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★ ★ **POLICY CONSENSUS INITIATIVE** ★ ★

STATE DR PROGRAMS UPDATES ♦ OCTOBER 2001 ♦ www.policyconsensus.org



AS THE NUMBER OF STATE Dispute Resolution programs grows, so do their varied goals, successes, and challenges. For the past several years, PCI has been inviting state programs to record some of these accomplishments and challenges for exchange at PCI's Annual State Programs Meetings. State DR Programs are asked to share:

- ▶ **Successes and Accomplishments**
- ▶ **On-Going Projects**
- ▶ **Challenges Facing their DR Programs**

This Special Issue of the Newsletter features the responses we received to this year's survey. We are distributing the information to those of you who are not attending this year's meeting in Toronto so you, too, can hear about what other sstate DR programs are doing. We invite your comments and—more importantly—encourage you to reply to next year's survey on the successes and challenges in state dispute resolution programs.

POLICY CONSENSUS INITIATIVE

The **POLICY CONSENSUS INITIATIVE** is a national nonprofit program working with leaders at the state level—governors, legislators, attorneys general, state agencies, and others—to establish and strengthen the use of collaborative practices in states to bring about more effective governance.

To help state leaders deliver more effective and responsive government, PCI and its partners:

- ▶ Offer a nationally recognized source of information on consensus building and conflict resolution;
- ▶ Demonstrate the effectiveness of consensus building processes;
- ▶ Support and foster state leaders who champion these approaches; and
- ▶ Create and support consensus building capacity, structure, and networks in the states

PCI'S PARTNERS ARE ORGANIZATIONS INTERESTED IN WORKING TOGETHER TO ACHIEVE PCI'S MISSION, INCLUDING:

- ▶ State sponsored offices of dispute resolution based in universities, the judiciary and the executive branch;
- ▶ Associations representing elected state officials and other government associations;
- ▶ Dispute resolution practitioners and practitioner organizations

See the on-line *Directory of State Dispute Resolution Programs* for a complete listing of programs

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Governor's Advisor for Community Development—OR

PCI gratefully acknowledges the support of the William and Flora Hewlett Foundation



ALABAMA CENTER FOR DISPUTE RESOLUTION, INC.

Judith M. Keegan, Esq., Director

Estimated program budget for FY 2001-2002 — \$170,000

Number of FTEs on staff — 2

Accomplishments/successes in the past year

- ▶ Two two-day training programs at a local resort for state agency executives, mostly assistant AG's, to give them a solid overview of ADR with role-plays in negotiation, mediation and reg-neg.
- ▶ Start-up of a new district court mediation program at the Mobile district court using volunteer lawyers.
- ▶ Development of a state employee mediation program. The state personnel department now has an ADR Co-coordinator who will be responsible for tracking the progress of the program as soon as it is implemented this fall.

On-going projects

- ▶ Long-range planning for ADR in Alabama (to update the 1994 goals) by the Supreme Court Commission's Long-Range Planning Committee, and the Alabama State Bar's ADR Committee. Will include legislation and funding as goals.
- ▶ Development of a state agency ADR working group (similar to the federal group) that will take over the work of the Governor's Task Force on State Agency ADR when its work is complete at the end of 2002.
- ▶ State employee mediation program which will kick off this fall with the training in October of mediators for nine Alabama participating agencies. The Center is hosting the training and will be part of the training crew. An article will appear in the state employee association magazine, and a brochure with information on mediation and types of cases that can be sent to mediation will be distributed to all employees in the pilot agencies. This pilot will last a year and will be evaluated through the personnel department with the assistance of the Center and the Governor's Task Force State Agency ADR.

Challenges facing our DR program

- ▶ Funding
- ▶ Working with the legislature is slow, because they have other pressing priorities.
- ▶ Time to do everything, be everywhere!

ARIZONA SUPREME COURT ADMINISTRATIVE OFFICE OF THE COURTS "ADVISORY COMMITTEE ON ADR" (APPOINTED BY THE CHIEF JUSTICE)



Committee Chair—Superior Court Judge Raymond Weaver, Yavapai County.

Estimated program budget for FY 2001-2002 — \$158,000 for ADR grant funds, \$200,000 for DR

Number of FTEs on staff — 6 for DR

Accomplishments/successes in the past year

- ▶ Published a new Model Parenting Time Plan Guide
- ▶ Published a new Self Service Guide for Divorce Cases
- ▶ Completed a revision to the Arizona Child Support Guidelines

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ARIZONA...Continued from previous page

On-going projects

- ▶ A forms committee that reviews and revises commonly used forms or creates new forms for use in the court community.
- ▶ Creation of a series of self help booklets informing the public about court processes and procedures. Series includes eight booklets to date.
- ▶ Planning for two videos: one on mediation in domestic relations and the second on what to expect when representing yourself in court.

Challenges facing our DR program

- ▶ Lack of staffing
- ▶ Lack of resources

ARKANSAS ALTERNATIVE DISPUTE RESOLUTION COMMISSION



Jennifer Jones Taylor, Coordinator

Estimated program budget for FY 2001-2002 — \$201,481

Number of FTEs on staff — 2

Accomplishments/successes within the past year

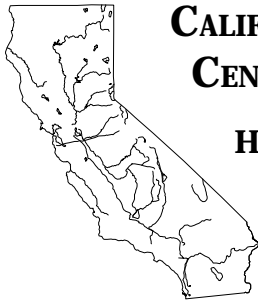
- ▶ Revision and publication of:
 - Mediator credentialing requirements;
 - Rules of conduct for mediators; and
 - Standards for basic mediation training
- ▶ Development and distribution of statewide roster of mediators
- ▶ Continued growth of family mediation program

On-going projects

- ▶ ADR Summit: meeting of interested persons from across the state in various areas of ADR (state and local government, education, judiciary and private sector) to discuss recent developments, share information, and network.
- ▶ Development and publication of long-range action plan: the Commission is reviewing and evaluating its first five years, then developing a plan for the next five years. The intention is for the plan to be broad enough and flexible enough to accommodate the rapidly changing environment of ADR in Arkansas. The Commission hopes that by publishing the plan and distributing it to the courts, government agencies, and the general public, its role will be better understood. Our hope is that the plan will prompt interested persons to share their insights and provide useful input to the Commission.
- ▶ Grants: award of monies to assist in the start up, continuation and growth of ADR programs across the state

Challenges facing our DR program

- ▶ Resistance by attorneys
- ▶ Lack of education about and understanding of ADR processes
- ▶ Lack of funds to develop sustainable programs throughout the state



