MFR PLAN

Resolution Services

Mission

The mission of Clackamas County Resolution Services is to provide conflict resolution services to people and organizations so they can they can resolve their differences peacefully and develop skills for the resolution of future conflicts.

Lauren Mac Neill
Director

Clackamas County Resolution Services

Resolution Services

Conflict Resolution and Skill Development

Clackamas County Resolution Services
Strategic Business Plan

Issue Statements

1. Demographics

Rapidly changing demographics, including an increase in overall population, if not addressed, will result in:
- Increased conflict between neighbors with differing lifestyles and expectations around what defines community
- Increased conflict between individuals who misunderstand one another due to language barriers or cultural differences
- Increased conflict within communities as new businesses, services, and housing units are developed within their boundaries
- Increased lack of sufficient conflict resolution services

2. Community Awareness

The public and County organization's continued lack of awareness about the availability of conflict resolution services, if not addressed, will result in:

- People who would otherwise learn mediation skills to address conflict early and do not
- More conflict overall resulting in violence
- More unresolved conflict in a less civil society
- Increased demands on law enforcement and on the courts
- Greater cost in the ultimate resolution of conflict
- More stress and strife in families, schools, neighborhoods, and our County organization

3. County Organizational Culture

The lack of an implemented policy for conflict resolution inside Clackamas County government, if not addressed, will result in:

- Conflicts that escalate well beyond the first opportunity for resolution because involved staff are not practicing conflict resolution skills
- Leaders and employees being uneven and inconsistent in their approach to resolving conflicts internally
- Conflicts experienced by the County often resolved primarily using more costly approaches, such as grievances and employee discipline
- Increased emotional trauma to involved parties

4. Funding

The continued uncertain, inconsistent, and disparate funding for Resolution Services, if not addressed, will result in:

- County Departments not utilizing conflict resolution practices or bringing Resolution Services in to help with conflicts early, when they are more likely to be resolved
- Ultimately far greater expense for the resolution of conflict across the county (e.g. litigation, incarceration)
- Efficiency of resolution service delivery is diminished when chasing funding

5. Technology

The lack of technological resources, if not addressed, will result in:

- Inability to provide services to the community online
- Our services and resources being less accessible for clients and less efficient for staff
- Inability to integrate data across systems

6. Family Structure

Continued lack of services to meet the increased complexity of family structure and family separations, if not addressed, will result in:

- Couples with children dissolving their relationship without knowledge or use of conflict resolution services that can encourage collaborative problem-solving and constructive co-parenting after the dissolution
- Children experiencing ongoing and unresolved conflicts between their parents which can result in greater negative impacts later
- Children and families experiencing trauma from abrupt separation resulting in increasing needs for behavioral health and social service support
- Children needing to be relocated to alternative homes or shelters in systems that are already underfunded and limited

7. Existential Anxiety

The anxiety experienced by our residents due to environmental factors like terrorism and global threats, divisive political climate, recession and economic uncertainty, foreclosures and the housing crisis, increased traffic and commute

times, under-employment, cost of college and student loan burdens, among other things, if not anticipated and addressed, will result in:

- More conflict and more disputes
- More fear-based, protective behavior and less resolution-oriented behavior
- Increased demand for conflict resolution services

Strategic Results

1. By 2022, customers will experience accessible, understandable, compassionate and successful conflict resolution services, as evidenced by:

75% Mediation clients agree that when they think about the conflict that brought them to us, they feel calmer

70% Mediation clients agree that they believe having mediation available through Resolution Services is valuable

Issues Addressed: 1, 2, 3, 4, 5, 6, 7

2. The community will experience an increase in accessing resolution services as parties to conflicts in the following areas that will be required, by law, rule, or procedure to participate in mediation or alternative dispute resolution:

By 2021, Probate proceedings including conservatorships, guardianships and will contests

By 2021, Evictions

By 2022, School truancy

Issues Addressed: 1, 2, 3, 4, 6

3. By 2022, County Departments will have increased capacity and know how to access the resources for successful conflict resolution as evidenced by:

By 2021 25% County Departments agree to engage Resolution Services to assist in managing relationships through consultation, skill building, and mediation services, supported by a signed Service Level Agreement (SLA)

100% new County employees will engage with Resolution Services during their first 3 months of employment

30% County employees will increase competencies in the Intercultural Development Inventory (IDI) by 2022

Issues Addressed: 1, 2, 3, 4, 5, 7

4. By 2022, Resolution Services will successfully increase awareness and access of its services throughout Clackamas County, as evidenced by:

> 25% cities in Clackamas County will be contacted and offered the opportunity to create a case referral relationship with Resolution Services for Conflict Resolution and Skill Development services.

Issues Addressed: 1, 2, 3, 5, 6, 7

Mission Statement

The mission of Clackamas County Resolution Services is to provide conflict resolution services to people and organizations so they can they can resolve their differences peacefully and develop skills for the resolution of future conflicts.

