

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 6/11/13 **Approximate Start Time:** 1:30 pm **Approximate Length:** 30 min.

Presentation Title: Clackamas County Community Dispute Resolution Program Grant Funding

Department: County Administration

Presenters: Nancy Newton, Deputy County Administrator

Other Invitees: Lauren MacNeill, Director, Clackamas County Resolution Services; Amy Cleary, Clackamas County Resolution Services

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

The action before the Board is the official approval of the receipt of \$93,469 in funding for Clackamas County Resolution Services from the Oregon Office for Community Dispute Resolution (OOCDR) for the Community Dispute Resolution Program (CDRP) for the period of July 1, 2013 to June 30, 2015.

This is ongoing funding that is a continuation of Resolution Services regular service delivery. The OOCDR requires that the agency receiving funds approve the receipt of funds prior to disbursement. This is a housekeeping procedure to maintain compliance with OOCDR regulations.

EXECUTIVE SUMMARY (why and why now):

On March 14, 2013 the BCC approved Board Order 2013-14, a resolution agreeing to participate in the recruitment and selection of organizations for the provision of alternative dispute resolution services in Clackamas County for the 2013-15 biennium. Funds available for this biennium are estimated at \$93,469. The County has participated in this program since the establishment of Oregon Community Dispute Resolution (OOCDR) funds.

A Request for Applications was posted in the Daily Journal of Commerce and on the Clackamas County web page on March 29, 2013, with a deadline for responses of April 29, 2013. One application was received from Clackamas County Resolution Services requesting \$93,469. The Oregon Office for Community Dispute Resolution was responsible for reviewing the application and determining eligibility for receipt of grant funds. On May 17, 2013, County Administration staff received notification from OOCDR that Clackamas County Resolution Services was eligible for funding and that the BCC must officially select the eligible grantee to receive OOCDR funding. There are no match requirements from the County General Fund.

The program is in compliance with OOCDR rules and has met the requirements of prior work plans. A description of the Clackamas County Family Court Services Community Dispute Resolution Services program is attached, as well as a letter from OOCDR dated May 17, 2013 stating that the program is eligible for funding.

The Board of County Commissioners must notify OOCDR by June 14, 2013 of their selection of grantees; after which time OOCDR enters directly into a grant agreement with the selected organization.

FINANCIAL IMPLICATIONS (current year and ongoing):

The financial implication is that this grant contributes funding for services such as mediation, mediation training, community information, outreach information, data analysis. The amount of funding is estimated at \$93,469 – the final grant award will be subject to authorizing of ongoing funding by the Oregon Legislative Assembly for the 2013-15 biennium.

LEGAL/POLICY REQUIREMENTS:

N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

The funding is administered by the OOCDR; therefore, Clackamas County must approve receipt of funds to Resolution Services and send notification to OOCDR of the Board's approval of receipt of funds.

OPTIONS:

1. The BCC may approve receiving OOCDR grant funding of \$93,469 for Clackamas County Resolution Services for the 2013-15 biennium. Pros: important community mediation services will continue at present levels. Cons: community mediation services will be reduced.
2. The BCC may not approve the receipt of OOCDR grant funding.

RECOMMENDATION:

Staff respectfully requests approval of Option One; approval of the OOCDR grant funding of \$93,469 for Clackamas County Resolution Services for the 2013-15 biennium. The reasons for this recommendation are:

- Community mediation is used as a means to prevent issues from escalating to the extent of requiring law enforcement intervention.
- Mediation services are an integral part of code compliance.
- If this funding were not approved/implemented, programs with a tangible community impact would be reduced, the court system may have more civil filings and law enforcement may experience increased calls for service and – worst case scenario – the Jail may see an increase of intakes from escalated and unresolved issues.

ATTACHMENTS:

- May 17, 2013 letter from OOCDR authorizing Clackamas County Resolution Services to receive \$93,459 in funding for the 2013-15 State biennium.
- Description of Resolution Services Community Dispute Resolution Program (excerpt from RFA application).