CALIFORNIA ADMINISTRATIVE OFFICE OF THE COURTS, CENTER FOR ADR IN CIVIL CASES

Heather Anderson, Supervising Attorney

Estimated program budget for FY 2001-2002 — \$216,000

Number of FTEs on staff — 2

Accomplishments/successes in the past year

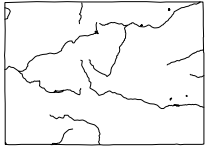
- ▶ In January, we held the first statewide conference for judges and court administrators on court-connected ADR programs for civil cases. There were more than 100 participants from both trial and appellate courts. The conference included sessions on designing and implementing programs; referring/helping parties identify appropriate cases for ADR; neutral qualifications, recruitment, screening and training; quality control, including program monitoring and evaluation; and educating judges, attorneys and the public about ADR programs.
- ▶ On our recommendation, the California Judicial Council adopted a number of new or amended statewide rules of court relating to ADR in civil cases. These include rules requiring courts to do the following:
 - Develop an ADR information package that civil plaintiffs must serve on defendants;
 - If the court provides civil litigants with lists of neutrals, include information about the neutrals training, experience and fees on those lists and require the neutrals to certify that they will abide by applicable ethics standards;
 - And designate a staff person knowledgeable about ADR to be the court's ADR program administrator.There are also rule changes that are intended to enhance disclosure requirements for individuals serving as arbitrators in our court-annexed arbitration program, referees, or temporary judges and to prevent court appointments that mix mediation with a reference process that generally involves reports back to the court.
- ▶ We sponsored our first training for mediators in rural court districts. At the statewide conference, we heard from small rural courts about the difficulty in establishing mediation programs because of the lack of trained mediators in their communities. Our office worked with two courts to provide training to community members to serve on the courts' mediation panels.

On-going projects

- ▶ Developing statewide standards of conduct for mediators in court-connected civil ADR programs. A working group is currently reviewing input received on a draft set of standards they circulated for informal comment this summer. We expect to recommend that the Judicial Council adopt a revised version of these standards effective July 1, 2002.
- ▶ Developing ethics standards for private arbitrators. Legislation that is currently awaiting the Governor's signature requires the Judicial Council of California to establish ethics standards for private contractual arbitrators effective July 2002. This will mean an intensive effort over the next few months to develop a draft set of standards that can be circulated for comment.
- ▶ Evaluation of the early mediation pilot programs. Under legislation enacted in 1999 and 2000, we are required to study and report to the Governor and Legislature on the effects of pilot mediation programs operating in five California trial courts. Three of these courts are authorized to make mandatory referrals to mediation and to compensate the mediators from court funds; two are authorized to establish voluntary programs. The study is required to address effects of these programs on the rate of settlement, the timing of settlement, the costs to litigants and the courts, and the litigants' satisfaction with the dispute resolution process. At this point, we are both analyzing information from the court's case management system and surveying both attorneys and clients about their experiences with mediation and the court system.

Challenges facing our DR program

- ▶ In the context of the arbitrator ethics standards project, the challenge of developing, in a very short time, standards that reflect sound policy decisions and that will be accepted by the private arbitration community. Among other things, we face a challenge in identifying and involving all the necessary stakeholders in the development of these standards.
- ▶ We face a challenge in communicating and collaborating across the different ADR fields in California—court, community and private.
- ▶ Resources. There is a lot more I think our office could do, would want to do, but we have limited staff time devoted to ADR.



OFFICE OF DISPUTE RESOLUTION, COLORADO JUDICIAL DEPARTMENT

Cynthia A. Savage, Director

Estimated program budget for FY 2001-2002 — We will request cash funds spending authority of approximately \$945,468.

Number of FTEs on staff — 7.5 statewide, plus 1 currently unfilled. These FTE are currently filled by 11 people, with two part-time positions currently unfilled.

ACCOMPLISHMENTS/SUCSESSES IN THE PAST YEAR

- ▶ Increased services provided and increased infrastructure, including the following: mediation caseload up statewide by 31% (FY01 over FY00); 2 part-time ADR coordinators added in two different districts, with a third position in the process of being developed; a new child welfare mediation program being developed in the First Judicial District, and a contract for child welfare mediation services being developed for the Second Judicial District. The groundwork laid for development of a new section of the ODR Policies and Procedures Manual which will address and standardize the relationship between ODR and Colorado's 22 judicial districts.
- ▶ Chief Justice created and appointed members to the ODR Advisory Committee in September 2000. The Committee met twice in FY01. The 17 members are to advise the ODR Director concerning policies and procedures, strategies for improving service delivery, and fees for ODR's services. The Committee will also recommend a long-term plan to maximize appropriate expansion and integration of multi-door courthouse and ADR approaches, and will make recommendations concerning the creation, expansion, administration and evaluation of ADR programs throughout the state. Committee members were selected based on geographic distribution throughout the state, and include a Supreme Court justice, judges, a magistrate, a district administrator, ODR representatives, and representatives of the Governor's office, the legislature, the Department of Law, the Colorado Bar Association, the Colorado Judicial Institute, the Colorado Council of Mediators and Mediation Organizations, community mediation, and restorative justice.
- ▶ Additional services provided through use of funds from the federal Access and Visitation Grant. These include increased mediation services for indigent and low-income parties with parenting disputes; continuing provision of parenting coordinator services, and coordination with the new Office of Child Representative to provide information and training for potential parenting coordinators in the more rural areas of the state; continuing provision of mediation services to the never married population, and regular parenting education seminars for the never married population in the Denver Juvenile Court; increased number of districts offering parenting education seminars in previously under-served areas of the state; translation of some of ODR's pamphlets and documents into Spanish as a first step toward making ODR's programs more accessible; and outreach to Colorado's Native American population to develop culturally relevant mediation services

Challenges facing our DR program

- ▶ Funding tied to caseload, which creates role conflicts and sometimes restricts the amount of resources that can be allocated to policy development on a broader scale, outreach, training, and development of new program areas.
- ▶ Absence of research demonstrating that ADR saves money for the court system.
- ▶ Getting people who say they support ADR to follow through with some action. Some of this lack of follow-through may be due to overload, or it may be the result of a deeper unstated ambivalence or opposition to ADR.

UNIVERSITY OF DELAWARE CONFLICT RESOLUTION PROGRAM



Kathleen M. Wian, Director

Estimated program budget for FY 2001-2002 — \$200,000

Number of FTEs on staff — 2 FTEs and 4 graduate students

Accomplishments/successes in the past year

- ▶ Conducted eight public meetings for Delaware's Department of Education in collaboration with the federal government monitoring process of special education programs. This process relied on 20 facilitators from around our state, working in pairs, facilitating small groups of parents offering opinions about special education programs.
- ▶ Designed and facilitated a series of public meetings for several school districts in Delaware. All of these meetings were intended to provide better communication between school boards, district administrators and parents. Issues such as standards and accountability, class sizes, and discipline were also addressed.
- ▶ The Conflict Resolution Program offered two courses this past year. Discipline and Classroom Management was offered through our College of Education and an Introduction to Conflict Resolution was offered to graduate level students through the Institute for Public Administration.