Resolution Services Line of Business

The purpose of the Resolution Services Line of Business is to provide conflict resolution services to people and organizations experiencing conflict so they can resolve their differences peacefully, develop skills for the resolution of future conflicts and build safe, healthy relationships and communities.

Key Results
70% Mediation clients report after participating in mediation that they believe having mediation available through Resolution Services is valuable
90% Mediation training participants increase their understanding of the content of the workshop

Conflict Resolution and Skill Development Program

The purpose of the Conflict Resolution and Skill Development Program is to provide mediation and dispute resolution services and to provide experiential education and coaching services to people and organizations so they can resolve their differences more peacefully and develop skills to respond more effectively when interpersonal conflict arises.

Strategic Results

- ✓ 75% Mediation clients agree that when they think about the conflict that brought them to us, they feel calmer (1a)
- ✓ 70% Mediation clients agree that they believe having mediation available through Resolution Services is valuable (1b)
- ✓ By 2021, parties to conflicts in probate proceedings, including conservatorships, guardianships and will contests, will be required, by

law, rule, or procedure to participate in mediation or alternative dispute resolution (2a)
- ✓ By 2021, parties to conflicts in evictions will be required, by law, rule, or procedure to participation in mediation or alternative dispute resolution (2b)
- ✓ By 2022, parties to conflicts in school truancy will be required, by law, rule, or procedure to participate in mediation or alternative dispute resolution (2c)
- ✓ By 2021 25% County Departments agree to engage Resolution Services to assist in managing relationships through consultation, skill building, and mediation services, supported by a signed Service Level Agreement (SLA) (3a)
- ✓ By 2022 100% new County employees will engage with Resolution Services during their first 3 months of employment (3b)
- ✓ By 2022 30% County employees will increase competencies in the Intercultural Development Inventory (IDI) (3c)
- ✓ 25% cities in Clackamas County will be contacted and offered the opportunity to create a case referral relationship with Resolution Services for Conflict Resolution and Skill Development services. (4)

Results

- ✓ % Mediation clients agree they feel respected in consideration of their age, race, gender, and other cultural identities
- ✓ % Mediation clients agree that they feel confident they could handle a similar conflict in the future, either on their own or with the help of a mediator
- ✓ % Skill Development training participants meet minimum skill requirements covered in the training
- ✓ % Mediation training participants increase their understanding of the content of the workshop

Outputs
mediation clients served
mediation sessions completed
training sessions provided
clients who attended training sessions

Conflict Resolution Services
Adoption Mediation Sessions
Code Enforcement Mediation Sessions
Community Dialogue Events
Conflict Coaching Sessions
Conflict Resolution Presentations
Elder Care Mediation Sessions

Eviction Mediation Sessions
Meeting Facilitations
Family Court Clinic Consultations
Family Law Mediation Sessions
Family Relations Mediation Sessions
Foreclosure Avoidance Program Facilitations
Housing Issues Mediation Sessions
Law Enforcement Mediation Sessions
Manufactured Dwelling Park Mediation Sessions
Neighbor to Neighbor Mediation Sessions
Probate Mediation Sessions
Relationship Coaching Sessions
Small Claims Mediation Sessions
Victim Offender Dialogue Sessions
Workplace Mediation Sessions

Skill Development Services

Basic Mediation Skill Development Course Sessions
Case Consultations
Clinic Supervisions
Community Dialogue Process Course Sessions
Conflict Management Class Sessions
Continuing Mediator Education Class Sessions
Court Systems Course Sessions
Divorce Financial Analysis Consultations
Facilitation Class Sessions
Family Law Basics Training Sessions
Family Law Custody and Parenting Mediation Course Sessions
Family Law Financial Course Sessions
Intercultural Development Inventory (IDI) workshops
New Employee Orientations
Parent Education Class Sessions
Peer Mediation Training Sessions
Restorative Justice Victim Offender Dialogue Facilitation Course Sessions
Workplace Mediation Course Sessions

Administrative Services

- *Administration of Program Areas*
- *Bookkeeping*
- *Budget management*
- *Budget reports and presentations*
- *Community Partner Relationships*
- *Contracts and Agreements*
- *Customer Relations*
- *Customer Service*
- *Data Analysis*

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- *Employee performance summary reviews*
- *Financial Analysis*
- *Facilities Work Orders*
- *Grant Management and Reports*
- *Human Resource processes*
- *Inter-departmental Relations*
- *Liaison to Clackamas County Courts*
- *Office Logistics*
- *Organizational Culture Management*
- *Personnel Actions*
- *Policies and Procedures*
- *Procurement*
- *Publicity and Media*
- *Software Platform Utilization*
- *Staff Meetings*
- *Strategic business plan*
- *Recruitment*

MFR Glossary

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:
　　Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.
　　Output: measures the amount of service provided or number of units produced or processed.
　　Demand: total units of a service expected to be demanded, requested or required by the customer.
　　Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.