9%
TOTAL LIABILITIES & EQUITY	299,539.47	270,346.22	29,193.25	10.8%

Income and Expense by Month January through December 2021

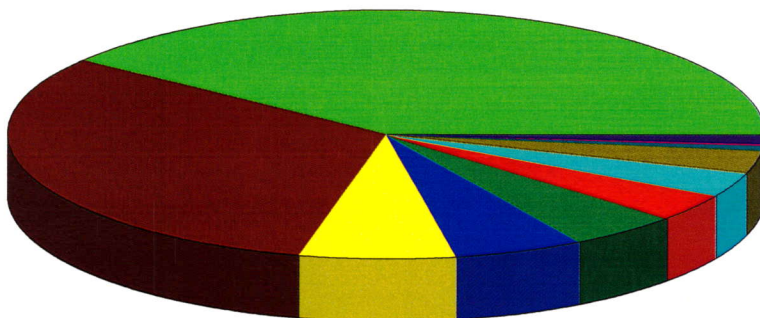
Income
Expense

\$ in 1,000's



Income Summary January through December 2021

CDRP Funds	%39.87
County Funding	31.54
Fees	6.81
Donation	5.72
Grants	4.84
CDP	3.53
VORP	3.31
Training & Workshops	3.18
Reimbursement Income	0.71
Fund Raising	0.26
Other	0.24
Total	\$226,417.49



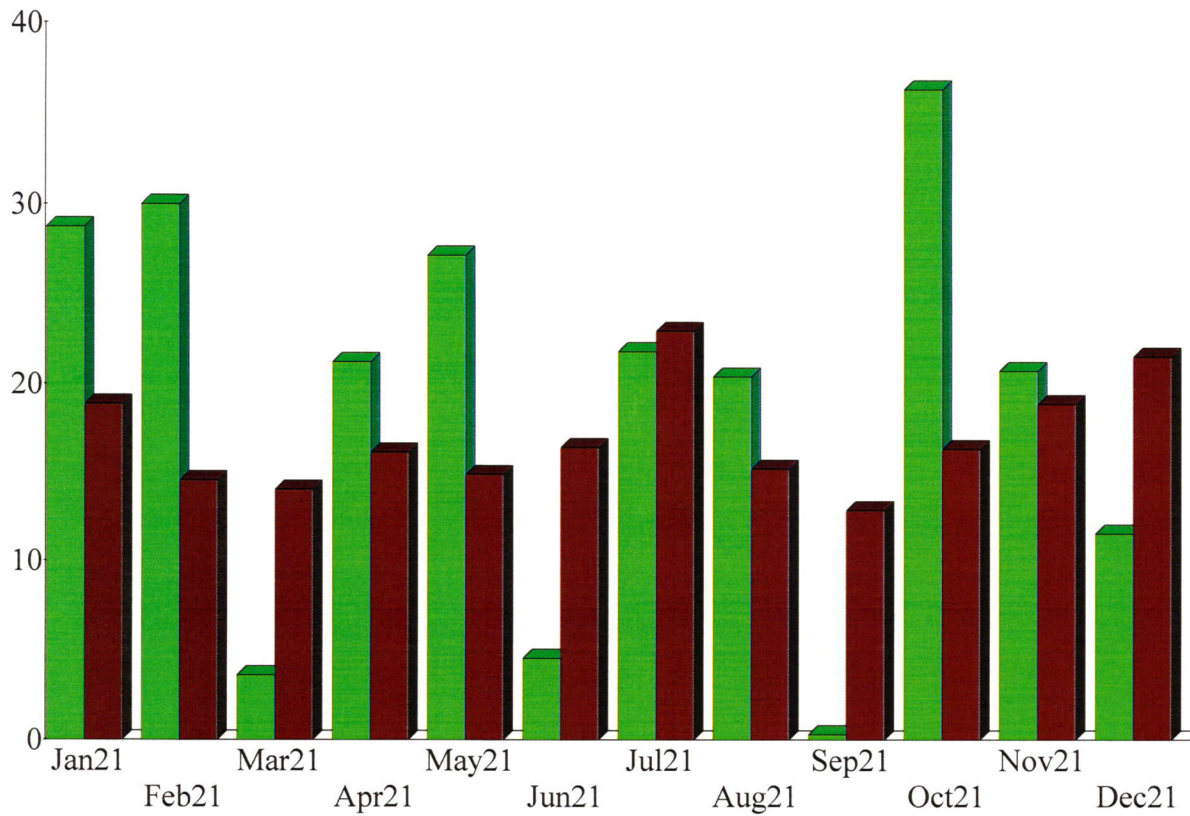
By Account

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Income and Expense by Month January through December 2021

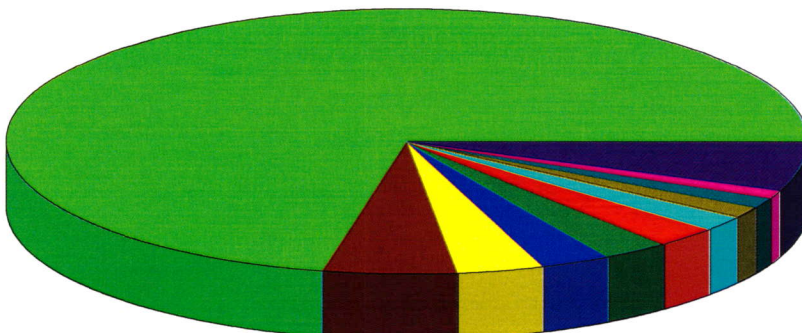
Income
Expense

\$ in 1,000's



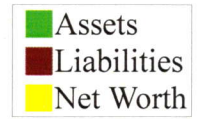
Expense Summary January through December 2021

Salaries and Wages	%71.69
Payroll Expenses	5.55
Occupancy	3.53
Other	2.87
Fringe Benefits	2.78
Contractual	2.70
Supplies	1.79
Communications	1.49
Insurance	1.41
Accounting	1.06
Other	5.13
Total	\$202,638.89