On-going projects

- ▶ CRP continue to manage Delaware's Special Education Mediation Program. This program mediates disputes between parents and school/district personnel around special education issues. We also offer facilitators to assist parents and schools with IEP meetings.
- ▶ CRP offers a series of ten training options for schools and parent groups interested in improving their communication and problem solving skills. These workshops are offered in as little as 3 hours or as much as 3 days, depending on their needs.
- ▶ CRP in collaboration with two other local organizations is updating Delaware's second ADR Service Provider Directory. This directory will list all service providers in the state and give various information on the type of services they provide, areas of service, fees, etc. It will be distributed state wide to all interested parties.

Challenges facing our DR program

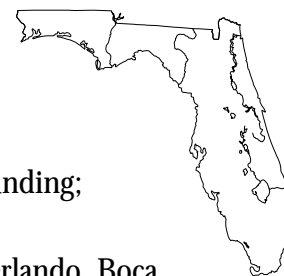
- ▶ The lack of education on the part of the public and the legislature about ADR and its potential usage.
- ▶ Lack of State funding

FLORIDA CONFLICT RESOLUTION CONSORTIUM

Robert Jones, Director

Estimated program budget for FY 2001-2002 — \$900,000 (\$550,000 in state funding; \$350,000 in contracts for services)

Number of FTEs on staff — 7 professional and 7 administrative covering Tall, Orlando, Boca Raton and Ft. Myers counties



Accomplishments/successes in the past year

- ▶ New environmental enforcement administrative mediation legislation passed (May 01) with funding included. Florida and the FCRC were recognized for their environmental dispute resolution program (the only state receiving an A+) in a recent study by Rosemary O'Leary and Tracy Yandle.

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FLORIDA...Continued from previous page

- ▶ Strategic Focus area in transportation brought forth two additional contracts from our FDOT to demonstrate the use of consensus building and dispute resolution in transportation disputes and to conduct research on case studies and attitudes of transportation officials in Florida.
- ▶ The Consortium has funded a web master (past 3 years) to assist it in developing its web site and utilizing online survey tools in projects. During the last year our web site hits tripled in the last year (over 8000 vs. over 3000 in the previous year)

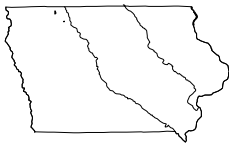
On-going projects

- ▶ A new “Local Government Collaboration” strategic focus for the coming year. This will involve appointing a statewide steering committee and engaging in developing an information and education architecture (including case studies, best practices) for the initiative
- ▶ Management of our work with FDOT including a research initiative, a series of specific initiatives (e.g. widening of a state highway through a national forest; seeking consensus on an alignment for a new light rail in Orlando; seeking a resolution of a road extension proposal affecting the Corkscrew Wildlife Refuge near Ft. Myers.) and a series of technical assistance activities including trainings and conflict assessments.
- ▶ Implementing a new mediation provision for environmental enforcement actions that will include mediator orientation and staff training.

Challenges facing our DR program

- ▶ Unprecedented state budget shortfall—made worse by the recent terrorist events; coping with this and maintaining the support from the state.
- ▶ Legislature asking for more rigorous evaluation of state university centers
- ▶ Keeping a complex organization (with regional offices) on the same page in terms of strategic focus and framework.

IOWA PEACE INSTITUTE



Greg Buntz, President

Estimated program budget for FY 2001-2002 — \$500,000

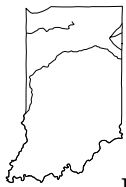
Number of FTEs on staff — 7.3

Accomplishments/successes in the past year

- ▶ Through our mediation training, we have helped the State Department of Education create a cadre of resolution facilitators to provide early intervention in disputes involving K-12 schools.
- ▶ Through our K-12 conflict resolution programs we have designed and offered a form of peer mediation training based in restorative justice principles and values.
- ▶ We have established and are continuing to grow new programs and services in restorative justice and peace building circles.

On-going projects

- ▶ Working in cooperation with Iowa Department of Human Services regional offices in southeast Iowa to promote restorative approaches to dealing with juvenile crime.
- ▶ Teaching ways to resolve conflict and build stronger relationships through the Peacemaking Circle process that heretofore have been untried in Iowa. Working to introduce the concept of restorative discipline in Iowa schools.
- ▶ Continuing to provide mediation of special education disputes and introductory and advanced mediation training to educators, parents and community members so that school related conflict can be resolved early-on.



INDIANA (SUPREME COURT) COMMISSION FOR CONTINUING LEGAL EDUCATION MEDIATION REGISTRY

Julia L. Orzeske, Executive Director

Estimated program budget for FY 2001-2002 — Our mediation registry expenses and income are merged with and absorbed by CLE expenses income.

Number of FTEs on staff — 3

Accomplishments/successes within the past year

- ▶ Adoption of revised advanced training requirements, which recommended ADR rules changes to the Indiana Supreme Court.
- ▶ Convened a committee on mediator ethics to plan a June 2002 program.
- ▶ Published a newsletter to update mediators and the judges about the rules changes and pilot programs.

On-going projects

- ▶ Planning 2002 ethics workshop for mediators
- ▶ Reviewing a rule on pre-suit mediation
- ▶ Planning 2002 civil and domestic relations workshop for mediators

Challenges facing our DR program

- ▶ Fragmented approaches: statutory, administrative rule and court rule
- ▶ Limited resources in gathering information from other states/programs
- ▶ Philosophy of some that mediation is an outgrowth of the practice of law, rather than a profession in its own right.

KANSAS SUPREME COURT'S DISPUTE RESOLUTION ADVISORY COUNCIL IN THE OFFICE OF JUDICIAL ADMINISTRATION



Art Thompson, Dispute Resolution Coordinator

Estimated program budget for FY 2001-2002 — \$116,000

Number of FTEs on staff — 1

Accomplishments/successes within the past year

- ▶ We completed a research project comparing two courts which used mediation six years ago with two similar courts which did not.
- ▶ Our office developed a new database for keeping records on mediators and other providers of dispute resolution. The goal is to be able to provide at least judges and, possibly the public, expanded information on line for dispute resolution providers.
- ▶ We cooperated in the development of mediation promotions and education during the year. These include the Governor naming April as Mediation Month, supporting mediation legislation including state agencies under the Dispute Resolution Act, training all municipal and district court clerks in half day mediation training, and in regional training for judges in how to be settlement conference officers.

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KANSAS...Continued from previous page

On-going projects

- ▶ This fall we will underwrite most of the expenses for a domestic mediation training seminar for bilingual people. The purpose is to expand the numbers of bilingual mediators who local courts can use with people who do not speak English well enough to go to court without an interpreter.
- ▶ We are devising a voluntary policy manual for courts which defines all the different DR terms used in Kansas and potential guidelines for how these methods can be used. Most of the policy in Kansas is set at the local level. The manual can also be used by state agencies, which are now required to follow the guidelines of the Dispute Resolution Act.
- ▶ We are involved in a pilot project to use mediation in family group conferencing cases that involve children who are either just taken out of their family or on the verge of being taken out of the home. We are funding the evaluation portion of the pilot. The Legislature funded two-thirds, and Kansas Legal Services funded the other third of the project.
- ▶ We are working with several state agencies to develop a mediation training component, policy procedures and regular communications on the use of DR within state government. We plan on providing core mediation training to key state public policy makers and providing several one day meetings with state policy makers on how to use DR within their areas of expertise.