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval _____
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Nancy Newton @ 503- 742-5918



UNIVERSITY OF OREGON
School of Law

May 17, 2013

Carrie Heltzel
Administrator

Nancy Newton
Clackamas County Board of Commissioners
2051 Kaen Road
Oregon City, OR 97045

RE: 2013-2015 Community Dispute Resolution Grants

Dear Nancy,

I am pleased to inform you that the Oregon Office for Community Dispute Resolution (OOCDR) has completed its review of applications for grant funding under the Oregon Community Dispute Resolution statute and administrative rules. The eligible program in your County is:

- Clackamas County Resolution Services, Community Dispute Resolution Services

At this point we ask that the County Board of Commissioners take action on or before June 14, 2013 to officially select the eligible grantee to receive OOCDR funds and that you notify me once that action has been taken.

After I receive notice of your selection, I will work directly with the eligible applicant to sign a grant agreement and award the grant. A copy of the grant agreement will be provided to you. Please note that the final grant award will be subject to authorization of ongoing funding by the Oregon Legislative Assembly for the 2013-2015 biennium.

These grants help make it possible to educate the citizens of Oregon about mediation and assist them in finding effective ways to resolve their disputes peacefully. Thank you for the ways in which you support these important community engagements.

Sincerely,

Carrie Heltzel, Administrator
Oregon Office for Community Dispute Resolution

cc: Amy Cleary, Community Dispute Resolution Services

OREGON OFFICE FOR COMMUNITY DISPUTE RESOLUTION
1515 Agate Street, 1221 University of Oregon, Eugene OR 97403-1221
☎ 541-346-1623 ☎ 541-346-1564 <http://oocdr.uoregon.edu>

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C. NARRATIVE

1. Mission Statement and Goals:

Resolution Services (RS) is a county department whose mission is to empower Clackamas County residents, families, communities, organizations, businesses, and governments to resolve disputes effectively, peacefully and collaboratively.

RESOLUTION SERVICES MISSION STATEMENT

Clackamas County Resolution Services aims to strengthen relationships, reduce the harmful impact of conflict, and reduce reliance on enforcement agencies and the court for the adjudication of family and community conflict. We accomplish this aim by assisting individuals, couples, families and youth who are, or are at risk of, becoming involved in the court system to reach agreements about their disputes and to build conflict resolution skills. We provide a continuum of prevention and intervention services including information and referral, counseling, mediation, education, and training services.

RS slogan: *Helping families, county residents and communities reach resolutions.*

RS includes Community Dispute Resolution Services (CDRS) which provides conciliation, negotiation, mediation, facilitation and other collaborative problem solving services to youth, families, county residents, businesses and communities. RS CDRS provides public education programs in conflict resolution and trains and utilizes volunteer mediators.

The **Operating Goals** of CDRS are as follows:

- **To provide mediation services** to parties in a timely, respectful, appropriate, and effective manner.
- **To provide mediation training** to citizens and county employees, and then offer volunteer opportunities to encourage further skill development and continuing education. To mentor skilled and effective mediators.
- **To provide community education** by cooperating with local governments and organizations interested in learning more about dispute resolution.
- **To provide outreach information** offering our services to members of the Clackamas County community via flyers, brochures, letters, and speaking engagements.
- **To compile accurate data** to be used in program evaluation, meeting requirements to maintain or develop relationships with funding institutions and agencies.
- **To maintain an atmosphere** of professionalism, appreciation, and respect for all clients, volunteers, staff, and others coming in contact with RS CDRS.

The **Clackamas County Resolution Services Advisory Committee** is committed to supporting the program in fulfilling this mission. The Citizen's Advisory Committee does so by advising the RS Director and staff in areas such as:

- **Developing strategies** for service delivery, program design, policies and procedures, and long term planning;
- **Identifying funding** sources and generating resources;

- **Assisting** in other areas of the Committee's individual and group expertise, such as program development, fund-raising, technical assistance, marketing and public relations; and
- **Supporting** RS in ways that helps staff and volunteers to meet their operating goals.