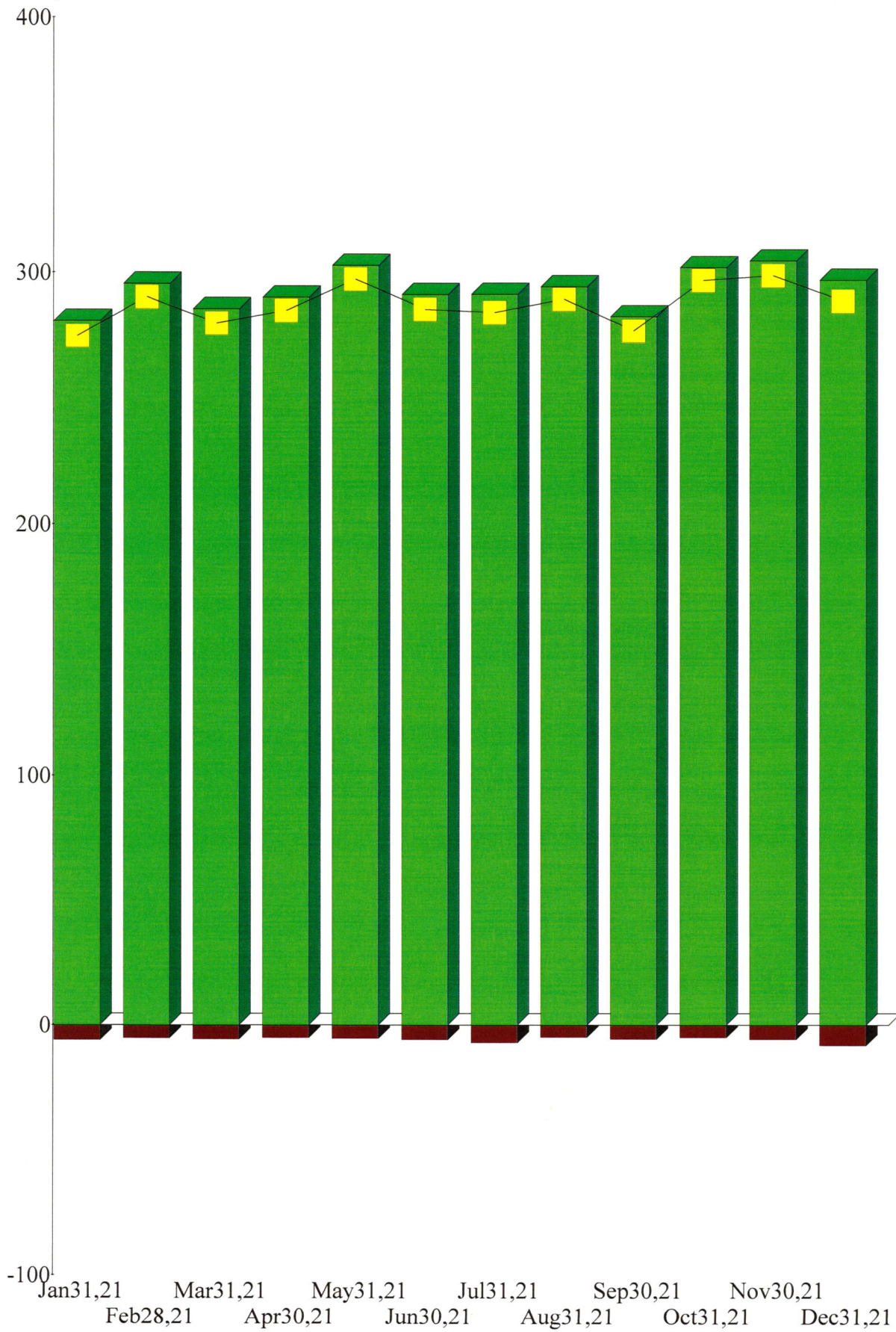


By Account

Net Worth by Month
As of December 31, 2021



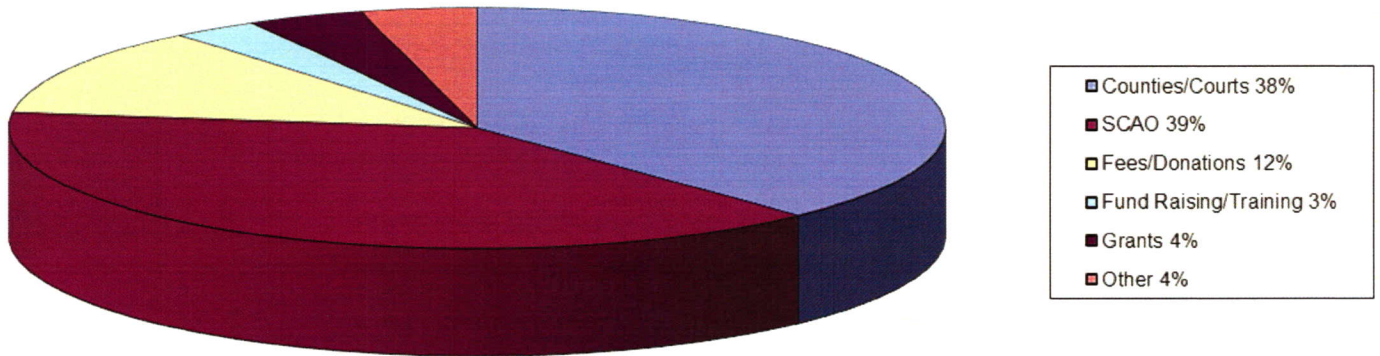
\$ in 1,000's



**TWENTY-TWO YEAR COMPARISON
REVENUE SOURCES**

YEAR	SCAO	COUNTIES	AGENCY	TOTAL	IN KIND
2021	90,267.25	86,920.00	49,230.24	226,417.49	125,751.02
2020	75,336.73	91,336.60	110,004.39	276,677.72	127,079.08
2019	73,050.41	89,419.92	82,572.90	245,043.23	231,628.92
2018	46,328.13	88,416.60	71,228.04	205,972.77	160,506.62
2017	40,437.84	93,360.00	58,997.28	192,795.12*	202,038.61
2016	43,747.09	93,400.00	58,425.99	195,573.08	183,687.04
2015	48,012.92	88,663.75	44,515.00	181,191.57	163,205.83
2014	46,307.69	87,275.00	51,413.97	184,996.66	170,662.83
2013	41,927.45	89,125.00	43,291.72	174,344.17	226,552.96
2012	47,032.97	84,050.00	35,331.95	166,414.92	184,703.20
2011	45,119.56	87,075.00	37,965.62	170,160.18	200,792.66
2010	57,368.81	84,000.00	42,990.48	184,359.29	228,514.86
2009	54,892.64	83,900.00	37,402.12	176,194.76	198,391.08
2008	52,964.25	76,225.00	48,077.34	177,266.59	193,458.36
2007	68,671.08	60,000.00	65,054.20	193,725.28	191,127.82
2006	67,531.61	69,000.00	31,807.63	168,339.24	142,871.68
2005	64,275.33	45,000.00	39,938.74	149,214.07	62,526.56
2004	70,441.65	33,750.00	22,005.16	126,196.81	44,883.50
2003	75,362.57	4,000.00	10,804.94	90,167.51	44,871.36
2002	69,788.17	3,000.00	5,543.35	78,331.52	46,419.87
2001	68,254.91	3,000.00	13,221.43	84,476.34	NA
2000	66,762.94	3,000.00	19,417.20	89,180.14	NA

Revenue Sources for 2021



ANNUAL REPORT FOR 2021

Personnel

The year 2021 continued to function in the COVID-19 mode. Although the staff was working in person at the office, Coronavirus protocols continued to be enforced. Since all three staff members had been vaccinated and then boosted, they were not required to wear masks. Any other individuals who happened to come to the NCM office, however, were required to be masked and maintain a six-foot distance from others.