Challenges facing our DR program

- ▶ There is very little funding to provide dispute resolution services for lower income people. This continues to restrict the ability of courts to request the use of mediation or other forms of dispute resolution.
- ▶ There are still misconceptions about what mediation and dispute resolution are and how they can be used. There is a continual need to educate key people on the definitions and procedures of the dispute resolution mechanisms.
- ▶ We are experiencing some debate as to what the basic qualifications should be for the various forms of dispute resolution. The Legislature recently passed legislation indicating that everyone but licensed attorneys had to show some basic qualifications to provide dispute resolution services. The debate on this bill highlighted some of the confusion in this area.

MARYLAND MEDIATION AND CONFLICT RESOLUTION PROGRAM (MACRO)



Rachel A. Wohl, Esq., Executive Director

Estimated program budget for FY 2001-2002 — \$1,437,000

Number of FTEs on staff — 4 (planning to hire 2 more in FY02)

Accomplishments/successes within the past year

- ▶ Completed transition from an ADR Commission to an ongoing state DR office within the Judiciary to serve as an ADR resource for the state, to continue support for innovative ADR programs, and to institutionalize the use of ADR to maximize its benefits to Maryland courts, communities, schools, criminal and juvenile justice programs, state and local government agencies, and businesses.
- ▶ Co-sponsored five ADR conferences: 1) for the District Court of Maryland judges and community mediation center representatives; 2) for the business and government communities on ADR systems design; 3) for peer mediators from Maryland's public schools; 4) on workplace/EEO mediation with the Governor's Office and several state agencies, 5) and one on the use of ADR in the health care field.
- ▶ We established in 2000 the Maryland Association of Community Mediation Centers (MACMC), a non-profit 501(C)3 organization of Maryland's community mediation centers (12, to date) to support community mediation across the state. This year, we worked with MACMC to develop an innovative performance based funding formula and start up grant program to expand community mediation statewide. There is now a state wide community mediation conference scheduled for fall 2001.

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MARYLAND...Continued from previous page

On-going projects

- ▶ MACRO is currently funding and/or organizing about 50 ongoing pilot conflict resolution projects around the state in seven initiative areas: district court, circuit court, schools, government, business, family, and criminal and juvenile justice. MACRO's Grants Committee considers projects and awards grants on an ongoing basis. Funded projects include developing a school-wide peace, tolerance and community building program at a public high school; a county-wide collaborative effort involving farmers, conservationists, developers and county planners to determine how to implement a rural strategy program; a community conferencing effort bringing together staff and clients of an expanding drug rehabilitation program and disgruntled community members; and a comparison study of mediated and non-mediated workers compensation cases in a circuit court.
- ▶ MACRO's ongoing evaluation project will include an Evaluation Summit in November bringing together national ADR evaluation experts and local conflict resolution program directors to learn about and begin to design effective evaluation projects in all areas of MACRO's work. The evaluation agenda is intended to collaboratively develop uniform evaluation tools, processes and analysis in Maryland's circuit and district courts, and community mediation centers.
- ▶ MACRO, in conjunction with the Court Information Office and with the help of a public relations firm, is designing a statewide multi-media public awareness campaign to include brochures, bus signs, billboards, radio, television and print ads, and other promotional pieces. A PSA extolling the benefits of mediation, starring Head Coach of the Baltimore Ravens Football Team Brian Billick, has also been created and distributed to local television stations.

Challenges facing our DR program

- ▶ Resistance to workplace mediation projects from state government employee unions who control DR under a collective bargaining agreement; and a feeling on the part of some government agencies that they shouldn't/don't need outside help to resolve their problems.
- ▶ Successfully building statewide consensus on the topic of mediator quality assurance through a specially organized effort which includes a consultant, a working committee, the development of a documented plan, and statewide forums for feedback and discussion.
- ▶ Having more projects and more ideas for new projects than a small staff can reasonably manage.

MASSACHUSETTS OFFICE OF DISPUTE RESOLUTION



Susan M. Jeghelian, Executive Director

Estimated program budget for FY 2001-2002 — \$600,000

Number of FTEs on staff — 11 FTE, and about 60 on our panel of neutrals and consultants.

Accomplishments/successes within the past year

- ▶ ADR Systems Integration—We effectively implemented Executive Order #416. One hundred seven out of 111 agencies have appointed ADR Coordinators; 92 agencies participated in ADR Orientation/Training; developed an ADR needs assessment tool for agencies; developed and collected an ADR Report and Plan Form; held networking and continuing education events for ADR Coordinators quarterly.
- ▶ ADR Outreach—We began providing increased ADR services to municipalities, offering education about and access to ADR. This Municipalities Project specifically targets issues that have created broad controversies in communities.
- ▶ ADR Skill Building—In the last year, MODR has built internal capacity in facilitation and consensus building in three areas in particular: the entire staff participated in a three-day intensive facilitation skill building workshop, MODR has undertaken more and diverse facilitation projects, MODR offered a significant number of trainings in facilitation skills to state employees. More people participated in MODR trainings this year than in any other year.

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On-going projects

- ▶ Implementation of Executive Order #416—issued in 1999. The order directs state agencies to “work diligently to fully utilize, wherever appropriate, ADR to resolve disputes.” MODR’s role is to provide on-going or one-time technical assistance to these agencies, especially as they try to incorporate ADR.
- ▶ The Program Evaluation Project—MODR is participating on this multi-state initiative, sponsored by the Policy Consensus Initiative, to develop a framework for evaluating ADR programs.
- ▶ Open-Enrollment Trainings—In response to increasing interest in our training programs, such as Facilitation, Mediation and Conflict Resolution skills, we are preparing to launch open courses in 2002 for public officials and state employees.

Challenges facing our DR program

- ▶ Budget: Since only a portion of our agency is funded by the Commonwealth, we continue to struggle with fundraising issues because we aim to provide the best possible resources and services.
- ▶ Fee for Service: As a result of recent national financial challenges, it may become increasingly difficult for state agencies to pay for our services.
- ▶ Buy In and Support: We continue to try to educate agencies on the value and potential impact ADR could have on their agencies, especially in terms of money saved, relationships enhanced and goals reached.



MICHIGAN OFFICE OF DISPUTE RESOLUTION STATE COURT ADMINISTRATIVE OFFICE

Douglas A. Van Epps, Director, Office of Dispute Resolution

Estimated program budget for FY 2001-2002 — Approximately \$1.8 million, which includes all grants to Community DR Program centers, training events, materials production and related grant administration expenses.

