



# City of Richmond

## Report to Committee

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**To:** Community Safety Committee **Date:** February 14, 2015  
**From:** Phyllis L. Carlyle **File:**  
General Manager  
**Re:** **Touchstone Family Services 2014 Restorative Justice Performance Outcome  
and Evaluation Report**

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### Staff Recommendation

That the report titled "Touchstone Family Services 2014 Restorative Justice Performance Outcome and Evaluation Report," dated February 14, 2014 from the General Manager, Law and Community Safety, be received for information.

Phyllis L. Carlyle  
General Manager  
(604-276-4104)

Att. 1

REPORT CONCURRENCE	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 
APPROVED BY CAO 	

## **Staff Report**

### **Origin**

In September 2013 Richmond City Council approved the renewal of the contract with the Touchstone Family Association (Touchstone) to provide Restorative Justice Services. This contract is for a three year term from January 2014 through to 2016. As part of this contract, Touchstone is responsible to report annually to Council.

This report provides Council with the Restorative Justice Performance Outcome and Evaluation Report for the 2014 year.

This report supports Council's Term Goal #1 Community Safety:

*To ensure Richmond remains a safe and desirable community to live, work and play in, through the delivery of effective public safety services that are targeted to the City's specific needs and priorities.*

### **Analysis**

Within the criminal justice system, there are a number of programs available to police officers when youth have committed offences. These include:

1. The court system, which is extremely costly;
2. The Youth Intervention Program, which is a counselling program offered by the RCMP; and
3. The Restorative Justice Program, which places an emphasis on accountability and problem solving as a way of addressing harm that takes place when a crime or incident occurs.

The City of Richmond renewed the contract for a three year term with Touchstone for the delivery of the Restorative Justice Program. Touchstone is required to report to Council annually on the:

- a) Restorative justice annual budget for the upcoming year;
- b) Restorative justice revenues and expenditure from the previous year;
- c) Performance indicators including the number of referrals, forums and completed resolution agreements;
- d) Milestones and achievements; and
- e) Participants' satisfaction survey.

### **Restorative Justice Performance Outcome Evaluation Report**

The Richmond Restorative Justice Program is primarily a volunteer driven program with a permanent full time coordinator employed by Touchstone. There are many highlights of this program which are expressed in the Performance Outcome Evaluation Report from Touchstone Family Services (Attachment 1).

In summary the statistics over the last few years are as follows:

	2010	2011	2012	2013	2014
<b>Total Number of Offenders</b>	61	74	41	46	56
<b>Total Number Referrals*</b>	48	44	35	35	41
<b>Total Number of Restorative Justice Processes</b>	44	56	31	35	43
<b>Total Number Resolution Agreements**</b>	48	68	34	42	47
<b>Total Number Completed Resolution Agreements</b>	46	56	34	45	46

\*A referral can have more than one offender

\*\*The number of resolution agreements can be higher than the number of forums, because a forum can have more than one offender.

A positive relationship between the RCMP and Touchstone continues to ensure both programs (Youth Intervention Program and Restorative Justice) are utilized to their fullest and that the victims are satisfied with the outcomes.

### Financial Impact

None

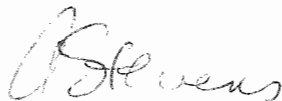
### Conclusion

The City's Restorative Justice Program is a cost effective way of providing a much needed service to address some social issues within the community.

In Canada it costs on average \$95,000 to imprison a young person for a year and approximately \$2,200 to prosecute a young offender. The direct cost per person for the Restorative Justice program in Richmond is approximate \$1,696 but does include the benefits associated with "better attitudes, victim satisfaction, community feelings of safety, and repairing the harm."<sup>1</sup>

Due to the number of volunteers (ten in total); the program continues to have additional capacity should the number of referrals/offenders increase.

The contract with Touchstone Family Association to administer Richmond's Restorative Justice Program is a service delivery model that strengthens the social health and independence of families and children in our community through effective intervention and support services. This alternative service delivery model to the court system addresses the harm that takes place when a crime or incident occurs, and ensures accountability.



Anne Stevens

Senior Manager, Community Safety Policy & Programs  
(604-276-4273)

AS2:as2

Att.1: Restorative Justice Performance Outcome and Evaluation Report

<sup>1</sup> An inventory and examination of restorative justice practices for youth in Illinois, April 2013 prepared by Kimberly S. Burke, ICJIA research analyst



**Touchstone Family Association**  
Strengthening Family • Building Community

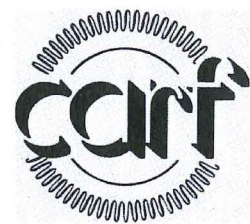


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**RESTORATIVE JUSTICE**

***PERFORMANCE OUTCOME  
EVALUATION REPORT***

***January 1, 2014 - December 31, 2014***



## **EXECUTIVE SUMMARY**

Touchstone Family Association is a non-profit society that has been providing services to children and their families in Richmond since 1983. Our services have primarily focused on preserving and enhancing family relationships and we offer a variety of services designed to meet the needs of children, youth and families to ensure their optimum development. Over 1900 children, youth and families benefit from our services on an annual basis.

