

Quantifying the Benefits of Mediation

From Conflict to Conversation: The Dayton Mediation Center

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Executive Summary

Background

The Dayton Mediation Center (DMC) was started in 1987 with the mission of providing conflict management services through education and empowerment of citizens to create their own solutions. Mediation, as defined by The National Association for Community Mediation (NAFCM), is a process of dispute resolution in which one or more impartial mediators assist the disputants in negotiating a mutually satisfying resolution to their conflict.

Description

Research on how mediation benefits the court system has existed for over three decades. Several studies have tried to quantify the benefits and cost savings of mediation with little success. Only two researchers have focused on how mediation can provide a cost and/or time saving to the police. This study seeks to determine if mediation is effective in reducing the number of calls for service to the police and to estimate a time saving that could result if all neighbor dispute calls are referred to mediation.

Major Findings

Mediation services are vastly underutilized in cases of neighbor disputes in the City of Dayton. Less than 10% of the total addresses with neighbor dispute calls for service were referred to mediation. There were 78 referrals to mediation from a potential 850 addresses from 7/1/15 to 6/30/16.

Relatively few officers make referrals to mediation in cases of neighbor disputes.

There are approximately 350 officers on the Dayton Police Department of which only 45 referred to mediation. Only 11 officers referred more than one case and only four officers referred five or more cases to mediation.

Of the 78 cases referred to mediation only 8 cases completed full mediation. These cases saw an **82.9% reduction** in calls for service. Of the 78 cases referred to mediation 42 cases received conflict coaching from the mediation center staff. Those cases saw a **5% reduction** in calls for service. The remaining 28 cases referred to mediation received no intervention. Consequently, those cases saw a **26.8% increase** in calls for service after referral.

Dr. Lorig Charkoudian of Community Mediation Maryland established in her 2005 study that 32 minutes is the amount of time it takes police officers to respond to a neighbor dispute call. This figure was confirmed by Mark Taxter of the Marion County Prosecutor's Office in 2017. Roosevelt Shepherd had established 24 minutes as the amount of time it takes police officers to respond to a neighbor dispute call in his 1995 study, Using 32 minutes as a higher limit and 24 minutes as a lower limit it was determined that the **potential time saving to the Dayton police is between 674 and 1251 hours annually** if all neighbor dispute cases are mediated or receive conflict coaching.

The location from which mediation referrals are coming from evenly disbursed throughout the City of Dayton. Although, 86% of referrals came from the following six zip codes: 4503, 45405, 45406, 45410, 45417, and 45420; the **disbursement is relatively even between West Patrol Operations Division (WPOD) and East Patrol Operations Division (EPOD)**. Of the 78 cases referred 38 came from WPOD and 35 came from EPOD. The

remaining five cases were referred from the Central POD which deals primarily with the downtown business district.

Recommendations

It is recommended that the **Dayton Mediation Center hold an information session with all police department command staff educating them on the benefits of mediation.** Police officials should require that all command staff attend the information session. This can be accomplished by allowing the mediation center staff to attend the command staff meetings on a quarterly basis to garner buy in from the police officials supervising the police officers. If the supervisors communicate the importance of mediation with the officers, then the officers are more likely to make referrals to mediation. The Dayton Police Department should **implement a procedure where officers refer all neighbor dispute calls to the Dayton Mediation Center after the first call for service to the address.** Charkoudian (2005) said that police departments should increase the number of referrals to mediation to realize potential savings and that making referrals earlier in the life of the conflict saves time and resources to the police. Officers can easily make referrals on site from their in cruiser computer via the Dayton Mediation Center website.