Number of FTEs on staff — 4

Accomplishments/successes within the past year

- ▶ Development of Interim Training Guidelines for training programs which prepare mediators to mediate matters in litigation.
- ▶ Development of Domestic Relations Screening Protocols for use by court staff and mediators to ensure that inappropriate matters are screened prior to mediation.
- ▶ Receipt of an additional \$560,000 in general fund appropriations to expand the state’s Community Dispute Resolution Program.

On-going projects

- ▶ Pilot testing and evaluation of the Permanency Planning Mediation Program through which meetings of persons involved in the management of child abuse and neglect cases are facilitated by a trained mediator.
- ▶ Implementation of new ADR court rules. Many courts are currently developing “local ADR plans” through which they will be able to order persons in virtually any contested civil matter to try an ADR process. Includes development of training programs, and development of forms, public education materials, and a training videotape.
- ▶ Continuation of the Michigan Special Education Mediation Program and Michigan Agricultural Mediation Program.

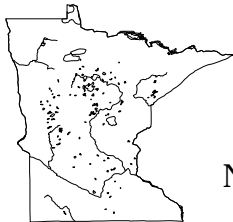
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Challenges facing our DR program

- ▶ Lack of awareness of mediation and when it may be helpful by persons in positions to determine how disputes might be resolved.
- ▶ Staff competency and turnover at the 24 independent non-profit organizations we fund through the Community Dispute Resolution Program.
- ▶ Insufficient resources to evaluate critical program components, e.g., quality of the mediation process being afforded citizens, comparisons between mediated and adversarial process outcomes, and the relationship between funding levels and program outcomes.

MINNESOTA ALTERNATIVE DISPUTE RESOLUTION



Barbara Blackstone, Director

Estimated program budget for FY 2001-2002 — 2001 = \$320,000;
2002 = \$274,000

Number of FTEs on staff — 2001 = 3.5; 2002 = 2.75

Accomplishments/successes in the past year

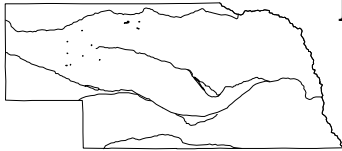
- ▶ Renewed Executive Order and shifted Workplace Mediation from pilot project status to program status.
- ▶ Added new program administrator for special education mediation; added facilitated IEPs to program offerings
- ▶ Survived significant budget cuts in contracted programs—lost human rights program and had special education budget reduced. Received one-time money for a workplace project so were able to keep two program administrators on though at .75 FTE.

On-going projects

- ▶ Fine tuning our workplace case development processes, especially with small groups. Adding 30 state colleges and universities spread over 45 campuses to the workplace program. This entails more than doubling our mediator roster but gets us mediators in all areas of the state.
- ▶ Developing support for broad-based usage of ADR in state agencies. We are working with selected agencies to build support before taking to the governor's office. Also exploring the use of group conferencing and individual coaching as additional tools.
- ▶ Developing a website in order to make information and materials more available.

Challenges facing our DR program

- ▶ Getting stable funding to allow for continuous, appropriate staffing.
- ▶ Building a support base for broader use of ADR within executive branch agencies.
- ▶ Trying to do too much with too few staff.



NEBRASKA OFFICE OF DISPUTE RESOLUTION

Wendy Hind, Director

Estimated program budget for FY 2001-2002 — Center for DR = \$350,000; each of six mediation centers = \$45,000;

Number of FTEs on staff — Center for DR = 1.5; The centers have an average of 4 FTEs.

Accomplishments/successes within the past year

- ▶ Contract with the entire state for Family Group Conferencing with Health and Human Services
- ▶ Successful regional mediation conference
- ▶ Agreement of executive branch to pass an Executive Order and proclamation regarding the use of mediation.

On-going projects

- ▶ Family Group Conferencing—implementation of statewide contract
- ▶ Expanding the Restorative Justice Program (need funding)
- ▶ Revision of all policies and procedures as we celebrate our 10-year anniversary

Challenges facing our DR program

- ▶ Funding
- ▶ Continued work with the Bar Association to promote understanding of mediation
- ▶ Growth and change are all happening at once, which is creating bigger opportunities but also bigger challenges. The six mediation centers in Nebraska are becoming more and more independent.

NEW YORK STATE UNIFIED COURT SYSTEM DIVISION OF COURT OPERATIONS, OFFICE OF ADR PROGRAMS



Daniel M. Weitz, Esq., State ADR Coordinator

Estimated program budget for FY 2001-2002 — \$5.8 Million

Number of FTEs on staff — 7

Accomplishments/successes in the past year

- ▶ Development of several integrated multi-step ADR programs which resemble the multi-door courthouse concept by offering mediation, neutral evaluation, arbitration and summary jury trials for selected civil cases.
- ▶ Nearly all of our CDRC programs located in 62 counties are now using the Dispute Resolution Case Management System (DCRMS) which allows them to manage cases and print reports more quickly and in a universal format. Nearly all CDRCs are also using this software program to submit required data to our office electronically.
- ▶ Sustained effort to provide educational programs and training on ADR for the Bench, Bar and Public

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NEW YORK...Continued from previous page

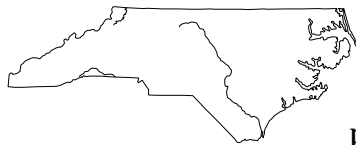
On-going projects

- ▶ Increasing the range of services provided by CDRCs to youth and schools through more direct funding and technical assistance. Programs and services include peer mediation and conflict resolution training and are often provided as an adjunct to existing youth courts in NYS.
- ▶ Preparing for a national conference in celebration of the CDRC's 20th Anniversary, which brings together ADR professionals, legislators and court administrators to explore the history and future of community dispute resolution.
- ▶ Developing an integrated set of neutral standards and qualifications to ensure the highest quality of service throughout the state.

Challenges facing our DR program

- ▶ Ensuring quality and consistency while accommodating the diversity of mediation styles
- ▶ The need for education regarding ADR
- ▶ The ability to find increasing resources to meet the growing demand for ADR services.

UNIVERSITY OF NORTH CAROLINA INSTITUTE OF GOVERNMENT PUBLIC DISPUTE RESOLUTION PROGRAM



**John Stephens, Coordinator and Assistant Professor of
Public Management and Government**

Number of FTEs on staff — 1 full-time faculty; ~.20 secretary and program coordinator portions of other support staff's time

Accomplishments/successes in the past year

- ▶ Collaborated to stage largest general purpose conference on public participation and collaboration in North Carolina. Reached across various substantive fields and beyond stakeholder processes. Worked with Orange County [NC] Dispute Settlement Center and the Natural Resources Leadership Institute of North Carolina State University. Secured foundation funding to offer scholarships to low-income people and organizations. Held same programs in two parts of the state to be more accessible to people outside the major population centers.
- ▶ Adapted a general book on group process and decision-making to a shorter article for a government audience, with public policy illustrations.
- ▶ Prepared book chapter on the contributions from analysis and evaluation of public participation for use in evaluating public policy DR programs and policies [editors: Lisa Bingham-Indiana Conflict Resolution Institute and Rosemary O'Leary-Maxwell School for Public Affairs, Syracuse University].