In 2004 the Restorative Justice Program was launched in partnership with the Richmond RCMP. In 2008 the City of Richmond provided funding for a full time Restorative Justice Coordinator. This annual report will focus on the successes and challenges of the past year.

It is important to note that the core funding for Restorative Justice comes from the City of Richmond through the Law and Community operating budget and we have now entered into the second year of a 3 year contract. Touchstone Family Association continues to engage other levels of government regarding not only the need but the responsibility in cost sharing this program across the three levels of government. Restorative Justice receives a small amount of money from the Community Actualization Program funded by the province which provides some funds for volunteer training and recruitment. Touchstone continues to raise the profile of this extremely cost effective alternative to court and is continuously seeking out funding partners. Although funding continues to be an on-going challenge we are very appreciative to the City of Richmond for not only believing in the Restorative Philosophy but understanding the role it plays in creating safer and healthier communities.

### **Restorative Justice**

What is restorative justice? Restorative justice is an alternative approach to our court system. Restorative Justice is a philosophy built on the cornerstone of community healing. Like community policing, it's a way of doing business differently. While our court system is adversarial and focused on punishment restorative justice encourages dialogue and responsibility for past behaviour, while focusing on problem-solving and offender accountability. Through this approach, victims and offenders are not marginalized as they are in the court system. Rather, both are invited to come together, so that the offender can be held accountable and the victim can receive reparation.

Through restorative justice, volunteer facilitators help offenders take responsibility for their crimes. Offenders are given the opportunity to recognize the people that they harmed and are able to learn how others have been affected by their behaviour. Furthermore, the offender can work with the victim to find ways to repair the damage that has been done.

Victims benefit greatly from a process, unlike court, where they can sit together with the offender and speak directly to him/her about the pain that they have endured. Through restorative justice, victims can get answers to their questions about the incident, and they can learn why it happened. Furthermore, they can share with the offender what needs to be addressed for healing to begin to take place.

While restorative justice affords everyone affected by crime the opportunity to gain closure from the incident, it also gives the community the chance to become closer and grow together through understanding, compassion and healing. Communities become healthier and safer as a result.

**Resolution Agreements can include:**

- Financial Restitution
- Apology to Victim(s)
- Community Service Work
- Essay
- Counselling
- Donation
- Resume Preparation
- Job Search



Restorative Justice is a volunteer driven program that has a permanent full time coordinator. Recruitment, retention and training of volunteers are crucial to the success of the Restorative Justice Program. The RJ coordinator engages all volunteer applicants in a formal interview process which includes a criminal record check and two reference checks and also takes into account several key criteria that may include but is not limited to:

- Life experience
- Professional employment history
- Education
- Commitment to the program
- Amount of time available
- Experience/Confidence in leading a group discussion
- Flexibility
- Knowledge of Restorative Justice
- Reasons behind wanting to become involved
- Experience/comfort level with conflict
- Oral and written skills

## **Restorative Justice Embodies Different Processes**

Given the intensity of the training and the role of the facilitator it is important to recruit solid, committed individuals. Once the intensive interview process and reference check are complete, volunteer applicants are eligible for, and must successfully complete over time, training in various restorative justice processes or applications, including community justice forums, where the volunteer applicants attend an intense 3 day training program. Once the volunteer applicant has achieved a certificate of training, he or she must earn accreditation by co-facilitating a minimum of five forums alongside and under the supervision of a certified mentor/facilitator; this is an approach that increases the volunteer's level of confidence and competency, and enhances quality assurance. Of course, community justice forums are only one example of the kind of processes inspired by a restorative justice philosophy. There are other processes that are also utilized by the Restorative Justice Program.

At the heart of restorative justice are its underlying values and principles, which give birth to a variety of processes designed to meet the unique needs and circumstances of victims, first and foremost, followed by the rest of the community and, of course, the offender. This recognition requires that we carefully consider the process that will have the most benefit and greatest chance of success. Volunteers will continue to expand their knowledge and skills by applying different applications of restorative justice dictated by the specified needs of the affected parties and/or community. A few examples include a non-scripted, comprehensive victim-offender conferencing (VOC) process in complicated cases; a scripted community justice forum (CJF) process in less serious cases; a separate conference (Conference) process in cases where a direct victim and offender encounter proves less beneficial; as well as numerous types of Circles in community and school settings.