2. **Description of Services:**

Resolution Services is a well-established mediation department that provides a wide variety of mediation services to residents of Clackamas County including but not limited to Family Law Mediation and counseling. Within the RS department, Community Dispute Resolution Services (CDRS) focuses on dispute resolution between family members and community members in many different contexts. Citizen education and mediation training also represent important components of CDRS's work.

Specific Objectives for CDRS include, but are not limited to the following service areas:

Neighbor to Neighbor/Community mediation services, outreach, and education

Youth and Family, Parent Teen, and Peer Mediation services, outreach and education

Victim-Offender Dialogue Facilitation services to Clackamas County Juvenile Dept.

Land Use and Other Public Policy dispute resolution services to county residents and government agencies

- **Services to Clients:**
 - **Educate individuals and groups** about our youth, family, and community mediation services via printed material, phone contacts, press releases, and speaking engagements, as well as through resource and referral networks within county agencies and the greater community.
 - **Provide mediation services** by working with individual clients or groups in cases including but not limited to neighbor to neighbor disputes, workplace issues, consumer/merchant complaints, landlord/tenant disputes, victim/offender dialogues, and youth and family mediations to identify issues, find common interests, explore options, and craft durable mutual agreements between parties in conflict.
 - **Provide volunteer opportunities** to individuals seeking to practice as mediators in community and family disputes. Make continuing mediation education opportunities available to volunteers to maintain professionalism and expand a skills base. Utilize volunteers to increase service capacity to handle caseloads on a limited operating budget.
- **Outreach Activities:** RS CDRS will continue to increase its visibility in the community through a variety of public relations activities and organizational contacts.
 - A minimum of 25 organizational contacts or speaking engagements will be undertaken by staff, volunteers, or RS Advisory Committee members during the two-year grant period.

- Organizations such as chambers of commerce, Community Planning Organizations (CPO's), neighborhood associations, schools and school groups, county agencies, enforcement agencies, municipal governments, trade organizations, and special interest groups will be addressed.

Citizen Education:

- **Speaking Engagements / Skills Training:**
 - Speaking engagements (as discussed above in Outreach Activities) will provide program information and may also offer practical skills training to encourage constructive conflict resolution.
- **Mediation Skills Training:**
 - RS CDRS conducts one 40-hour basic mediation skills training workshop and one advanced mediation training annually for a fee.
 - Continuing mediation education (CME) modules are presented three times per year to volunteers at no charge to them.
 - RS CDRS collaborates with other mediation programs in the Portland Metropolitan area to co-sponsor ongoing CME's for volunteers and staff three times per year.
 - RS CDRS may offer a 40-hour Restorative Justice (RJ) and Victim-Offender Dialogue (VOD) Facilitation training annually or as needed by the Juvenile Department to bring in new RJ volunteer facilitators, and provides follow up skills development opportunities for VOD volunteers.

A substantial need exists for alternative dispute resolution services, which are generally unavailable. Traditional legal mechanisms for dispute resolution are overburdened, expensive and inappropriate for most neighborhood disputes and disputes involving youth and families. They lack community mediation's focus on collaborative problem-solving processes that provide "win/win" solutions. Such processes encourage citizens to take responsibility for resolving their own problems and to do so at the earliest possible stage. The program's goal is to assist citizens in approaching conflict constructively and to teach the skills necessary to find mutually acceptable and durable solutions to the problems they face.

Building on a base of twenty-one years as a community mediation program, RS CDRS expects to respond to at least 800 requests for assistance and to provide mediation services in a minimum of 250 cases in each year of the 2013-2015 grant cycle. This will provide services to no fewer than 1,500 citizens annually. On the basis of past experience, the program expects to achieve satisfactory resolution in about 80% of its cases. Based upon current program experience, the largest portion of cases will involve small claims cases, conflicts between neighbors including landlord/tenant and other housing issues, code enforcement complaints, and workplace issues and conflicts within organizations. RS CDRS is also providing Victim-Offender Dialogue Facilitation in collaboration with the Clackamas County Juvenile Department, and expects to provide services in a minimum of 40 cases within the 2013-15 grant cycle.