Not enough accolades can be said about the staff in their handling of the challenging situation. All mediations continued to be held via zoom or through conciliation on the telephone. These praises extend to Northern Community Mediation's (NCM) volunteer mediators. Without their willingness to mediate via Zoom, NCM would not have been able to offer its services to the citizens of Charlevoix and Emmet counties.

NCM presently has 57 mediators. The majority of the volunteer mediators have received advanced training in specialized fields of mediation, which include the following:

- Advanced General Civil
- Behavioral Health
- Child Protection
- Divorce/Domestic Relations
- Guardianship
- Mental Health
- Parenting Time
- Restorative Practices
- Safety & Security
- School Attendance
- Special Education
- Victim-Offender Reconciliation

NCM enforces the State Court Administrative Office (SCAO) requirement that mediators complete a minimum of eight hours of continuing education every two years. NCM also continues to be in compliance with the State Court Administrative Office (SCAO) policy for background checks. All employees, interns, volunteer mediators and other volunteers must undergo a background check through the Michigan State Police (ICHAT), as well as a criminal registry check through the Department of Human Services every two years.

Trainings and Workshops

NCM conducted seven mediator trainings in 2021 with executive Director Dr. Jane Millar as the trainer. All trainings were offered via Zoom.

Two four-hour, advanced mediator trainings were available primarily for the NCM mediators. The first one, which was titled "The Mediator's Health & Well-Being," generated \$625. Twenty individuals participated in the training: 11 who mediate for NCM, four for the Mt. Clemens center, three for the Eastern Upper Peninsula center, one for the Macomb center, and one private mediator. Those individuals who mediate

exclusively for one of the Citizen Dispute Resolution Program (CDRP) centers were charged \$25, whereas the private mediator was charged \$150.

The second four-hour training, which was titled "Parenting Time & Divorce/Domestic Nuances" was offered in June and generated \$1,025. Mediators who work exclusively with one of the CDRP centers were charged \$25, and those who do private mediations were charged \$100. Seven participants mediate for NCM, four for the Sault Ste. Marie center, two for the Marquette center, two for the Muskegon center, one for the Grand Rapids center, one for the Kalamazoo center, six who do not mediate exclusively for a CDRP center, and three for whom there was no charge, for a total of 31 participants.

The Oakland Mediation center contracted with NCM to conduct two, four-hour, advanced mediation trainings, each one's being "The Mediator's Health & Well Being." Thirteen mediators participated in the September 10 training, and 13 in the September 24 training. NCM was paid \$550 for each of the trainings.

The 40-hour, general civil training, which is the basic training required to be a mediator in the state of Michigan, brought in \$3,850 in revenue. There were sixteen participants: eight who will be mediators for NCM, four for the Muskegon center, one for the Flint center, one for the Grand Rapids center, and two who will be private, attorney mediators. Those participants who will mediate exclusively for one of the CDRP centers were charged \$50 each, while those participants who will do private mediations were charged \$600 each. Additionally, NCM received \$2,000 from the Behavioral Health Mediation Service Grant to offer the 40-hour training.

NCM also conducted two, six-hour Behavioral Health Mediation trainings, for which NCM was paid \$300 each. These two trainings relate to the Behavioral Health Mediation Services Program, which is the result of a Michigan Department of Health & Human Services (MDHHS) grant award to the Michigan Community Mediation Association (MCMA) to work collaboratively with Community Mental Health (CMH) in providing mediation services to clients of CMH.

Meetings

On January 21, 2021 NCM conducted its annual meeting for 2020 via Zoom. Minutes of that meeting will be available on the NCM website (www.northernmediation.org) upon approval by the Board of Directors at the 2022 Annual Meeting, which is scheduled for Thursday, January 20, 2022.

All Board and committee meetings were conducted via Zoom. Regular board meetings were held six times in 2021: January, March, May, July, September, and November. The Board called a special meeting in December to approve the proposed 2022 budget. Minutes of the board meetings are available on the NCM website. The Executive Committee met five times in 2021: February, April, June, August, and October. The other four standing committees met throughout the year on an as-needed basis. Those committees are as follows: facilities, funding, marketing and staff compensation.

On Thursday, May 27, NCM held its annual, Appreciation Gala via Zoom. Doug Van Epps, Executive Director of the Office of Dispute Resolution (ODR) under the State Court Administrative Office (SCAO) was the guest speaker. He reflected on his 30 years of service as the CDRP director for the State Court Administrative Office (SCAO) and

the changes that have occurred and the progress that has been made over the years. The following individuals were recognized for their contributions to NCM:

- Veteran Mediator of the Year – Bill Cattin
- Rookie Mediator of the Year – Jeanne Baranowski
- Advocate of the Year – Which Wich Team, which included Mitch Brown, Rich Sylvester, Nikki Devitt, and Maureen Hollocker, as well as Bob Banner, Laura Buckingham, Karen Cole, Hugh Conklin, Iza Babinska, Phil Harmon, Emily Hoffman, Hob Ingleson, Brooke Jacoby and her daughter Preston, Suzi Kanine, Brian Kasiborski, and Marty VandeCarr
- Leah Award – Doug Van Epps. This award recognizes an individual or organization that has significantly contributed to mediation and the CDRP over the years and is not necessarily given every year.

In addition to regular meetings relating to the operations of NCM, such as weekly staff meetings and a yearly staff retreat, the staff has traditionally participated in a variety of meetings and gatherings. As a result of COVID-19, most events were cancelled, such as the Chamber Expos, Project Connect and Career Day. NCM staff did participate in those meetings and events that were held via Zoom, such as monthly meetings of the Human Services Coordination Body (HSCB), the Great Start Collaborative and Connecting Women in Business, as well as yearly events, such as Breakfast for Champions and the Chambers of Commerce State of the Community, as well as their annual meetings. NCM staff also maintained contact with various agencies and individuals through Zoom meetings, telephone conversations and e-mails. Since October NCM staff has contacted at least five individuals per month to promote the BHMS Program and posted at least twice a month on Facebook and Instagram. This same approach will begin for the Michigan Agricultural Mediation Program in January 2022.

The Executive Director continues to be a mentor for Leadership Charlevoix County. In order to capitalize upon the knowledge of the younger generation, she has met with teacher Matt Hamilton from East Jordan High School and teacher Molly Jones from Alanson High School. Their classes will be developing short videos promoting NCM that will be posted on NCM's Instagram pages. The Executive Director was extended a personal invitation to the investiture of Judge Jennifer Deegan and was both surprised and honored on September 16 when the Charlevoix-Emmet Bar Association presented her with the Liberty Bell award.