It is recommended that officers receive **initial and ongoing training regarding the effectiveness of mediation.** This training should start as a module in the police academy training schedule so that all incoming officers are not only aware of the benefits of mediation but are also informed of the Dayton Police Department's new requirement to refer all neighbor dispute calls to mediation. Dayton Mediation Center staff should provide ongoing briefings on the benefits of mediation and ease of making referrals by attending all roll calls and speaking to the beat officers

on a quarterly basis. These briefings should include the ways they can make a referral including the availability of the online referral form on the Dayton Mediation Center website. The online referral can be completed quickly from their in cruiser computer at the time that an officer responds to the call for service. Officers should also be trained to not only refer all neighbor dispute cases to mediation but to encourage the citizens involved to go through mediation in order to solve the ongoing dispute.

It is recommended that mediation center staff receive **quarterly training from the police officers via ride-alongs** so that they can understand the environment in which the calls for service are received. Mediation center staff should rotate so that they complete ride-alongs at East POD, Central POD and West POD as well as on first, second and third shifts. This will also assist mediation center staff to engage those who may be currently involved in a dispute at the time the call is received and may increase the likelihood that the participants follow through with mediation.

Finally, it is recommended that the Mediation Center continue to gather data with regard to referrals to mediation and their outcome in order to **replicate this study or complete a more in depth study in the future**. If the Dayton Police Department requires that all neighbor dispute calls for service are referred to mediation, after a 24 month period of data collection there will be sufficient information to complete a comprehensive study. If multiple demographic indicators are tracked i.e. sex, race, income level, and education level, future studies can complete multiple regression analysis to isolate if there are any other factors that affect the success of mediation.

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Purpose of the Study

This study aims to contribute to the research on the effectiveness of mediation in reducing calls for service to the Dayton police in the case of neighbor disputes. Mediation research has been around for over three decades but most evaluations are qualitative and rely on participant surveys and satisfaction rates to determine the success of mediation programs. Relatively few studies have attempted to quantify the benefits of mediation in terms of time saving or cost saving. The majority of those that have attempted to quantify the benefits of mediation have done so in relation to the courts system.

The total General Fund Revenue for the City of Dayton is \$13.8 million less in 2017 than it was in 2007. (City of Dayton, 2016). As public funding for City services decreases, cuts are made in City Departments including the Police Department. At the beginning of 2008 there were 419 police officers as opposed to 349 at the beginning of 2017. (Dayton Police Department, 2017). Therefore there are far less officers patrolling the streets today than there were in past years. The number of crimes in the City of Dayton have increased since 2010 as well. (State of Ohio, 2017). If mediation can reduce calls for service in cases of neighbor disputes, police officers could have more time to respond to calls that are criminal in nature. Therefore, the purpose of this study is to determine if mediation is effective in reducing the number of calls for service to the Dayton police and to estimate a time saving that could result if all neighbor dispute calls were referred to mediation.

From Conflict to Conversation: The Dayton Mediation Center

The Promise of Mediation ~ Helping People Have Difficult Conversations

Mediation, as defined by The National Association for Community Mediation (NAFCM), is “a process of dispute resolution in which one or more impartial mediators assist the disputants in negotiating a mutually satisfying resolution to their conflict.” (NAFCM, 2001). This constructive process works to resolve differences and conflicts between individuals, groups, and organizations. People in conflict are given an opportunity to take responsibility for the resolution and control over the outcomes. Community mediation is designed to preserve the interests of the individuals involved while strengthening relationships.

Robert A. Baruch Bush and Joseph P. Folger first introduced the concept of Transformative Mediation in their book *The Promise of Mediation* in 1994. The values of “empowerment” and “recognition” form the basis of Transformative Mediation. The concept is to empower each of the parties as much as possible and to see that they recognize the other’s needs, interests, values and points of view. Parties are allowed to determine the direction of their own process. They structure both the process and the outcome of mediation with the mediator following their lead. Based upon a belief that people, even when in conflict, are willing and able to engage each other in a positive, constructive manner, The Dayton Mediation Center (DMC) has been using the transformative model since 2000.