In each case assigned to restorative justice facilitators, the most suitable type of process can only be determined after exploring the needs of the participants and investigating the circumstances surrounding each case. It is important to understand that restorative justice *is a process*, where each case evolves from the first point of examination, takes shape through exploratory discussions with the affected parties, and involves everyone's consideration of an appropriate process to address what happened.

An example of this process is Healing Circle that occurred in a Secondary School in 2014.

The Circle was requested by a teacher, who runs a coed leadership class of 29 students as a part of the gym curriculum. These are Grade 10 and 11 students. The students learn leadership skills and engage in group work. This includes going out into the community and volunteering their time, together, in mentoring young children at an alternative school, who are at risk.

The leadership class was preparing for a camping trip with the at-risk children when several youth from the leadership class were discovered to have attended a party where alcohol and drugs were present. A student at the school alerted the teacher after finding pictures of some of the students posted on social media, where their behaviour was documented.

The teacher was horrified and sought the help of her School Administration in addressing the violation, which she strongly felt ran counter to what the leadership class represented. She was terribly disappointed in the students and felt her trust had been betrayed. Consequently, the camping trip was put into jeopardy as she did not feel she could trust or reward her students. Having lost faith in some of her students, she did not know if she could trust them to be responsible role models to their younger, at-risk, peers.

The school contacted the Richmond Restorative Justice Program for assistance in addressing the violation of trust by some of its students and the unease it had created amongst the classmates, and between them and their teacher.

The Restorative Justice Program coordinated and organized a Healing Circle for the leadership class, which was convened within a compressed timeline due to the urgency in addressing the problem right away as the distrust and unease were eating away at the harmony that was thought to have once existed amongst the leadership group. The urgency was heightened by the fact that a decision on the camping trip had to be made, soon.

The Healing Circle was held in the gymnasium of the school and included everyone; including the 29 students and their teacher. The students appeared nervous and anxious at the beginning of the circle, but became more at ease once it was understood that the purpose of the meeting was to assist all of them in addressing the wrongful behaviour that affected their relationships with one another and their teacher. Furthermore, the aim was to restore those relationships to the greatest extent possible in a collective and collaborative manner.

The group sat in a circle and began with introductions and a consensus on guidelines that would be respected by everyone. The facilitator then arranged some light and fun group exercises to reduce the nervousness and introduce some energy into the circle. The next few rounds invited each of the participants to share something about him/herself, allowing every one of them to become more and more comfortable sharing their thoughts and feelings inside of the circle. Following this, each circle participant was given the opportunity to share their thoughts on the incident and/or behaviour as a talking piece was passed around. In the following round, each participant was asked to speak to the affect this incident had on him or her. And, finally, each person was asked what should happen.

The sharing inside the Circle allowed everyone to better understand one another and resolve how they wanted to move forward. Everyone was relieved and seemingly satisfied with the process and the outcome. This is not the first time that Touchstone was requested to use a Healing Circle in a school setting, illustrating that the Restorative *Process* is essential to community healing.



## **Referrals to the Richmond Restorative Justice Program**

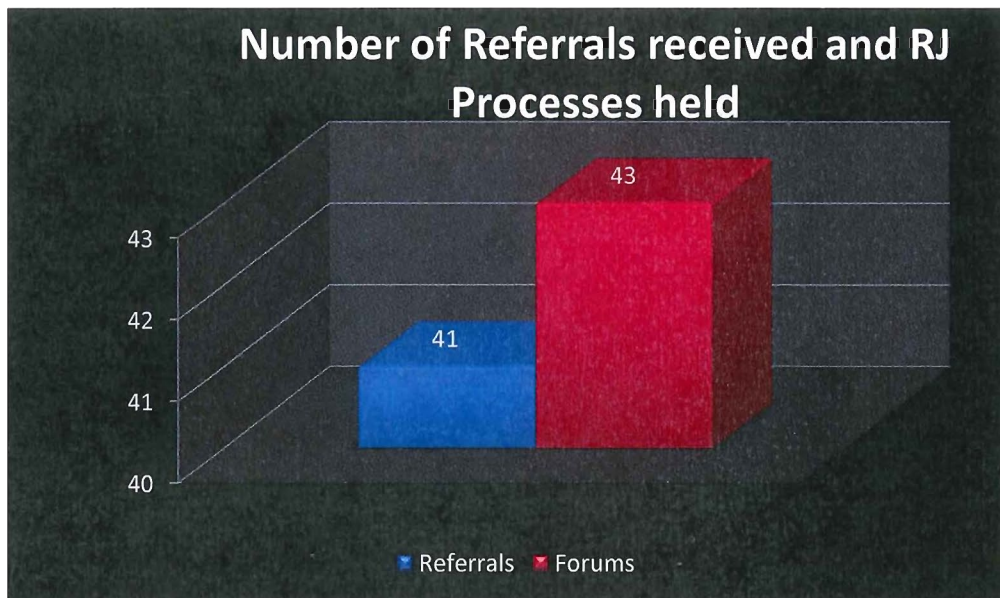
The predominant referral base for the Richmond Restorative Justice Program remains to be the Royal Canadian Mounted Police (RCMP). The Program continues to advocate and reach out to the broader community, including Schools and Crown. School referrals remain a priority for the program. While school-based incidents are sometimes referred by the RCMP to the Program, there is potential for greater involvement and more comprehensive coordination amongst RCMP, Schools and the Richmond Restorative Justice Program in utilizing a restorative justice approach in many more cases involving a criminal investigation. In other cases, where criminal investigations are not necessarily warranted, schools can make direct use of the Richmond Restorative Justice Program. Several Secondary Schools have already reached out to the Program in 2013 and 2014 for assistance and have met with success. The Program will endeavor to provide service to more schools in the future. A Restorative Justice Workshop will be provided to School Administrators and Staff in 2015 at the upcoming Richmond School District Convention to both educate and foster partnerships in taking a restorative action approach with the routine behavioral and/or disciplinary matters that schools usually confront.