On Thursday, December 16, 2021 from 5:00 pm to 6:00 pm, NCM again made use of Zoom by hosting its annual holiday party. Fun was had by all. The Executive Director started by saying, "Let's pretend that I could give each of you \$500,000 to donate to one non-profit of your choice (other than NCM). Which non-profit would you choose and why?" What an interesting conversation and what a variety of answers, ranging from the environment to housing to food banks to humanitarian needs! Following this thought provoking conversation, a light-hearted scavenger hunt was held. Twenty items were listed that could potentially be found in everyone's home. Of the 20 items, mediator Suzy Engle was able to find 19. All she was missing was the mistletoe. Her big prize was a \$10 gift certificate to Julianne Tomatoes.

Of all of the outreach performed by the staff, the most enjoyment relates to Women Can/Women Do, a fundraiser for the Women's Resource Center. This event is attended

by approximately 500 women in the Petoskey area. NCM is involved by being one of the table designers. This year's theme was "The Teddy Bears' Picnic."

State-Wide Involvement

The Executive Director continues to be active in the Michigan Community Mediation Association (MCMA). She attends monthly meetings of the Board of Directors, Development Committee and the Finance/Funding Formula Committee. Additionally, she was asked to participate in the Michigan Community Mental Health Summit and attended the Alternative Dispute Resolution (ADR) Section of the Michigan State Bar Association (MSBA) annual conference. All of these events were held via Zoom

Following the November election, the executive Director contacted all newly elected officials, which included the Emmet county commissioners, the Charlevoix county commissioners, and state representatives of Charlevoix and Emmet counties. Representative John Damoose showed particular interest in mediation as was evidenced by the fact that he spent over 90 minutes at the NCM office.

Board Retreat

The board held its annual Board Retreat via Zoom on Monday, February 8. The major outcome of the retreat was the establishment of four committees along with their responsibilities that will be used as NCM's strategic plan.

- The Facilities Committee will be responsible for investigating alternatives for the NCM office, specifically focusing on upgrading the present facility at NCM's expense, locating another facility for rent and the possibility of purchasing its own building. Mitch Brown and Hugh Conklin serve on this committee as co-chairpersons.
- The Funding Committee was charged with analyzing the efficiency of the present sources of income, such as the Theatre Parties, as well as investigating new sources of revenue. Iza Babinska, Nikki Devitt, Emily Hoffman, Brian Kasiborski and Maureen Hollocker serve on this committee with Kirstyn Horan as its chairperson.
- The Marketing/Public Relations Committee will focus on the use of social media in promoting NCM. In particular, the Executive Director will work with Sommer Poquette of Keep It Real Social in the development of its Facebook and Instagram pages, as well as the use of a Blog. Chaired by Suzi Kanine, this committee consists of Phil Harmon, Hob Ingleson and Brooke Jacoby.
- The Staff Compensation Committee's charge was to investigate salaries for the case managers and the executive director in comparison to equivalent positions in four areas: 1) in comparison to the other CDRP centers with similar budgets; 2) in comparison to other non-profits within Charlevoix and Emmet counties; 3) in comparison to other non-profits in northern Michigan; and 4) in comparison to non-profits throughout the state of Michigan with similar budgets. Additionally, this committee was to look at the fringe benefit package as described in the Personnel Policies Manual.

Staff Retreat

On Friday, November 12, Northern Community Mediation (NCM) held its annual staff retreat. Case Managers Karen Cole and Laura Buckingham along with Executive Director Jane Millar spent a short time reviewing the accomplishments and challenges of 2021. They then focused on the agenda, which included the following: 2022 calendar, monitoring calendar, fees, mediator list & qualifications, weighted caseload, succession plans, and update of forms, personnel policies, office procedures and MADTrac.

Presentations and Promotion

As stated earlier, presentations and promotional activities were hindered by COVID-19. Therefore, most interactions were on a one-to-one basis via phone conversations. The one exception related to Connecting Women in Business, for which NCM was a sponsor. Hence, NCM staff was able to make a short presentation about the organization and its value to the community.

MI-Resolve

MI-Resolve, an initiative of the SCAO, is an online service that provides a free, quick and easy way to resolve disputes with the help of a neutral mediator. Just as in a face-to-face mediation, the mediator helps parties find a solution to a dispute that works best for everyone. The only difference is that the mediation is done online by using a platform similar to e-mails. In that MI-Resolve is a secure system, all communication is confidential. If an agreement is reached, appropriate paper work is drawn up, and that agreement is considered to be a contract, enforceable by law.

Unfortunately, this opportunity has not been embraced by the citizens of Charlevoix and Emmet counties. Since the platform is limited to small claims types of cases and since both the Charlevoix and Emmet County Courts have such an efficient system in place for small claims cases, it appears that there is no real need for MI-Resolve. Once MI-Resolve has been expanded to include parenting time types of cases, it is the hope of NCM that the convenience of the platform will entice clients to use MI-Resolve

Eviction Diversion Mediation Program (EDMP)

The EDMP was established throughout the state to avoid massive evictions that could result in a significant increase in homelessness, a scenario that was predicted could occur due to the pandemic. The premise is that state funds would be used to pay the landlord 90% of what was owed to him/her. In return, he/she would not evict the tenant. Although the CDRP centers downstate were swamped with EDMP cases, such was not the case for NCM and the other smaller centers in more rural areas. In fact, no EDMP cases were referred to NCM.

Behavioral Health Mediation Services Program (BHMSPP)

The Michigan Department of Health & Human Services awarded a grant in the amount of \$500,000 to MCMA with the Oakland Mediation Center serving as the fiscal agent for the purpose of providing mediation services to clients of Community Mental Health (CMH) who have a grievance with their treatment plan or who would like to have their

treatment plan re-evaluated. The training for the mediators for this specialized type of mediation has been completed, and the plan is to have the CMH case workers trained during the first quarter of 2022. Once this is completed, BHMSM mediations will begin. Not only will the grant pay each CDRP center for each case mediated, the centers are also paid \$1,050 per month for conducting at least five meetings and two social media posts per month.

Michigan Agricultural Mediation Program (MAMP)

The United States Department of Agriculture (USDA) has awarded the MAMP to MCMA. This program offers free mediation services to Michigan farmers to resolve their disputes outside of court. Farmers' disputes covered by this grant can range from contract issues, estate and probate complications, adverse determinations by the USDA, bankruptcy, and any other conflict they may face concerning their farm. It can also cover divorce and domestic matters. For each MAMP case that one of the CDRP centers mediates, it will receive \$200 from the grant. Since this grant was announced less than two months ago, NCM is still in the process of promoting and creating awareness of the program.