**Community
mediation
moves us
beyond
conflict.**

**– Corbett &
Corbett
(2012)**

Conflict Management and the Police

The Office of Community Policing was created in 1994 by The US Department of Justice (DOJ). The DOJ was tasked with the advancement of community policing practices by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources (DOJ, 2017). Community policing begins with a commitment to building trust and mutual respect between police and communities. In response to the national initiative to promote and support community oriented policing efforts, the National Association for Community Mediation (NAFCM), the National Institute for Dispute Resolution (NIDR) now part of the Association for Conflict Resolution (ACR), the Police Executive Research Forum (PERF), and the Northern California Collaborative (NCC) joined forces to design and implement the Conflict Resolution and Mediation Project for Community Oriented Policing. The focus of this Project was to enhance the effectiveness of local community oriented policing operations with conflict management skills and systems.

Dayton: A Rich History of Providing Free and Low-Cost Conflict Management Services to the Community

The Dayton Mediation Center (DMC) was started in 1987 through the collaborative efforts of the City of Dayton's Division of Citizen Participation and Wright State University's Center for Urban and Public Affairs. The DMC was designed to help manage conflicts between citizens and was offered as a City service to the residents of Dayton. The mediation process sets the stage for a cooperative relationship with the Dayton Police Department (DPD). This unique cooperative relationship facilitates the ability to conduct the current research which seeks to quantify the benefits of mediation.

When first created, preventing neighborhood conflicts from escalating and consuming police time and other city resources was the primary purpose of the DMC. At that time, only Dayton neighborhoods and Priority Boards were targeted for mediation services. In 1997, the Dayton Police Department began a project with the DMC to provide mediation and conflict management services to citizens referred by police officers. This project gives officers an opportunity to refer citizens to mediation when there is not police action that needs to be taken. Twenty years later, the program continues. Our research will focus on how mediation decreases police calls for service.

The DMC receives referrals from courts, police, community agencies and self-referrals. They have provided a focused approach to receiving referrals from the Dayton Police Department by adding a link on their webpage so police officers can quickly and easily refer community members to mediation online.

Since 1997 many other programs have been added to fulfill the DMC's mission to Provide Conflict management services through education and empowerment of citizens to create their own solutions. The DMC now collaborates with the Dayton Municipal Court, the Dayton Police Department, Montgomery County Juvenile Court, Montgomery County Sheriff and other entities to provide services to community members for free or at a very low-cost.

“To provide conflict management services through education and empowerment of citizens to create their own solutions.”

Mission Statement of the DMC

The Dayton Mediation Center Today ~ A Jewel in the Gem City

The DMC received a \$12,000 grant award in 2015 from the JAMS (Judicial Arbitration and Mediation Services, INC) Foundation through the National Association for Community Mediation (NAFCM). The grant provides financial support for the development of innovative and effective programs that can be replicated by community mediation centers nationwide and serve as a pathway to their sustainability and growth. The 2015 program focused on the development and refinement of Community Mediation Center services to improve relations and strengthen connections between law enforcement and the communities they serve. Findings related to the current research on how mediation decreases police calls for service will be used to compliment the work being done with the JAMS grant and confirm the benefit of the Dayton Police Department's efforts to refer neighborhood disputes to the mediation center.

Proving that Mediation is Fulfilling the Promise

Research on how mediation benefits the court system has existed for over three decades. Felstiner and Williams (1979) first identified cost savings to court systems when they examined 500 cases mediated in 1977 in Dorchester, Massachusetts. They compared the cost of mediating a particular dispute to the cost of adjudicating the same dispute and concluded that it is difficult to justify mediation programs on a cost basis. The cost of mediation may appear greater than the court alternative because parties that chose mediation receive services not afforded to those who go through court adjudication. They also asserted that “courts deal only with presenting complaints while mediation confronts underlying causes.” (Felstiner & Williams, 1979). They conclude their report with saying “what can be said about mediation as an alternative to criminal prosecution is that its per case costs can be substantial and may, in some instances, be more than those of lower criminal courts, while its benefits are almost surely likely to exceed those of criminal processing.” (Felstiner & Williams, 1979).