Richmond Crown has also made use of the Richmond Restorative Justice Program in several cases in the past and sees the real benefit the Program offers in eliminating the time, effort and cost that is typical in a court process. Both the Program and Crown continue to partner in cases deemed suitable for restorative justice. In this case, too, there is potential for a more collaborative and coordinated approach to criminal cases amongst Crown, RCMP and the Richmond Restorative Justice Program.

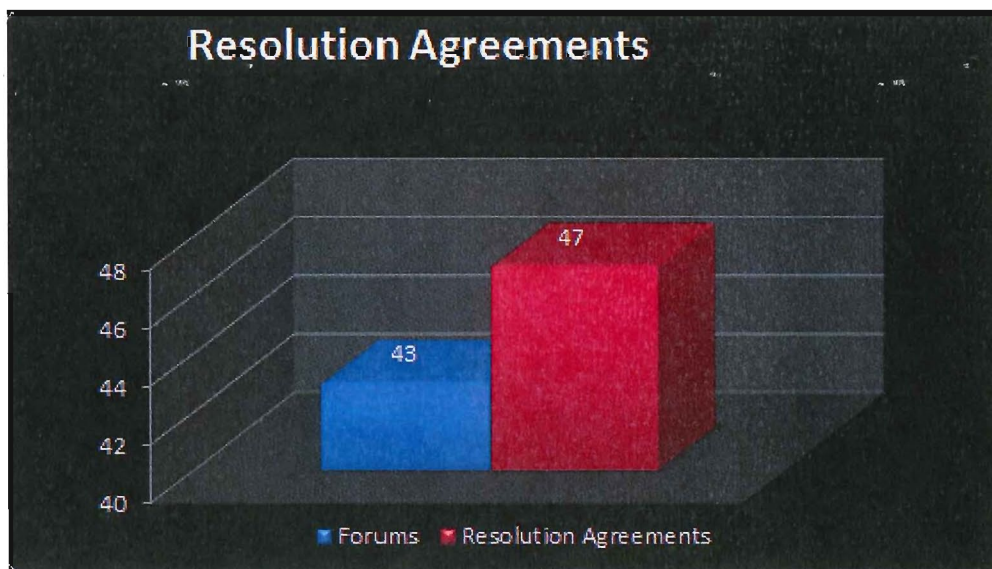
The Richmond Restorative Justice Program will continue to work diligently with the RCMP, School Board, Crown Counsel and other community stakeholders in an effort increase the number of appropriate referrals to the program. In doing so, we strive to provide healing, resolution and closure to all parties involved in the process.

## STATISTICS

In 2014 there were 41 referrals to the Restorative Justice Program which is greater than the previous year. Each year brings a slight fluctuation based often on youth crime and new members to the RCMP. There were 43 restorative processes held.

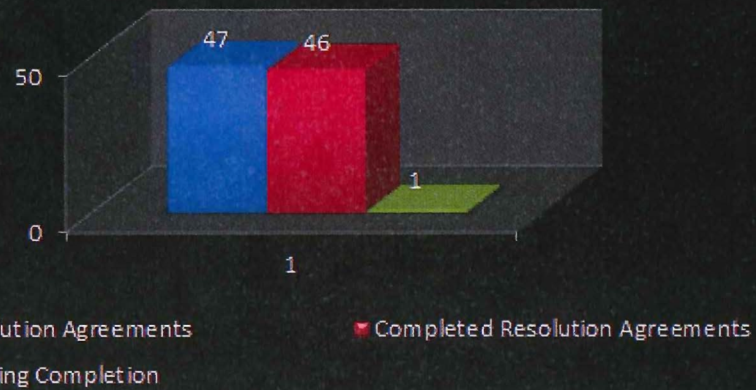


There were 47 resolution agreements resulting from the 43 community justice proceedings.