On-going projects

- ▶ Endangered species co-mediation with Natural Resources Leadership Institute of North Carolina State University. Immediate conflict is over conditions for an inter-basin transfer of water state permit to allow public system water to an area of eastern Mecklenburg County.
- ▶ Guidebook on Public DR in North Carolina has been delayed due to other projects. Will borrow from other state offices' work, but with several case summaries specific to NC.
- ▶ Part of team re-focusing the Institute's work in public management, facilitation and organization development with ramifications for director's teaching and consulting in public DR.

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NORTH CAROLINA...Continued from previous page

Challenges facing our DR program

- ▶ Creating effective partnerships with public and private entities for general teaching, skills training and direct third party service.
- ▶ Wrestling with kinds of training for different purposes and needs [e.g., from how to manage a single public hearing to working with a stakeholder groups over many months]
- ▶ Responding to general growth of interest and demand in third party services, but over a broad array of interests [procedurally and substantively]

THE OHIO COMMISSION ON DISPUTE RESOLUTION AND CONFLICT MANAGEMENT



Maria L. Mone, Executive Director

Estimated program budget for FY 2002 — \$572,000

Number of FTEs on staff — 7 FTEs

Accomplishments/successes in the past year

- ▶ Through a joint effort with the University of Cincinnati, Ohio education students (graduate and undergraduate) can now register for an on-line course in *Creating a Comprehensive School Conflict Management Program*.
- ▶ In 2001 the Commission's Truancy Prevention Through Mediation Program was implemented in 58 schools across the state, resulting in more than 1,700 mediations. An independent evaluation of the program found that truancy dropped between 46 and 91 percent in six of the seven participating counties. The program will expand during the 2001-02 school year to serve approximately 120 additional schools in 14 counties.
- ▶ During the FY 2001 the Commission continued to support community mediation programs across the state by awarding computer technology grants to eight Ohio programs. These grants are being used to upgrade computer equipment to ensure that all programs have access to electronic mail.

On-going projects

- ▶ School Conflict Management Initiative—joint program with the Ohio Department of Education. Each fiscal year competitive grants are awarded statewide to elementary, middle, and high schools to implement school-based conflict management programs.
- ▶ Workplace Mediation Program—provides state employees with access to mediation services to informally resolve workplace disputes through the use of state employees trained as workplace mediators.
- ▶ Public Policy Dispute Resolution—provides facilitation and mediation services to state agencies to address complex public policy issues. The Commission is currently working with the Ohio Department of Agriculture - Rulemaking Advisory Group/Large Livestock Environmental Permitting Program; the Departments of Health, Aging, Mental Health - Rehabilitative Services Support Oversight Committee; and the Ohio Department of Health - Post Trauma Critical Care Oversight Committee.

Challenges facing our DR program

- ▶ Budget Constraints

OHIO OFFICE OF DISPUTE RESOLUTION PROGRAMS



C. Eileen Pruett, Coordinator

Estimated program budget for FY 2001-2002 — \$1,425,000

Number of FTEs on staff — 6

Accomplishments/successes in the past year

- ▶ Inaugural training for mediators on domestic abuse and mediation.
- ▶ Inaugural training for mediators on cultural issues in mediation.
- ▶ Completed analysis of 11 court-connected mediation programs that mediate civil, domestic relations and juvenile court cases.

On-going projects

- ▶ Finalization of Participant and Trainers' Manuals; implementation of statewide Domestic Abuse and Mediation Training.
- ▶ Expansion (partnering with Ohio Commission on Dispute Resolution and Conflict Management) of Truancy Prevention through mediation program and development of comprehension program guides.
- ▶ Continuation of providing technical assistance to courts participating in the Mediation Institutionalization Project.

Challenges facing our DR program

- ▶ Budget cuts at state and local level.
- ▶ Meeting education and training needs for mediators, attorneys, judicial officers, court staff and users.
- ▶ Legislative initiatives regarding Uniform Arbitration Act and Uniform Mediation Act.

OREGON DISPUTE RESOLUTION COMMISSION PUBLIC POLICY DR PROGRAM



Susan Brody, Executive Director

Estimated program budget for FY 2001-2002 — \$350,000

Number of FTEs on staff — 4 FTE devoted to public policy DR program

Accomplishments/successes in the past year

- ▶ Implementation of Executive Order, including appointment of Agency ADR Coordinators and preparation of agency needs assessments
- ▶ Completion of a program evaluation pilot, including development of outcome measures and testing of survey instruments
- ▶ Pilot trainings with PCI for state agency staff on managing scientific and technical information in collaborative processes.

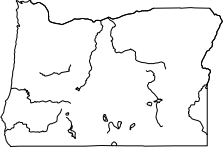
On-going projects

- ▶ Development of an agency ADR database
- ▶ Orientation and training for mediators on public policy roster

Challenges facing our DR program

- ▶ Need for additional staff and budget resources
- ▶ Education of state agency managers and staff
- ▶ Working with legislature to help them understand and support the value of the program

OREGON COURT COMMUNITY JUSTICE SERVICES DIVISION: ADR COMPONENT



Alice B. Phalan, Director

Number of FTEs on staff — .8 FTE ADR Analyst; .2 FTE Director's time on ADR issues

Accomplishments/successes in the past year

- ▶ Revised the Basic Mediation Training Manual for court connected programs
- ▶ Expanded Small Claims and Landlord Tenant Mediation Programs to 75% of Oregon Courts/communities
- ▶ Secured VAWA (Violence Against Women Act) funding for Advanced Domestic Violence Training for Oregon Court Connected Domestic Relations Mediators

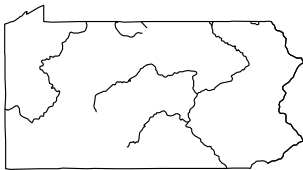
On-going projects

- ▶ Producing Electronic Version of Updated ADR Deskbook
- ▶ Creating ADR Website for Oregon Judicial Department
- ▶ Providing Advanced Judicial Settlement Conference Educational Programs

Challenges facing our DR program

- ▶ Insuring continued and increased funding for collaborative projects between the circuit courts and the community DR centers, including Small Claims and Landlord Tenant Mediation Programs in all Oregon courts/communities.
- ▶ Establishing a credible and user friendly implementation plan for the Oregon Mediation Association's Professional Standards for Mediators.
- ▶ Establishing local court/community evaluation systems for performance outcomes.

PENNSYLVANIA DEPARTMENT OF ENVIRONMENTAL PROTECTION ADR PROGRAM



Cheryl Peoples, Manager

Estimated program budget for FY 2001-2002 — \$75,000 plus external consultant costs when needed.