Other studies have also tried to quantify the benefits and cost savings of mediation with little success. Clarke, Valente, and Mace (1992) studied 544 cases referred to mediation from the courts in three North Carolina counties. They found that among individuals who mediated compared to individuals that did not, there was a lower rate of filing new charges within 120 days after mediation. However, they state that the difference was not statistically significant and instead indicate that if cases were followed for a longer period of time, then the lower rate of filing new charges could be attributable to mediation. They authors conclude that “a mediation program can have a substantial effect on court disposition....if it receives enough cases.” (Clarke, Valente, and Mace, 1992).

It is apparent each new study builds on the previous work and improves the methods used to quantify the benefits of mediation. Shepherd (1995) focused on the effects of mediation on police work as opposed to the court system. He conducted a pre and post analysis by examining preexisting call data six months prior to mediation referral and six months after. A sample of cases where mediation was not offered was used as a control group. The study concluded that mediation services decrease repeated calls to the police and provide an overall cost savings to the law enforcement agency. He reports the mediation of 65 cases resulted in a decrease of 180 calls to the police department. Shepherd also quantified the police time spent on each call to be an average of 23.75 minutes. Using this finding, he was able to calculate the cost saving as a result of mediation.

Charkoudian replicated Shepherd's study in 2005 focusing on Baltimore, Maryland. She pulled all cases referred to mediation by the police and court system and coded for those where mediation occurred versus those that did not have mediation. She then searched each address in the police archives to determine the number and type of calls in the six months prior to and the six months after the mediation. The study found that mediation caused a decrease of .332 calls per week during the six months after mediation or approximately 8.53 less calls in the six months. Charkoudian then went on to quantify this in terms of police time saved using an average of 32 minutes of police time spent per call and the average police officers' salary. She found that the financial savings to the police department in a six month period from one mediation ranged from \$208 to \$1649.27. Time saved was deemed more important than financial savings in this study. "Officers not responding to repeat calls for service

"Officers not responding to repeat calls for service can spend time preventing and investigating crimes." – Charkoudian (2005)

can spend time preventing and investigating crimes.” (Charkoudian, 2005). The study concludes that in order to maximize the potential cost savings, police departments should 1) increase the number of referrals to mediation and 2) referrals should be initiated early in the life of the conflict. The number of cases that were examined in the study was not identified and made it difficult to compare with the current study being conducted.

Charkoudian conducted another study in 2010 that looked at the effect of community mediation on decreasing the use of police and court resources. This time she broadened her focus and included 70 cases from Maryland, Pennsylvania, Delaware, New York, Washington DC, and Northern Virginia. The findings of the study indicated that people who use mediation are more likely to stop using police and court resources in the period following mediation compared to those who do not use mediation. The findings were consistent with the work of Shepherd (1995) and her previous 2005 study.

The study also observes that community mediation centers can use such results as they work to secure funding for their programs. Charkoudian concludes her study by noting that although the results are promising, there is still inadequate research examining the medium and longer term effects of community mediation on public resources. Charkoudian suggests that a study is needed that compares mediated and non-mediated cases, following each type over six to twelve months after the intervention. She also suggests ongoing interviews with participants and a review of court case files and police call reports. Such a study could quantify the amount by which mediation decreases the use of police and court resources, making it possible for a more accurate cost-benefits analysis. This study will attempt to follow the work of the Shepherd (1995) and Charkoudian (2005) studies taking into account the limitations of the data available in Dayton, Ohio.

The Method to Get the Numbers

The purpose of this study is to quantify the benefits of mediation. Specifically, research was conducted to determine if mediation decreases police calls for service. The study aims to use previous studies conducted by Shepherd and Charkoudian and tailor their methods to the limitations of the data available in Dayton, Ohio.