Of the 47 Resolution Agreements, 46 were successfully completed. 1 Agreement is pending (or the agreement could have carried over into 2015). This data illustrates that the Restorative Justice process allows for a healthy healing process to occur for all parties involved. The Agreements are mutually agreed upon by all parties (victim, offender and supporters) at the end of each forum. Each participant has input into what they need to see happen to make things right. The offenders in all cases (1 pending) have successfully completed these Resolution Agreements demonstrating a commitment to the healing process and an investment in their community.

## Successful Completion of Resolution Agreements

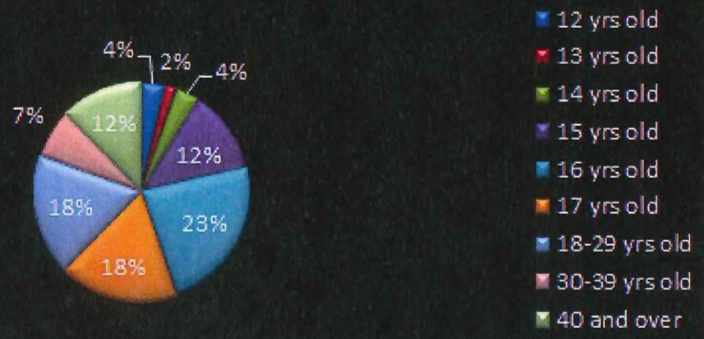


There were 22 females and 34 males referred to the program with the most dominant age ranging between 16 and 18 years.

## Gender of Offenders Referred

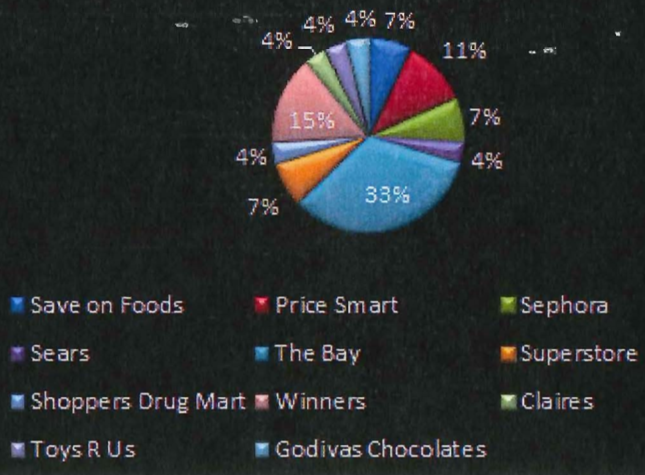


## Age of Offenders Referred

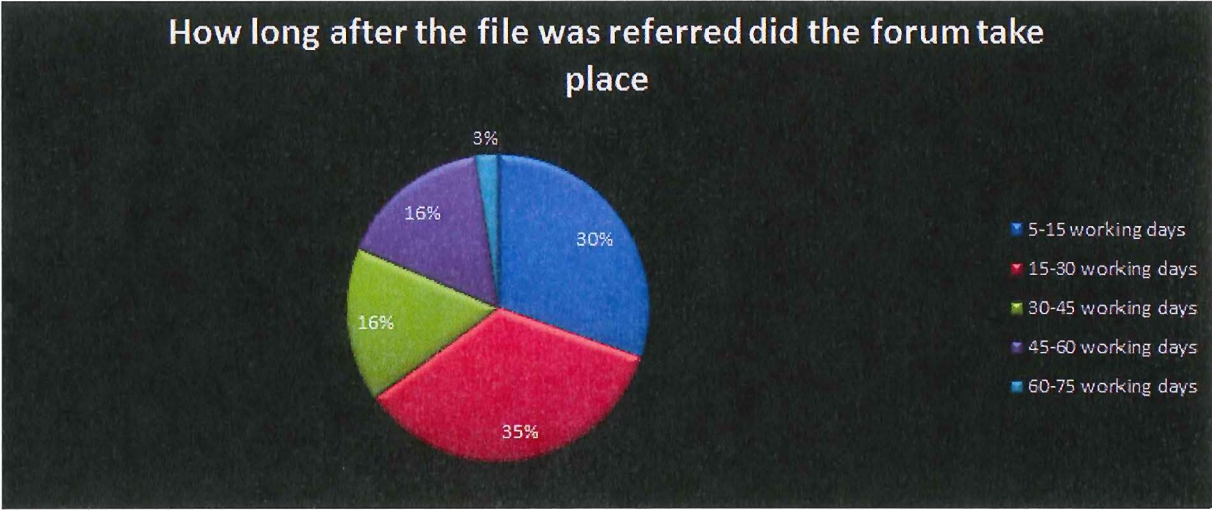


The majority of offenses remained to be for theft under \$5000. There were many different stores that reported these thefts.