Number of FTEs on staff — 2

Accomplishments/successes within the past year

- ▶ Significant increase in the number of requests from internal and external customers.
- ▶ More than 600 people trained in facilitation, negotiation, mediation, and ADR Mentoring Workshop, and 50 people in our ADR Facilitator Pool.
- ▶ High profile projects such as Water Resource Forums and Environmental Justice.

On-going projects

- ▶ Ohio River Watershed project consists of 10 public forums in Western PA to assess watershed needs and interest in a basin-wide organization.
- ▶ Compost Task Force consists of five stakeholders to develop a state organic recycling plan Watershed Steering Committee.

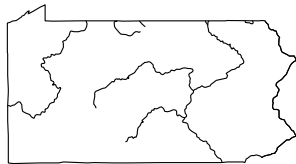
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PENNSYLVANIA DEPT. OF EPA...Continued from previous page

- ▶ ADR Mentoring Program allows for a wide range of relationships that may naturally develop between mentors and facilitators. These relationships develop depending on the development needs and interests of individuals and consulting and project opportunities that support the relationship.

Challenges facing our DR program

- ▶ Priming the state of Pennsylvania to embrace ADR as a best practice in state government.
- ▶ Keeping the momentum going of the ADR Program, i.e., resources, people, time, etc.
- ▶ Bringing the new administration on board with viewing ADR as a daily part of routine culture.



THE PENNSYLVANIA STATE UNIVERSITY CENTER FOR RESEARCH IN CONFLICT AND NEGOTIATIONS

Dr. Barbara Gray, Director

Accomplishments/successes in the past year

- ▶ Publication of *A Guidebook on Community Participation in Disputes over Intensive Livestock Operations* (With the PA Dept. of Agriculture)
- ▶ Completion of 3-year project on the Framing of Intractable Environmental Disputes, funded by the Hewlett Foundation.
- ▶ Preparation of a book manuscript on intractable environmental disputes

On-going projects

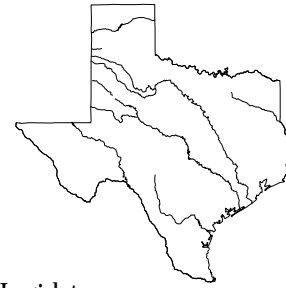
- ▶ We have begun a new project on the use of collaborative technology by new product teams. Software products touting new ways for teams to collaborate offer many potential advantages for cross-functional teams. The research will examine whether these technologies improve team members' interaction and their performance. Intractable Environmental Conflicts, our research on how stakeholders frame intractable environmental conflicts will appear in *Making Sense of Intractable Environmental Conflict* (Island Press, March 2002).
- ▶ A grant from the Hewlett Foundation for the Environmental Framing Consortium enables us to develop training materials for dealing with intractable environmental disputes.
- ▶ CRCN, along with researchers from Texas A&M and Ohio State Universities, received a grant from the National Science Foundation to develop profiles for understanding stakeholders views on unresolved environmental disputes. This study will concentrate on differences in configurations of frames used by different stakeholder groups.

Challenges facing our DR program

- ▶ Not enough ongoing institutional and state-level support

CENTER FOR PUBLIC POLICY DISPUTE RESOLUTION AT THE UNIVERSITY OF TEXAS SCHOOL OF LAW

Jan Summer, Executive Director



Accomplishments/successes in the past year

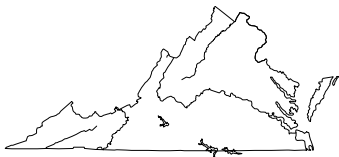
- ▶ 2001 Texas Legislative Session—The Center closely followed and on occasion advised the Legislature on ADR legislation. 20 bills relating to ADR were enacted. The Legislature graciously increased funding for the Center for the next biennium.
- ▶ Border initiatives—The Center actively participated in developing and presenting an ADR breakout as part of a University of Texas conference on US/Mexico Judicial Independence attended by leading State and Federal judges from both Mexico and the United States.
- ▶ Educating the next generation of ADR practitioner's—The Center completed the first year of administering the University's Graduate Portfolio in Dispute Resolution, which enrolled 22 students from several campus units. We are getting reports that the Program has made the difference in students interviewing and obtaining career positions in federal and state government.

On-going projects

- ▶ Interagency Mediator Pool—The Center continues its participation with numerous state agencies in the development of an interagency mediator pool to mediate state employee matters. This past year saw the development of the system and forms. Training for mediators is currently being conducted. The program is expected to be operational in January 2002.
- ▶ Evaluation of PRS mediation program—The Center is continuing its project of providing evaluation of the mediation program of the Children's Protective and Regulatory Services.
- ▶ The Center continues to provide direct service to state and local entities. For instance the Center is continuing its on going project to deal with organizational conflict within an educational entity. The project has been ongoing for a year.

Challenges facing our DR program

- ▶ The Center is faced with developing a strategic plan that will move it to the next level.



DEPARTMENT OF DISPUTE RESOLUTION SERVICES, SUPREME COURT OF VIRGINIA

Geetha Ravindra, Director

Estimated program budget for FY 2001-2002 — \$700,000

Number of FTEs on staff — 2

Accomplishments/successes in the past year

- ▶ We celebrated 10 years of court-annexed mediation in Virginia with a Visioning Conference. The Conference reviewed the milestones achieved over the past decade and focused on emerging trends, model programs from other states, issues affecting the field of ADR, and goals for the next decade.
- ▶ Conflict resolution skills training was provided to employees and management at the Office of the Executive Secretary (administrative office of the courts). A workplace mediation program was also established to address workplace conflicts.
- ▶ The General Assembly approved \$700,000 of funding for mediation in addition to legislation that authorizes payment to mediators of \$100 per case in custody, visitation and support cases.

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VIRGINIA SUPREME COURT...Continued from previous page

On-going projects

- ▶ The \$700,000 in funding is being used to support mediation in three ways. First, a portion of the funding is being used to pay contractors for their mediation services to the courts. Second, a portion is being used to pay contractors for mediation coordination and case screening services for the courts. Third, a portion is being used to pay contractors for innovative projects including dependency mediation, truancy mediation and adult guardianship mediation. We are currently monitoring the progress of these three programs. A new Mediation Information System has been created on the Internet (www.courts.state.va.us). All contractors are asked to enter information from court-referred cases into this system. This system will allow us to create reports that provide invaluable information on the length of time from filing to disposition, how often counsel are present and for what case types, agreement rates for different types of cases, the average length of mediations and case management, the volume of referral by court level and region of the state as well as qualitative data on party satisfaction.
- ▶ We are revising the dispute resolution statutes. These revisions will be presented to the 2002 General Assembly session in January.
- ▶ Referral to Parent Education programs has become mandatory effective July 1, 2001. We are assisting courts with integrating referral to mediation and parent education.