Community Dispute Resolution Services (CDRC) will also provide at least 25 educational presentations, seminars or workshops for community organizations, schools, businesses, agencies and local governments. Citizens will be presented with the information they need to develop collaborative problem-solving skills enabling them to resolve their own conflicts in a

positive and constructive manner.

In fiscal year 2011-2012, small claims mediation issues represented the majority (42%) of program caseload followed by neighbor-to-neighbor (33%), family (12%), landlord/tenant and other housing issues (7%), business and workplace (3%), and school and other (3%).

The types of community problems that are typically addressed include issues around noise, animal control, property line disputes, property maintenance, traffic and parking, property damage, relationship issues, environmental concerns, money, small claims cases, and others. Referrals are tending to decrease from law enforcement agencies, and increase from courts and governmental agencies. During fiscal year 2011-12, referrals came primarily from the Court System (42%), Neighbor to Neighbor cases (33%), Family Issues (12%), Housing Issues (6%), Business and Workplace (3%), followed by Schools and Other (4%).

Program services are expanded by the use of professionally trained volunteer mediators from the community. Since its inception, CDRS has trained and utilized volunteers in the provision of community mediation services. In 2011-12, 40 active volunteers provided 810 hours of service to the program in neighbor to neighbor mediation cases, and victim/offender dialogue facilitation. The program will continue to maintain a roster of at least 30 active volunteers. CDRS expanded volunteer service into Small Claims mediation services beginning in March 2012.

Program staff will supervise volunteer activities on a regular basis. Supervision includes observation of case development, discussion of issues, debriefing case development contacts, and evaluating skill levels to assign appropriate case work and table mediation opportunities. Established volunteers are invited to participate in continuing mediation education programs offered throughout the local mediation community. CDRS holds a 40-hour basic mediation training for new volunteers and interested county employees each spring. Separate case development and court systems and small claims mediation training activities are provided in order to prepare new volunteers as needed.

Based on 2012 US Census estimates, Clackamas County has a population of approximately 384,000¹ and covers a large geographical area containing a variety of communities with a diverse population. Minority populations include African-Americans (1.0 %), Asian-American/Pacific Islanders (4.1%), Native Americans (1.1%), and Hispanics (8.0 %). This large and rapidly growing county incorporates a mixture of urban and rural areas.

CDRS's youth and family and neighbor-to-neighbor dispute resolution services are available without fee² to all county residents. Within the general categories of cases discussed above, priority is given to those who cannot afford services or for whom alternative services are not available in the community. The program also works with county agencies to identify those areas where mediation may be a useful alternative or adjunct to other processes. For example, our

¹ Population figures in this section are from 2012 estimates as reported by the U.S. Census website. <http://quickfacts.census.gov/qfd/states/41/41005.html>

² The program negotiates fees for contracted services with governmental agencies, businesses and organizations. Fees are also charged for workplace mediation and mediation training.

program works with the Housing Authority, and with Northwest Housing Alternative to assist low-income families to live successfully in their communities.

CDRS attempts to be sensitive to the needs of ethnic communities. Particular efforts are being made to serve the Hispanic population, which represents the largest and fastest growing minority group in the county. Program information materials have been translated into Spanish and are distributed through appropriate organizations. The program has also been successful in recruiting and training volunteers who are bi-lingual and/or members of minority groups, and bi-lingual (English/Spanish) mediation sessions have been and are being undertaken. Translators are utilized in youth and family, victim-offender, small claims, and community cases when appropriate.

Dispute resolution services provided through CDRS include coaching parties in effective communication and conflict resolution skills; telephone conciliation; table mediation; meeting facilitation; multi-party mediations; large group facilitations; interviews and assessment of conflict. Case applications include but are not limited to community mediation; youth, family and peer mediation; small claims mediation, Victim-Offender Dialogue Facilitation; conflict resolution skills training; and citizen outreach and education activities.