Caseload

The number of cases opened in 2021 as compared with 2020 was down by 267 cases: 395 vs. 662. The number of cases closed in 2021 as compared to 2020 was down by 264 cases: 404 vs. 668. This drop directly relates to the pandemic and the loss of the Restorative Practices Program at Boyne City High School, which accounts for 283 cases. If those 283 cases were added to the 2021 total cases closed, there would have been 687 closed cases for 2021.

Accounting for 39.11% of the cases, breach of contract mediations were the most prevalent types of cases in 2021. This was followed by divorce cases at 14.6%. School attendance cases accounted for 7.43% of the cases and domestic at 5.2%.

The case breakdown by programs is as follows:

	2021		2020	
PROGRAM	# ACCEPTED	# CLOSED	# ACCEPTED	# CLOSED
Child Protection	14	16	14	10
Victim Offender	7	8	3	1
Parenting Time	55	54	55	55
School Attendance	29	30	49	48
RP	0	0	236	236

The case breakdown by counties is as follows:

	2021		2020	
COUNTY	# ACCEPTED	# CLOSED	# ACCEPTED	# CLOSED
Charlevoix	147	152	391	399
Emmet	227	235	262	259
Other	19	17	4	4

The case breakdown relating to the courts is as follows:

	2021		2020	
COURT	# ACCEPTED	# CLOSED	# ACCEPTED	# CLOSED
33 rd Circuit	31	33	38	37
57 th Circuit	42	42	41	41
90 th District	27	28	37	40
7 th Probate	26	29	29	28
FOC	39	36	20	22
Small Claims	141	151	153	152
LTBB	1	1	1	1

The case breakdown by dispute type is as follows:

	2021		2020	
DISPUTE TYPE	#ACCEPTED	# CLOSED	# ACCEPTED	# CLOSED
Breach of Contract	150	158	172	178
Schools	29	30	285	284
Victim Offender	7	8	2	1
Domestic Matters	23	21	12	14
Child Protection	14	16	13	10
Post Judgment	55	54	55	56
Divorce	58	59	66	64
Landlord/Tenant	12	13	13	13
Other	45	45	46	47

A comparison of the caseload is as follows:

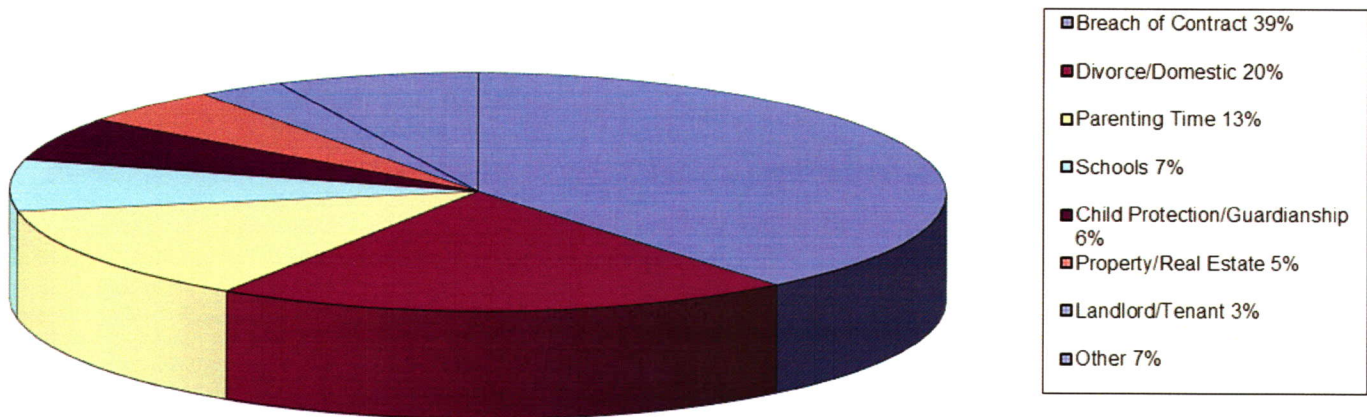
CATEGORY	2021	2020	2019	2018	2017
# Opened	393	664	855	828	1,055
# Closed	404	667	843	847	1,061
Agreement Rate	73%	87%	84%	79%	83%
# Court Referred	314	319	462	591	741
# Self Referred	40	50	56	55	56

TWENTY-TWO YEAR COMPARISON

DISPUTE TYPES (based on number of cases disposed in a given year)

Year	CDP	Breach Contract	EMP	Guardianship	Land/Tenant	Neighbor	Div Dom	Post Judge	Property	Edu	Vic Offend	Oth	Total
2021	16	158	4	6	13	3	80	54	17	30	8	15	404
2020	10	178	0	11	13	2	77	55	29	284	1	7	667
2019	16	348	4	5	8	1	91	39	12	295	4	20	843
2018	15	481	0	9	5	0	96	23	4	181	17	16	847
2017	18	620	1	6	3	2	109	21	4	240	25	12	1,061
2016	15	509	4	4	2	1	95	23	14	48	19	4	738
2015	17	512	3	4	25	1	92	30	8	62	39	7	800
2014	35	366	2	6	56	0	88	38	22	27	55	7	702
2013	32	162	1	2	24	1	104	58	15	37	54	11	501
2012	30	127	2	4	14	1	92	41	12	2	55	11	391
2011	43	131	4	6	16	1	105	61	13	1	57	8	446
2010	22	160	4	5	12	2	104	44	6	3	60	13	435
2009	33	180	3	5	20	6	100	40	2	3	51	12	455
2008	26	186	2	1	16	1	95	29	8	4	81	10	459
2007	49	192	2	1	14	0	92	38	7	0	127	6	528
2006	59	187	5	3	16	7	76	23	8	2	89	13	488
2005	60	165	17	2	6	4	50	29	4	2	83	5	427
2004		179			30	7	67		11		13	80	387
2003		148			11	9	50		14		11	78	321
2002		150			19	5	71		18		6	64	333
2001		165			20	6	50		13		4	54	312
2000		106			16	7	24		14		5	55	227

Dispute Types for 2021



Agreement Rates

Throughout 2021, all mediations were conducted via Zoom. In 2020 three-fourths of the mediations were held via Zoom, whereas in 2019, all mediations were in-person. In comparing the agreement rates among the three years, it appears that not having in-person mediations has had an impact upon the agreement rates. It is also interesting to note that conciliations rose significantly from 2019 to 2021.

The agreement rate percentages for 2021 are depicted in the pie chart entitled Agreement Rates. The table below shows the comparison of agreement rates between 2021, 2020 and 2019.

YEAR	AGREEMENT	NO AGREEMENT	CONCILIATED	FACILITATED /ARBITRATED	PARTIAL
2021	44%	27%	25%	0%	4%
2020	67%	13%	18%	1%	1%
2019	74%	16%	8%	1%	1%

Referral Sources

The number of court referred / ordered cases dropped from 462 in 2019 to 319 in 2020. This was due primarily to the fact that court filings in general dropped as a result of COVID-19. It is anticipated that this trend will continue well into 2022.