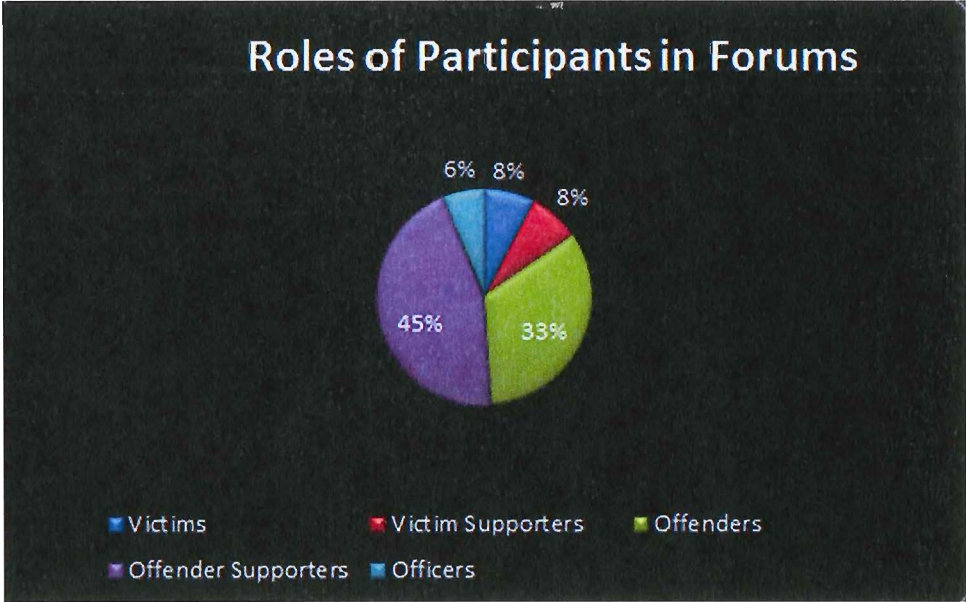
## Big Box Stores



In regards to how long it took to have a matter brought forward for a community process the time continues to improve with the majority of cases occurring within the 5-30 day time period. It is very important that resolution happens as quickly as possible for the greatest amount of learning.



Touchstone Family Association asks all participants involved in the Restorative Justice Process to evaluate their experience. Below are the results of the surveys, beginning with the role they played in the process.



The next question we ask the participants is how fair they felt the Community Justice Agreement to be, ranging from a score of “very unsatisfactory” to “excellent”. As you can see from the graph below, all participants were very satisfied with the mutually agreed upon Agreement.



The next question on the survey asked how fair the participants felt the process was. This would indicate if their individual needs were met and that overall, the process was beneficial to the community. The graph below indicates that all participants were satisfied with the Community Justice Process.



Next, we ask for feedback around the participants' overall satisfaction with their experience in the Community Justice Forum. As demonstrated by the results below, all of the participants were very happy with the process.



The survey asks two open ended questions and below are the answers to those questions and in parenthesis is the role of the person who said the comment.

<b>Did you encounter any barriers to service, which affected or interfered with your participation in the program?</b>	
<b>Respondents</b>	
1.	None (offender supporter)
2.	Not at all (offender supporter)
3.	None at all that I can think of (offender)
4.	Conference is well explained (supporter)
5.	No the service was excellent, everything went smoothly. (offender)
6.	No everything was quite straightforward, (offender supporter)
7.	No, very good communication from Haroon. (officer)
8.	Program is very helpful and fair. (victim supporter)
9.	No, the proceeding went smooth. (victim supporter)
10.	None, great job Haroon and Carrie! (officer)
11.	No everyone spoke freely when given the opportunity. (offender supporter)
12.	Nothing affected me to not participate. (offender)
13.	Everything is good. Good meeting. (victim)
14.	I know some knowledge from this meeting and I will prevent this situation to happen. (victim supporter)

15.	None, it was very comfortable to the point where I could be myself. (offender)
16.	No. the facilitator did a very good job explaining the impacts of my daughter's decision. (offender supporter)
17.	No I was allowed to freely give my perspective on this story. (offender)
18.	No he made me feel very comfortable to discuss what happened. (offender)