Citizen education is an important activity that serves several purposes, both teaching collaborative problem solving skills and publicizing the work of CDRS. Within the two grant years, the program will provide at least 25 educational presentations, workshops or seminars for community organizations, businesses, agencies and local governments. The program will continue to mobilize its speaker's bureau, utilizing both staff and volunteers.

CDRS has established collaborative relationships with other mediation providers within Clackamas County, which has resulted in a consolidation of services. In July of 2010, CDRS was relocated into Clackamas County Resolution Services Department, which handles cases involving domestic relations and divorce mediation. Parent/teen mediation issues and requests for peer mediation training in middle and high schools are now being handled by CDRS. Juvenile victim/offender dialogues are now referred to CDRS by the Juvenile Department. CDRS has no access restrictions to our services.

Our offices are located in Oregon City at 2051 Kaen Road, Suite 210. The building is ADA accessible and is located on the transit line.

3. Organizational Structure:

CDRS is a unit located within the Department of Resolution Services (RS). Lauren MacNeill serves as the Director for RS. Lauren oversees the work of family court mediators in their domestic relations and conciliation work, and community mediators in their work in youth and family mediation, business and community mediation, small claims mediation, and victim-offender dialogue facilitation. Lauren is assisted by staff and an Advisory Committee consisting of nine members.

CDRS staff consists of a Mediation Services Supervisor and two Mediation Coordinators. These positions are within the structure of Resolution Services. The Mediation Services Supervisor reports to the Department Director.

The Mediation Services Supervisor is responsible for the administration of the CDRS unit. All unit staff persons share responsibility for direct services. Fiscal management is provided by RS and Clackamas County. Personnel Policies of CDRS are those of RS and Clackamas County.

An organizational chart and staff resumes are attached.

4. Mediator Recruitment:

Volunteer mediators are recruited to the program in a number of ways. Recruitment primarily occurs through CDRS's annual basic mediation training, a 40-hour, OOCDR compliant skills training. This basic mediation workshop is typically offered once a year, bringing new volunteers into the program annually. Participants come to the training from the private sector representing a wide range of backgrounds, and as Clackamas County employees who are interested in mediation as a continuing education opportunity.

On the final day of the training, CDRS volunteer opportunities are explained and interested participants are encouraged to volunteer. They must complete a volunteer mediator application form and be screened by a Mediation Coordinator according to criteria that are discussed below. Participants in the training are not required to become volunteers, and the program is not committed to accept any participant as a program volunteer. However, most of CDRS's volunteers are graduates of this training. CDRS does consider applications for volunteers who are recruited from OOCDR compliant mediation classes offered by private mediators, state education institutions, and our partner CDRC's around the state.

These trainings are sufficient to generate enough interested and capable volunteers to meet the program's needs. However, additional recruitment is undertaken to meet special needs, particularly for bilingual and bicultural mediators. Bilingual volunteer applicants are offered full training scholarships in exchange for their commitment as volunteer mediators for up to one year.

If CDRS is contacted by an interested party outside of our basic training, a Mediation Coordinator interviews that person over the phone and determines whether or not to send a volunteer application form. Some interested individuals may be looking for mediation in another context. Some individuals may be more suited to the arbitration process. These people are directed to other contacts.

Volunteers are selected on the basis of their performance in the training (or recommendations if they attended an outside training), their experience and enthusiasm, and their willingness to make a serious volunteer commitment to the program. Volunteers come from all backgrounds and education levels, and bring much to the mediation process themselves. We look for individuals who have a sincere interest in mediation, have attended an OOCDR compliant basic mediation skills training, have effective communication skills and a collaborative style of interaction, and exhibit a sufficient degree of self-awareness.

Volunteers selected from the applicants are required to participate in a six-hour case development training before they begin their weekly work as case developers. Case development training is offered as a beginning point to the volunteer experience, orienting and educating individuals to our office procedures and standards of practice. Volunteers are asked to commit to the program for a minimum of one year. Participation as a volunteer in a community mediation program is generally recognized as an important piece in practicing and

improving skills as a beginning mediator.