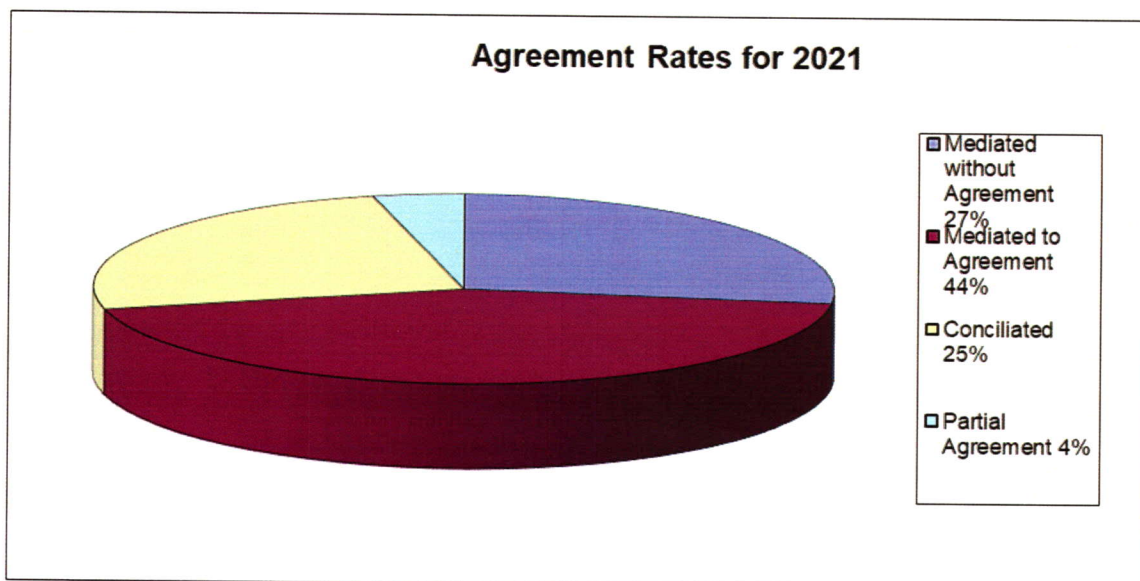
With the elimination of the Restorative Practices Mediation Program at the Boyne City High School as a result of the school district's funding cuts, school related referrals were confined to the School Attendance Mediation Program. Hence, the drop in school referrals directly affected the drop in the 2121 caseload.

The referral source percentages for 2021 are shown in the pie chart entitled Referral Sources. The case breakdown by referral source is as follows:

REFERRAL SOURCE	# IN 2021	# IN 2020	# IN 2019
Courts	314	319	462
Self	40	50	56
Educational Institutions	30	283	294
Legal Organizations	16	9	1
Prosecutor	1	0	3
Other	3	6	27

TWENTY-TWO YEAR COMPARISON AGREEMENT RATES

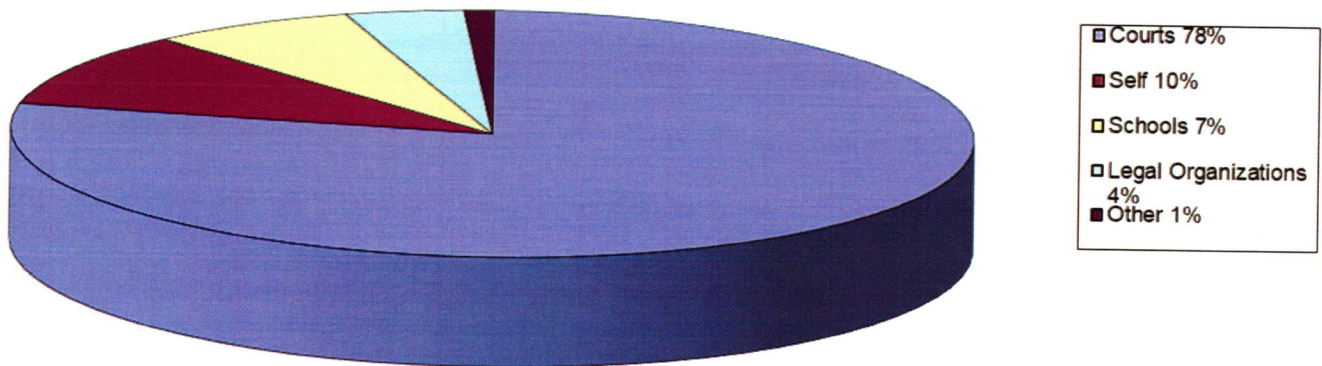
Year	Total Cases	Core Cases	Agreement	Partial Agreement	Conciliated	Facilitated	Arbitrated	No Agreement
2021	404	256	112	11	64	0	0	69
2020	667	452	303	6	83	1	0	59
2019	843	558	411	9	44	3	0	91
2018	847	464	280	10	72	5	0	97
2017	1061	604	344	12	138	10	0	100
2016	738	396	161	3	163	0	0	69
2015	800	440	179	8	180	0	0	73
2014	702	426	175	17	171	4	0	59
2013	501	392	209	12	75	1	0	95
2012	391	305	162	9	52	1	0	81
2011	446	345	175	6	55	1	1	107
2010	435	340	203	7	52	4	1	73
2009	455	349	224	4	41	1	1	78
2008	459	339	173	4	67	21	1	73
2007	528	395	177	0	143	10	0	65
2006	488	379	253	6	71	0	0	49
2005	428	369	253	3	66	4	0	43
2004	337	232	150	0	41	2	0	39
2003	318	NA	266	NA	NA	NA	NA	NA
2002	332	NA	287	NA	NA	NA	NA	NA
2001	307	NA	266	NA	NA	NA	NA	NA
2000	240	NA	201	NA	NA	NA	NA	NA



TWENTY-TWO YEAR COMPARISON
REFERRAL SOURCES (based on number of cases disposed in a given year)

YEAR	COURT	GOV/ POLICE	LEGAL/ BUSINESS/CORP	SELF- REFERRAL	SOC SER/ EDUC/COMM	OTHER	TOTAL
2021	314	0	17	40	30	3	404
2020	319	0	10	50	284	4	667
2019	462	1	6	56	294	24	843
2018	591	0	4	55	182	15	847
2017	741	1	11	56	238	14	1061
2016	597	0	6	81	48	6	738
2015	683	1	4	47	61	4	800
2014	609	1	12	50	27	3	702
2013	373	2	15	70	37	4	501
2012	273	4	39	74	0	1	391
2011	372	1	19	45		9	446
2010	351	2	30	48	2	2	435
2009	348	2	29	68	3	5	455
2008	351	0	43	57	4	4	459
2007	429	3	26	60	2	8	528
2006	394	8	14	51	3	18	488
2005	348	18	0	38	2	21	427
2004	299	5	20	33	7	23	387
2003	175	6	33	80	16	11	321
2002	207	4	22	76	13	11	333
2001	187	4	29	62	23	7	312
2000	167	3	14	15	7	21	227

Referral Sources for 2021



Fund Raising

The two tables below depict the harsh reality of COVID-19. In 2021, neither the Petoskey Theatre Party nor the Charlevoix Theatre Party was held. The only fund raising event that took place in 2021 was the Which Wich event. Thanks to the initiative of Board member Mitch Brown and the support of the Which Wich owner Rich Sullivan, \$585.05 was raised.