Challenges facing our DR program

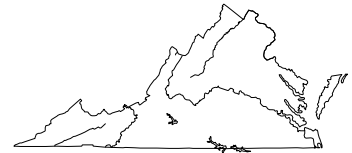
- ▶ Need for case screening and mediation coordination services in the courts to get appropriate cases referred to mediation.
- ▶ Resistance by some members of the Bar and Circuit Court Judges to refer cases to mediation. (Clear resistance to the idea of mandatory mediation, even in select case types)
- ▶ Sufficient compensation for mediators to motivate qualified mediators to provide court-referred mediation services.

INSTITUTE FOR ENVIRONMENTAL NEGOTIATION (IEN), UNIVERSITY OF VIRGINIA

Franklin E. Dukes, Director

Estimated program budget for FY 2001-2002 — \$400,000 - \$500,000

Number of FTEs on staff — 4 FTEs; 2 other Senior Staff partly paid by the University; 5 part time graduate associates.



Accomplishments/successes within the past year

- ▶ New Guide for Environmental Collaboration—The IEN, in partnership with the National Audubon Society and The Wilderness Society, published a handbook to assist environmental advocates in determining whether and how to effectively participate in collaborative decision-making. The 80-page guide, *Collaboration: A Guide for Environmental Advocates*, was written by Frank Dukes and Karen Firehock of the IEN, and funded by a grant from the William and Flora Hewlett Foundation.
- ▶ Yes, Virginia, A Region Can Create A Common Vision—Led by Bruce Dotson and Tanya Denckla, the IEN designed and facilitated a region-wide visioning process for the Rappahancock-Rapidan Regional Commission. The first phase involved five county-level meetings, at which participants identified their county's strengths, challenges, and opportunities, including areas for potential regional collaboration. These local meetings were followed by a region-wide meeting, where participants discussed 10 different areas of concern that emerged from the first series of meetings, then developed objectives for regional collaboration relating to these themes. The final meeting in May resulted in a vision statement and specific action steps. The final report will be presented to local decision makers.
- ▶ Public and Private Land Conservationists Pledge to Work Together—More than 100 land conservationists from the public and private sectors came together in June for what many called a landmark conference and critical step forward for land conservation in Virginia. Sponsored by the Virginia Department of Forestry and the Virginia United Land Trusts,

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UNIVERSITY OF VIRGINIA ...Continued from previous page

the conference aimed to bring together all conservation easement-holding organizations, including public, private, local, regional, state-wide and national organizations operating in Virginia. The goals of the meeting were to facilitate creative thinking and visioning for how land conservation organizations of all types can improve their coordination and collaboration to meet the Chesapeake Bay Agreement's ambitious land conservation goals. Speakers included the Speaker of the House, a state senator, the Director of the Department of Conservation and Recreation Director, and others. Numerous ideas and strategies were proposed for ways in which public and private organizations can work together in the areas of coordination and collaboration, education and outreach to landowners, building technical and administrative capacity of land conservation organizations, and developing standards of practice.

On-going projects

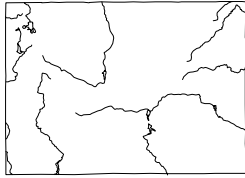
- ▶ New web site For community collaboration efforts (www.cbcr.org)—As part of an ongoing project about community collaboration, the IEN completed design of a powerful new website about community based collaborative approaches to environmental management. Funded by the Hewlett Foundation, the web site allows community groups, agencies and academics to share information about different projects and approaches to collaborative environmental management. The interactive site includes a database of books, journals, case studies, and other media. The site is part of a larger research project in which a wide range of stakeholders are being brought together to identify and articulate their needs for further research in environmental collaboration. The project is unusual because it involves the “beneficiaries” of research in the design and conceptualization of the research.
- ▶ Pilot Project for Growth Management—The IEN was selected by the Maryland Office of Dispute Resolution (MODR) to lead a pilot project on growth management in Baltimore County, MD. This project represents the first attempt by MODR to address community-wide issues such as growth management and zoning. Traditionally, state offices of dispute resolution focus on promoting the use of mediation to relieve court dockets. The pilot project is focusing on the potential use of a “rural village” concept and Transfer of Development Rights as planning tools for managing growth. The Institute is currently facilitating a stakeholder group that aims to develop consensus recommendations for how growth management tools can be implemented in Baltimore County.
- ▶ Natural Resources Leadership Institute Begins Second Year—The first class of the Virginia Natural Resources Leadership Institute graduated from a year of intensive workshops, where fellows explored Virginia's environmental issues and developed conflict resolution and collaborative problem solving skills. This innovative program is the brainchild of a collaboration between IEN, the Virginia Tech Center for Economic Education, and the Virginia Department of Forestry Deputy State Forester. Funded in part by an Urban and Community Forestry grant from the Virginia Urban Forest Council, and by tuition fees, the VNRLI Fellows met in different locations around the state to explore different environmental issues. They also explored a range of conflict resolution techniques such as consensus building, interest-based negotiation and mediation.

Challenges facing our DR program

- ▶ Funding for community-based collaborative problem-solving efforts. Communities are often needy, and call for assistance, but have no funds for consensus building or DR.
- ▶ Funding for training. Communities and organizations are desiring training to improve the conflict resolution skills or collaborative problem-solving skills of their leaders, but again the cost of training is often beyond the means of most.
- ▶ Funding for research and development. Research into what really works, and what doesn't, and the development of new methodologies or processes is very much needed.

UNIVERSITY OF WYOMING INSTITUTE OF ENVIRONMENT AND NATURAL RESOURCES

Dr. Harold Bergman, Director and Professor



Estimated program budget for FY 2001-2002 — Only a portion of IENR's work deals with DR/Collaborative process. We estimate that about \$100,000 per year is devoted to these activities

Number of FTEs on staff —1 to 2 FTEs working on actual DR - Collaborative Process projects

Accomplishments/successes in the past year

- ▶ Grand Teton National Park — Open Space & Grazing Study. A collaborative work group of affected stakeholders prepared recommendations to the National Park Service and the U.S. Congress on the relationship of grazing on the Park and maintaining private agricultural lands in open space.
- ▶ Elk-Bison Management at the Jackson National Elk Refuge. A Situation Assessment and facilitation of pre-scoping meetings around Wyoming for the U.S. Fish and Wildlife Service and the National Park Service. This project was done in cooperation with the U.S. Institute for Environmental Conflict Resolution in Tucson and Flitner Communications in Jackson, WY.

On-going projects

- ▶ Assist the U.S. Forest Service in public process related to the Forest Plan Revision for the Medicine Bow National Forest.
- ▶ Development and delivery of courses and short courses on collaborative process in natural resource management through the School of Environment and Natural Resources.
- ▶ Wyoming Open Spaces Partnership — Statewide public education and outreach on issues related to open spaces and land conservation

Challenges facing our DR program

- ▶ Providing adequate in-house expertise and advice on collaborative process to interested agencies and publics.
- ▶ Convincing potentially interested agencies of the real costs, opportunities and complexities associated with good professional ADR - Collaborative Process - Consensus-based decision making.

P | C | I

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