<b>Is there anything else you would like to comment on?</b>	
<b>Respondents</b>	
1.	This process has completely banished any doubts I had concerning Restorative Justice. I am fully supportive and very impressed. ( offender supporter)
2.	The process has been fair and informative. Haroon Bajwa is an excellent coordinator. (offender supporter)
3.	I think this conversation and program was very useful and satisfying and it made me more confident with myself. (offender)
4.	Facilitators are both nice and answered all questions (supporter)
5.	Friendly people (offender)
6.	This was an excellent experience. Helped us find closure to the situation and move on. (supporter)
7.	The process was clear, productive and compassionately addressed by both facilitators. (supporter)
8.	It's very good and helpful (offender)
9.	Great organization. (offender)
10.	The facilitators were kind and attentive listeners. And I felt free to be open and honest without being judged or maligned despite the personal discomfort I felt due to my own wrong doing, I felt very welcomed. (offender)
11.	I am very grateful for this type of service/help. Thank you. (supporter)
12.	Jessica and Carrie were excellent and I did not feel any judgment. (offender)
13.	Very helpful (supporter)
14.	I feel that this program is a brilliant way to address the issue at hand in a healthy way for everyone involved. (offender)
15.	I think it is very important to have a place like Restorative Justice Program available to individuals. On so many levels this is an important program to the individual and the community. (supporter)
16.	Very progressive- could make a big difference in the long term outcome for the participant. (supporter)
17.	Haroon led this meeting perfectly. (supporter)
18.	Community Service!! (supporter)
19.	Very helpful and encouraging (supporter)
20.	Great process. (officer)
21.	This is a good alternative to the court system for those willing to participate. (supporter)
22.	Haroon was very friendly and patient. (Offender)
23.	This is a great program. And great to have support workers involved in the process. (supporter)
24.	Haroon was great at his job.(offender supporter)
25.	I'm happy with this program that gave a chance for us as a family to face the challenges and gave us a chance to know each other better. (supporter)
26.	Thank you for having this program to give the best opportunity to those who committed a crime. (supporter)



27.	People are so nice. I felt so good after the conference and I gained my confidence back. I learned my lessons now. I also want to say thank you for the people who helped us out. (offender)
28.	I believe this program is very effective, which gives an opportunity for individuals to repent, a change in a person's heart. The facilitator did an excellent job. (victim supporter)
29.	I feel heartfelt thankness to the association and RCMP to provide the occasion for my husband to apologize to the victim. (offender supporter)
30.	Great forum Haroon; it's times like these which I am proud to be an officer in Richmond which allows me the opportunity to give offenders the opportunity to face the victim and apologize. (officer)
31.	I appreciate the Community Service which you all do. (victim)
32.	I think it is a very beneficial program. (offender supporter)
33.	No I'm satisfied. (offender supporter)
34.	It was good. They made us feel comfortable with questions and our answers meant a lot. (offender supporter)
35.	Thank you very much. (offender supporter)
36.	An excellent process for youth. (victim)
37.	Well done. (officer)
38.	An excellent way to resolve problems with youth. (offender supporter)
39.	This is a helpful program and helped me talk about my feelings. (offender)
40.	Great way to communicate and explore further details. (offender Supporter)
41.	Haroon is great. Perfect for the job. I didn't feel attacked in any way which enabled me to be honest about the whole situation. Haroon is a very good communicator and I'm grateful to have dealt with him through the process. (offender)
42.	I think this is an excellent service that helps people look at what they have done, how it affects others and helps them talk through/share their side. No judgments against people. (offender supporter)
43.	I hope this program continues to help people that need the help. (offender)
44.	Very educational (offender)
45.	Everything was well handled and well organized.(offender supporter)
46.	I liked the way he explained to my daughter the impact, the consequences in the future. It's a good experience to hear this thing from another person. Thank you very much. (offender supporter)
47.	Haroon is very supportive and listens, allow you to feel open and not ashamed. (offender)
48.	Love this program. Excellent alternative to criminal law. (offender supporter)
49.	This program is very helpful, much more so than I would have imagined. (offender)
50.	It was run very well, I enjoy coming and taking part. (victim)
51.	Thank you for your great work! (offender)
52.	They provide a very good service to the community (offender supporter)
53.	This program is a positive program and should be introduced in Delta (offender)
54.	Thank you job well done. (officer)
55.	Thank you for treating her as a person and not a number/criminal. (offender supporter)
56.	I just want to say thank you guys for doing this program. (offender)
57.	Thank you for having us for this conference. (offender)

### Follow-up Evaluation Summary

Restorative Justice is about giving all parties involved in a conflict the opportunity to take an active role in a safe and respectful process that allows open dialogue between the victim, offender and the community. For the offenders, it is about taking responsibility and being held accountable for the harm caused. For the victims, it provides an opportunity to talk about the harm caused and ask questions that may be necessary as a part of the healing process. For communities surrounding the victim and offender, it provides an understanding of the root causes of conflict. Community involvement in restorative justice is one of the core components of the approach thus the feedback is an integral part of understanding the effectiveness of the overall restorative experience.