Petoskey Theatre Party	2021	2020	2019
Sponsorships		\$6,800.00	\$8,350.00
Ticket Sales		\$2,325.00	\$2,285.00
Other		\$875.25	\$709.00
Total Income		\$10,000.25	\$11,700.00
Expenses		\$2,716.69	\$2,988.74
Profit		\$7,283.56	\$8,355.26

Charlevoix Theatre Party	2021	2020	2019
Sponsorships		\$250.00	\$3,750.00
Ticket Sales			\$850.00
Other			\$353.00
Total Income			\$4,953.00
Expenses			\$1,712.95
Profit		\$250.00	\$3,240.05

Fees

NCM does charge a minimal administrative fee for most cases. Those cases for which there is no charge are school attendance, access and visitation, victim-offender, special education, and small claims. Additionally, fees are either reduced or waived if it would be a hardship for an individual to pay the fee. If a client is an American Veteran, fees are waived for all parties involved in the case.

Access & Visitation (ACVS) fees, which come from federal funds, had a \$3,000 cap for 2021. From year to year, Special Education fees, which come from Special Education Mediation Services (SEMS), have dropped because the eleven school districts in the Charlevoix-Emmet Intermediate School District prefer to handle their own special education cases rather than going through SEMS.

Fee Source	2021	2020	2019
NCM Fees	12,258.34	\$11,578.55	\$11,765.19
Access & Visitation	3,000.00	\$2,750.00	\$3,900.00
Special Education	150.00	\$3,650.00	\$6,650.00
Total	15,408.34	\$17,978.55	\$22,315.19

Excluding ACVS and Special Education, the table below compares the waived and non-waived fees.

NCM Fees	\$23,940.00
Waived Fees	\$8,464.10
Non-Waived Fees	\$15,475.90
Payments of Non-Waived Fees	\$12,258.34
Balance Due of Non-Waived Fees	\$3,217.56

The table below depicts the breakdown of the waived fees. It should be noted that if NCM were able to collect those fees related to the rows write-offs through respondent failed to show, there would be an additional \$6,800 in revenue.

Write-Off	\$900.00
Settled Prior to Mediation	\$2,200.00
Case Withdrawn	\$1,100.00
American Veteran	\$1,300.00
Refused to Mediate	\$100.00
Professional Courtesy	\$200.00
Unamenable for Mediation	\$300.00
Unable to Contact	\$100.00
Respondent Refused	\$300.00
Respondent Failed to Show	\$300.00
PayPal	\$164.10
Case Manager's Discretion	\$1,500.00
Total	\$8,464.10

Collection of Fees

NCM sent out reminder notices for overdue payments to 59 individuals. 69% of those individuals paid their bills, whereas 31% did not respond. The 31% of those who did not respond accounted for 18 individuals who were sent third notices. Of the 18, 39% paid, whereas 61% did not respond. Following a third notice without payment, NCM considers the potential payment as a write off.

Financial Impact of Agreements

Although many of the cases mediated by NCM do not involve any sort of financial restitution or settlement, financial issues and commitments are either central or secondary in certain types of cases, such as divorce or breach of contract. In 2021, NCM mediated \$8,021,615.08 worth of settlements.

Donations

NCM had the most successful donor campaign in its history. Although the year-end financials show an income of \$12,940, the actual amount contributed as of January 11,

2022 was \$17,055. The difference lies in the fact that \$4,115 was deposited into the checking account in 2022.

Donations	2021	2020	2019
Non-Specified		\$1.00	\$1,350.00
Donor Campaign	\$17,055.00	\$12,755.00	\$5,463.15
Total	\$17,055.00	\$12,756.00	\$6,813.15

Grants

NCM received a total of \$10,949 in grants from five different sources.

- The Charlevoix County Community Foundation reimbursed NCM for three mediations involving Charlevoix County American Veterans for a total of \$600.
- The Petoskey-Harbor Springs Area Community Foundation awarded NCM \$2,800 to contract with Sommer Poquette of Keep It Real Social for the purpose of expanding NCM's social media presence.
- The Rotary Club of Petoskey provided funds so that NCM could purchase Owl Meeting, a hardware that allows all participants in a room to be seen simultaneously on the computer screen as one unit rather than individual squares.
- The Michigan Department of Health & Human Services (MDHHS) awarded the Michigan Community Mediation Association with the Oakland Mediation Center as the fiscal agent \$500,000 to develop and implement the Behavioral Health Mediation Services (BHMS) Program. These funds are being distributed among the 17 Citizen Dispute Resolution Program (CDRP) centers through reimbursement for promotion and mediations. Presently, all centers receive monthly payments of \$1,050 for promotion of the program.
- The Women's Organization contributed \$500 to go towards payment of \$250 to each of two classrooms for the development of an Instagram/TicToc video promoting NCM.

In Kind Contributions

To a non-profit organization, in-kind contributions are significant for two primary reasons. First, when writing grant applications, in kind donations are considered a means of determining community support of the organization. Second, in kind donations help to defray expenses. The top four areas of contributions in 2021 related to the following:

- | | |
|---|---------------|
| • Mediation Hours Based upon \$150 per Hour | \$ 103,730.00 |
| • Rent | \$ 17,000.00 |
| • Cell Phone | \$ 2,072.55 |
| • Volunteer Training | \$ 1,760.00 |

The total amount of in kind contributions for 2021 was \$125,751.02, which is equivalent to that of 2020, which totaled \$127,079.08. The in kind donations for 2021 constituted 55% of the total budget. The total in kind contributions attributable to the mediators themselves represented 82% of the in kind contributions. It should be noted that NCM paid no rent for the Charlevoix office space in 2021 because of COVID-19.

The table below shows the breakdown of in kind contributions between 2020 and 2019.