Once trained, volunteers provide services as small claims mediators, or handle community mediation cases by perform functions such as intakes for new cases, conducting case development between parties to a dispute, arranging for and confirming schedules for face-to-face mediated sessions, handling paperwork necessary to document and support case development and gather program statistics, participating in debriefing of their own cases and those of other volunteers and staff, attending continuing mediation education (CME) sessions, conducting outreach into the community to promote dispute resolution services, and giving the program feedback to improve services and the volunteer experience. CDRS is currently using up to twelve active volunteers weekly, and maintain a roster of at least 25 active volunteers annually.

5. Mediator Training:

Community Mediation Training

CDRS maintains a roster of at least 25 active volunteers who have received a minimum of 32 hours of basic mediation training in accordance with OOCDR requirements for community mediation programs. CDRS's 40-hour basic mediation training includes all of the curriculum areas outlined in OAR 718-020-0070 (2) (a). A copy of the training curriculum (Five Day Agenda) is attached to this application. Guest trainers are Stan Sitnick, former CDRS Program Supervisor, retired PSU professor and private mediator, and Jon Townsend, program founder and past Advisory Committee member. Both of them clearly meet the lead trainer requirements of OAR 718-020-0070 (5): Each has more than a thousand hours of mediation experience and innumerable hours of experience as mediation trainers. See attached resumes. RS Staff Amy Cleary, Erin Ruff, and David Bertram are also fully qualified to deliver basic mediation training, and will take over delivering training in the future when Stan and Jon choose to retire from providing training services.

Beyond the basic mediation curriculum, CDRS volunteer community mediators are required to attend a six-hour case development training. This marks the beginning of a volunteer's apprenticeship, designed to meet the supervision requirements of OAR 718-020-0070 (2) (b), after which volunteers meet regularly throughout the year in small training groups with program staff. Small claims mediators are required to take an 8-hour court systems and small claims mediation training that meets state requirements.

The majority of the community mediation case work takes place in this case development context, where volunteers make initial contact with parties on the phone and work with them in an effort to engage in collaborative problem solving. Formal mediation sessions are undertaken when problem solving and conciliation efforts are not sufficient to resolve the issues between the parties. Staff and senior volunteer mentors monitor volunteers around effective communication skills and mediation techniques, concise and legible case note taking, complete and accurate contact information, follow through on cases over time, availability to staff and parties to a dispute, and ability to represent CDRS in a fashion that is consistent with CDRS Mission and Goals.

The small claims mediation cases are entirely face-to-face sessions, with volunteer mediators working either solo or as co-mediators. The work of volunteers is constantly reviewed and evaluated in a small group setting, and managed by a court qualified Mediation Coordinator.

CDRS's apprenticeship program requires a volunteer mediators in neighbor to neighbor or small claims mediation cases to observe two mediation sessions before participating as a co-mediator, and being observed as a co-mediator in two complete cases. Senior mediators and program staff regularly observe the work of apprentice mediators and debrief their sessions with them. Volunteers obtain lead status when program staff determines that they meet criteria and that they are ready.

Continuing Mediation Education (CME) opportunities are provided for volunteers at least three times per year in addition to the mentored learning they receive weekly. Volunteers are also notified of CME's sponsored by the Metro Collaborative Group, a consortium of mediation programs around the greater Portland metropolitan area. These two-hour trainings are offered three times per year, and highlight speakers focusing on areas of special interests to mediators. Other training notifications received by CDRS are forwarded on to our volunteer distribution list to allow exposure to a variety of training experiences throughout the region and state.

Victim Offender Dialogue Facilitation Training

CDRS collaborates with the Clackamas County Juvenile Department in providing Victim Offender Dialogue Facilitation services to residents of the county currently in cases where youth offenders have committed property crimes against victims. CDRS maintains a roster of trained volunteers to provide facilitation services in these cases. Training is offered as needed based on annual case load. A copy of the trainer's resume is attached, along with the VOD training agenda. CDRS provides ongoing coaching and training sessions for VOD volunteers throughout the year.