In regards to our follow up information eliciting feedback for general satisfaction with the RJ Program, the participant feedback as in past years indicated a high satisfaction rating. The Restorative Justice Program responds to the needs of young people and the community by repairing harm, restoring the moral bond of community and teaching responsibility and accountability to the young person.

A comparison of data from 2010 until 2014 is summarized in the chart below.

	2010	2011	2012	2013	2014
total # of offenders	61	74	41	46	56
Total # of referrals	48	44	35	35	41
Total # of RJ Process	44	56	31	35	43
Total # of Resolution agreements	48	68	34	42	47
Total # of completed Resolution agreements	46	56	34	45	46

As evident by the chart above, the Restorative Justice Program has had **278** young people go through the program over the past 5 years which on average is **56** young people a year have been served by the program. It is important to note that the above statistics is only talking about offenders; it is not capturing the number of people participating in the program. In 2014, **143** people participated in a restorative justice process either as a victim, an offender, an officer, a victim supporter, or offender supporter. Another **29** youth participated in a healing circle at a community secondary school. The more participants involved the more ground work that needs to be done by the volunteer before undergoing the RJ process with all involved parties.

It is important that everyone participating understands the process and what the expected outcomes may be.

**2013-2016**  
**Strategic Plan (Summary)**  
**Restorative Justice**

**Strategic Priority 1** – To promote and actively seek funding partners in order to sustain and grow the Richmond Restorative Justice Program.

1. To meet with representatives of all levels of government regarding this innovative approach to youth justice.
2. To continue to apply for any relevant civil forfeiture or National Crime Prevention funding that may come available.

**Strategic Priority 2** – To bring choice to the community by providing different Restorative Justice Models.

1. Offer a variety of restorative models or applications suitable to the needs of the community.

**Strategic Priority 3** – To provide Restorative Justice Services, which are, open, accessible and flexible, and meet the needs of the community as a whole. At Touchstone we will endeavour to ensure that the RJ program and service is guided by community need, cultural diversity and political and social necessity.

1. Continue commitment to accreditation process
2. Conduct ongoing needs assessments (internal/ external)
3. Continue to commit to community work, sector involvement and other mechanisms for stakeholder involvement.

**Strategic Priority 4** – To continue to build and foster the relationship with Crown in order to support learning for offenders and closure/healing for victims of crime.

1. The RJ Coordinator will meet with Crown Council annually.

**Strategic Priority 5** – To raise community awareness of the Restorative Justice Program and its role in addressing youth crime. The organization will actively seek to educate the community members such as RCMP, Big Box stores, the Richmond School District in the value of Restorative Justice as an alternative to punitive interventions to youth anti-social behaviour.

1. The RJ Coordinator will actively work/advocate to promote the RJ program by attending community events and liaising with school district staff, RCMP Loss Prevention Officers (box stores).
2. To continue to hold a community event during Restorative Justice Week educating the community on Restorative Justice and to continue to present in Richmond Schools regarding creating safe and caring schools through a Restorative approach.

Restorative Justice 2014 Statement of Income								
	Jan to Mar 2014	Apr to Jun 2014	Jul to Sep 2014	Oct to Dec 2014	Total 2014	YTD Budget	Variance	Annual Budget
<b>Revenue</b>								
Grant from City of Richmond	23,750	23,750	23,750	23,750	95,000	95,000	0	95,000
<b>Expenses</b>								
Wages and benefits	14,838	15,702	15,458	16,002	62,000	62,000	0	62,000
Rent	6,250	6,250	6,250	6,250	25,000	25,000	0	25,000
Mileage	101	113	125	161	500	500	0	500
Office supplies	396	318	446	540	1,700	1,700	0	1,700
Telephone	200	200	200	200	800	800	0	800
Supervision	1,250	1,250	1,250	1,250	5,000	5,000	0	5,000
	23,035	23,833	23,729	24,403	95,000	95,000		
Net surplus (deficit)	715	-83	21	-653	0	0		

Restorative Justice budget for \$95,000 contract to cover January 1 - December 31, 2015			
	Annual	Monthly	Quarterly
Wages and benefits	63,125	5,260	15,780
Rent	25,000	2,083	6,250
Mileage	300	25	75
cell phone	800	67	200
office expenses	1,075	90	270
Supervision	4,700	392	1,176
	95,000	7,917	23,750