In Kind	2021	2020
Mediator Hours	\$103,730.00	\$107,007.00
Rent	17,000.00	\$13,100.00
Equipment/Supplies	\$50.00	0
Mediation Locations	0	\$3,559.00
Theatre Parties	0	0
Volunteer Labor	\$309.00	\$550.00
Cell Phone	\$2,072.55	\$1,754.01
Executive Director	\$136.47	\$298.07
Accounting	\$345.00	\$445.00
Mileage	0	\$18.00
GoToMyPC	\$348.00	\$348.00
Volunteer Training	\$1,760.00	0
Training Locations	0	0
Total	\$125,751.02	\$127,079.08
Percentage of Budget	55%	45%
Mediator Percentage of In Kind	82%	84%

Financial Analysis

There is no question about it, NCM's finances continue to be negatively impacted by COVID-19. Although 2021 ended in the black, it is likely that 2022 will end in the red unless \$24,217.42 is carried over from 2021 into 2022. This possibility is not surprising. It has been anticipated as a possibility since 2020.

However, all is not doom and gloom. NCM is in a financial position to weather the storm, if there actually ends up being one. For the past 19 years, NCM's balance sheet previous year comparison has been stable and continued to grow. The table below shows that growth in assets:

YEAR	AMOUNT
2021	\$299,539.47
2020	\$270,346.22
2019	\$195,539.19
2018	\$182,766.80
2017	\$185,833.35
2016	\$173,214.22
2015	\$161,484.46
2014	\$135,866.57
2013	\$138,071.41
2012	\$135,519.46
2011	\$132,848.44
2010	\$131,186.42

2009	\$128,159.31
2008	\$123,220.08
2007	\$103,836.47
2006	\$72,669.76
2005	\$55,634.62
2004	\$34,525.63
2003	\$28,129.13
2002	\$42,877.85

Summary

The year 2021 was even more challenging than 2020. Yet, there were many positives.

- The staff has continued to adapt to the new way of doing business and has even embraced the advantages of doing so.
- The mediators also have continued to adapt. In fact, many of the mediators who were reluctant to mediate via Zoom are now willing to make use of the technology.
- The Board has been exceptionally proactive. The four committees (facilities, funding, marketing and staff compensation) have made significant contributions to the progress of NCM.
- The Board recognizes the value of the NCM staff and unanimously supported a significant increase in staff salaries.
- COVID-19 has forced the use of technology like we have never seen before. In doing so, it became apparent that expenses could be cut in areas such as postage, mileage, printing and supplies
- The use of technology such as Zoom for meetings, mediations and retreats has advantages, such as convenience and the ability to screen share. The end result is that the future will often consist of hybrid mediations (combining in-person with Zoom).
- The Michigan Community Mediation Association (MCMA), of which NCM is a member, is recognized as a leading force in the state of Michigan, as is exemplified by its having been awarded the Behavioral Health Mediation Services (BHMS) and the Michigan Agricultural Mediation Program (MAMP) grants.
- The Oakland Mediation Center (OMC) contracted with NCM for its Executive Director to facilitate two trainings for the OMC mediators.
- The MCMA contracted with NCM for its Executive Director to facilitate two trainings for mediators who will be facilitating BHMS cases.
- The MCMA contracted with NCM for its Executive Director to facilitate two trainings for mediators who will be facilitating BHMS cases.

The year 2022 will be a challenging one. Since the overall funding for 2022 is down, diligence will have to be practiced in relationship to expenses. It will also be critical to increase the caseload during the year so that the State funding for 2023 does not decline more than it did for 2022.

Community Dispute Resolution Program
Northern Community Mediation - CHARLEVOIX

Annual Case Profile CDRP03QT

From: 1/1/2021 To: 12/31/2021

Report Date: 1/11/2022

Filtered By: None

<u>CASE DISPOSITION TOTALS</u>		Count	<u>NO MEDIATION HELD</u>		Count
Conciliated to Agreement		64 25.00%	Settled Prior to Mediation		20 13.51%
Mediated to Agreement		112 43.75%	Respondent Refused to Mediate		15 10.14%
Mediated to Partial Agreement		11 4.30%	Initiator Failed to Show		0 0.00%
Mediated without Agreement		69 26.95%	Respondent Failed to Show		10 6.76%
Facilitated		0 0.00%	Both Failed to Show		0 0.00%
Arbitrated		0 0.00%	Case Dismissed by Initiator		7 4.73%
TOTAL		256	Unable to Contact		55 37.16%
			Unamenable for Mediation		41 27.70%
			TOTAL		148

Arbitration Sessions: 10 Mediated w/ Agreement Sessions: 112 Avg Mediation Duration (mins): 97.73
Facilitated Sessions: 0 Mediated Part Agreement Sessions: 11 Total Fees Received: \$11,424.75
Mediated w/o Agreement Sessions: 69 **(Excludes Waived Payments)**
Total Money Distributed due to Agreement: \$8,021,615.08 Total Cases where Money was Distributed: 99

ADDITIONAL CASE INFORMATION:

Number of Accepted Cases: 392 Number of Disposed Cases: 404
Returnee to Mediation: Avg Days from Intake to Disposition: 23
New Matter: 0 Number of Court Ordered Cases: 160
Remediation of New Matter: 3 Number of Individuals Served: 1,221
Non-compliance of Old Matter: 0 Number of Children Involved: 261
Number of Cases Referred Elsewhere: 0

<u>REFERRAL SOURCE</u>		Count	<u>DISPUTE TYPE</u>		Count
BUS: Business, Corporation		0 0.00%	CDP: Child Protection		16 3.96%
CSR: Domestic Violence		0 0.00%	CML: Criminal		4 0.99%
CTS: Courts		314 77.72%	CON: Breach of Contract		158 39.11%
FFC: Friend, Family, Colleague		0 0.00%	EMP: Employment		4 0.99%
GOV: Government		0 0.00%	GDA: Guardianship-Adult		2 0.50%
LEG: Legal Organization		16 3.96%	GDC: Guardianship-Child		4 0.99%
MAR: Marketing, Advertising, Outreach		0 0.00%	LAN: Landlord/Tenant		13 3.22%
POL: Police, Sheriff, State Police		0 0.00%	NGH: Neighborhood		3 0.74%
PRS: Prosecutor		1 0.25%	ODM: Domestic Matters		21 5.20%
SCH: Educational Institution		30 7.43%	OPM: Other Probate Matters		3 0.74%
SEL: Self Referral		40 9.90%	ORD: Ordinance/Statute/Regulation		0 0.00%
OTH: Other		3 0.74%	PBP: Public Policy		2 0.50%
TOTAL		404	PJC: Post Judgment Domestic		54 13.37%
			PPO: PPO-Not Domestic		1 0.25%
			PPP: PPO-Domestic		0 0.00%
			PRP: Property		17 4.21%
			RST: Real Estate		4 0.99%
			SCH: Schools		30 7.43%
			VRA: Adult Victim Offender		0 0.00%
			VRJ: Juvenile Victim Offender		8 1.98%
			OTH: Other		1 0.25%
			DIV: Divorced no Children		28 6.93%
			DIK: Divorced with Children		31 7.67%
			TOTAL		404