Youth and Family Mediation Training

CDRS continues to provide Youth and Family mediation services. Peer Mediation training is provided annually to New Urban High School and Rowe Middle School students in Milwaukie. This year, we provided leadership training for students of Molalla High School. At least one adult/teen mediation training will be offered during the 2013-15 biennium in order to build a volunteer team of adult and youth mediators.

Court Systems and Small Claims Mediation Training

Small Claims mediation services have been offered by RS since March, 2012. Cases referred by the Circuit Court and the Justice Court are handled weekly by volunteer mediators. Prior to participating as a small claims mediator, volunteers are required to attend a 6-hour Court Systems and Small Claim Mediation training provided by qualified RS staff as outlined in CJO 05-028 Section 3.5. Once trained, volunteers observe three complete small claims mediations, then they are observed by a court qualified supervisor in three complete mediations as a co-mediator pursuant to CJO 05-028 Section 2.1. Cases are debriefed after each session. Volunteers are also invited to attend regular practice group trainings offered periodically throughout the year. Mentoring for volunteers is ongoing throughout their service.

Other Educational Opportunities for Mediators

Volunteers are also encouraged to join Oregon Mediation Association (OMA), a trade organization for anyone interested in the field of mediation. OMA members receive notification of current items of interest such as job postings and legislative news, offerings of continuing education through annual conferences, and free annual trainings for volunteer mediators. Volunteers are encouraged to attend OMA functions, and to network with others in the field in order to expand opportunities to practice mediation.

6. Publicity and Outreach:

CDRS will continue to increase its visibility in the community through a variety of public relations activities and organizational contacts. Organizations such as chambers of commerce, Community Planning Organizations (CPO's), neighborhood associations, school groups, county agencies, enforcement agencies, municipal governments, trade organizations, and special interest groups will be addressed through outreach and speaking engagements. Our Small Claims Mediation Coordinator provides a 15 minute mediation orientation to all participants in the court mandated mediation process prior to small claims mediation cases, which are offered twice each week at Resolution Services.

CDRS works in cooperation with the County's Office of Public and Government Affairs to publicize CDRS in the County's newsletters and to provide press releases and media coverage. At least three press releases will be issued annually, including the Proclamation of Mediation Month in the County with a presentation to the Board of County Commissioners, which will also be broadcast on cable access television. Program promotional materials have been created and will be updated as needed and distributed in the community by individual mailings to clients, as handouts at program presentations, and through the county's information and referral system. These program materials have been translated into Spanish, and are also readily available and distributed where appropriate. The program also has a website at <http://www.clackamas.us/ccrs/> which will be maintained and updated when appropriate.

CDRS works cooperatively with other ADR providers to coordinate educational and public relations activities. This includes quarterly meetings with other community mediation program coordinators and directors in the metropolitan area as well as across the state, and participation by CDRS staff in Oregon Mediation Association activities.

CDRS participates in and collaborates with the following partners:

- Portland area **Metro Collaborative Group** sponsoring three volunteer continuing mediation education offerings per year.
- **Oregon Association for Community Dispute Resolution Centers (OACDRC)** whose directors and program coordinators meet quarterly to discuss programming and issues of common interest and concern. The OACDRC works in subcommittees to accomplish projects of value to the larger group and community mediation programs throughout the state.
- **University of Oregon Appropriate Dispute Resolution Program** offers opportunities for interns to be placed in community mediation programs for learning and support to the benefit of all.
- **Portland State University/Hatfield School of Government/Oregon Consensus**

(OC) program. CDRS has collaborated with OC for a number of years in identifying and providing services to multi-stakeholder groups interested in solving broad community and public policy issues through collaboration and consensus building efforts.

- **Oregon Mediation Association (OMA)** provides a forum for CDRS staff, interns and volunteers to network with other mediators, benefit from educational offerings, and advocate for the use of dispute resolution services by the general public.

7. Personnel:

Community Dispute Resolution Services staff consist of a Mediation Services Supervisor and two Mediation Coordinators. These positions provide services within the Clackamas County Department of Resolution Services (RS). The Mediation Services Supervisor reports to the Director of RS. The Mediation Services Supervisor is responsible for the administration of community mediation services. All CDRS staff persons share responsibility for direct services. Fiscal management is provided by RS and Clackamas County. Personnel Policies of CDRS are those of Clackamas County, which can be accessed at the following link:
http://web1.clackamas.us/mydepartment/3004.jsp?q_dept=DES

An organizational chart and staff resumes are attached.

8. Evaluation:

Program evaluation is undertaken in several forms: First, in compliance with the semi-annual and annual reporting requirements of the OOCDR and other granting or contracting agencies. CDRS compiles statistics in a custom data base designed for Clackamas County Resolution Services. Reports are prepared by the Mediation Services Supervisor. Statistics for Victim-Offender Dialogue facilitation services are being tracked by the Clackamas County Juvenile Department and will be reported to the OOCDR by CDRS.

CDRS tracks service delivery effectiveness by using client satisfaction surveys that have been developed in collaboration with the Oregon Association of Community Dispute Resolution Centers (OACDRC) directors and the Oregon Office for Community Dispute Resolution (OOCDR) administrator. In the case of the VOD facilitation program, CDRS has work in collaboration with CCJD and through their relationship with Southern Oregon University (SOU) data collection experts to develop survey forms for CDRS. SOU has a consulting and data collection relationship with Mediation Works in Medford, Oregon, as well. The VOD surveys capture information required by OOCDR for reporting purposes.

Examples of the following surveys are included as attachments to this application.

Community Mediation

- a. **Mediation Session Survey** – a written client exit survey which parties complete at the end of a table mediation session.
- b. **30 day Follow-up Survey** – calls are made to parties in closed cases on a regular basis by staff or volunteers. This includes a telephone survey for all closed cases where parties chose to participate in the mediation process.
- c. **Follow Up Surveys for MCRC cases** – surveys to clients in manufactured dwelling communities who have received community mediation services.

Victim-Offender Dialogue Facilitation

- a. **Pre-dialogue surveys** for both victims and offenders – administered prior to the dialogue session.
- b. **Post-dialogue surveys** for both victim/s and offender/s – administered at the conclusion of the dialogue session.
- c. **Post dialogue surveys for facilitators** – administered at the conclusion of the dialogue session.
- d. **Post dialogue surveys for offenders parent/s** - administered at the conclusion of the dialogue session.
- e. **Post dialogue survey for supporters** - administered at the conclusion of the dialogue session.
- f. **Post-dialogue surveys for victim/s only** – administered over the phone 3 months post dialogue process.
- g. **Post dialogue surveys for offender/s only** – administered over the phone three, six, and nine months post dialogue.

Basic Mediation and other training Evaluation – evaluations are collected from participants of our basic, advanced, and continuing mediation education trainings.

All of the above information is analyzed on a regular basis by the Mediation Services Supervisor with input from other program staff and volunteers to determine program effectiveness. This data is also reviewed with the program Advisory Committee for their feedback. This system serves as both a semi-annual and annual evaluation plan for the program.

Supervision of the work of volunteer mediators provides an additional tool for evaluation of program service delivery. Volunteers are asked to provide verbal feedback from clients when offered, or to contribute feedback to staff regarding program services and training procedures.

It should be noted that the current OOCDR reporting system provides both a semi-annual and annual compilation of aggregate responses by clients to the delivery of program services. CDRS has been and is willing to participate with OOCDR in the development of additional methods for evaluating the effect of dispute resolution services on the community and the justice system.

Clackamas County personnel policies require an annual performance evaluation of the Mediation Services Supervisor and other program staff. The program Advisory Committee does not serve as a board of directors, so no formal evaluation is undertaken for its performance.

9. Affirmative Action Statement:

CDRS is committed to Clackamas County's affirmative action plan. A copy of the plan is located at the following Clackamas County web address: <http://www.clackamas.us/docs/des/aap.pdf>

10. Internal Controls

Financial Management System