An elite interview was conducted with Dr. Lorig Charkoudian prior to gathering and analyzing the data. Based on an attempt to replicate Charkoudian's study, this study looked at all addresses where a referral to mediation occurred from July 1, 2015 to June 30, 2016. These addresses were then cross referenced with the Dayton Police Department database to obtain all the calls for service at the addresses from January 1, 2015 to December 31, 2016. This 24 month period allowed for the collection of calls six months before and six months after the mediation period of July 1, 2015 to June 30, 2016. For each address, all calls for service were identified and counted for six months before and six months after the referral to mediation. The study included all calls for service as suggested by Charkoudian as a best practice when analyzing the data.

The cases that were referred to mediation were analyzed to determine how many cases went through mediation, how many cases received conflict coaching, and how many cases received no intervention. Mediation is being defined as involving both parties meeting with a mediator to discuss their disagreement. The mediator then facilitates the discussion and assists the participants to attempt to reach an agreement regarding the conflict. Sometimes the parties may not reach an agreement or agree to disagree. Conflict Coaching occurs when a mediation session does not actually happen but a mediator talks to one or both parties separately and offers advice, referrals, or strategies to assist with diffusing or avoiding further conflict.

Once the cases were categorized as Mediated, Conflict Coaching and No Intervention, a pre and post test was conducted. The number of calls for service for the six month period before and after mediation was calculated for each case as well as for each category (mediated, conflict coaching, and no intervention). The percentage decrease or increase in calls for service for each category was calculated.

The study also gathered information from the Marion County Prosecutor's Office in Indianapolis, Indiana. Statistics reflecting the average time for a police response to calls for service commonly associated with neighbor disputes were studied. This information confirmed the estimate that Charkoudian gave in her study. Time saving estimates for the Dayton police department were then able to be made. Call reduction percentages were calculated and then compared to those cases where Mediation and Conflict Coaching were employed as opposed to cases categorized as No Intervention.

The study gathered all calls for service coded as neighbor disputes for the period of July 1, 2015 to June 30, 2016 to determine how many potential cases could have been referred to the Dayton Mediation Center. The study used these numbers to estimate how many calls could have been eliminated had a referral to mediation been made after the first call for service. The study gathered information from the Dayton Police Department on how many police officers are on the force. This was used to compare to the Dayton Mediation center data on how many police officers had made referrals to mediation. Finally, the study also looked at the zip codes of the cases that were referred to mediation. This was done to determine if there was any discernible difference in the geographic location and Police Operations Divisions (similar to police precincts) in making mediation referrals.

The Findings

Less than 10% of addresses involved with a neighborhood dispute call were referred to mediation by the Dayton Police Department. Of the 850 addresses associated with a neighborhood dispute, only 78 cases were referred to mediation. Figure 1 shows the ratio of addresses referred to mediation vs the ratio of calls received for neighbor disputes.

It should be noted that other calls like calls for noise, barking dog, etc. are also appropriate for mediation and if those were included the percentage referred to mediation would be even less. If mediation is successful at reducing calls for service, then more neighbor dispute calls should be referred to mediation in order to reduce the number of calls for service to the address.

Figure 1: Neighbor Dispute Calls for Service in Dayton, Ohio 7/1/15 to 6/30/16



*Source: Dayton Police Department, Dayton Mediation Center

*Visual represents neighbor dispute calls for service made to the Dayton police in Dayton, Ohio between 7/1/15 to 6/30/16

Relatively few officers refer neighbor dispute cases to mediation. Figure 2 shows that there are approximately 350 officers in the Dayton Police Department. The 78 referrals to mediation came from 45 officers. Of those 45 officers who referred cases to mediation, only 11 officers referred more than one case. More impactful is the fact that only 4 officers referred 5 or more cases to mediation. If mediation is successful, then not only should more cases be referred to mediation but more officers should refer cases of neighbor disputes to mediation.

Figure 2: Relatively Few Officers Refer Neighbor Dispute Cases to Mediation

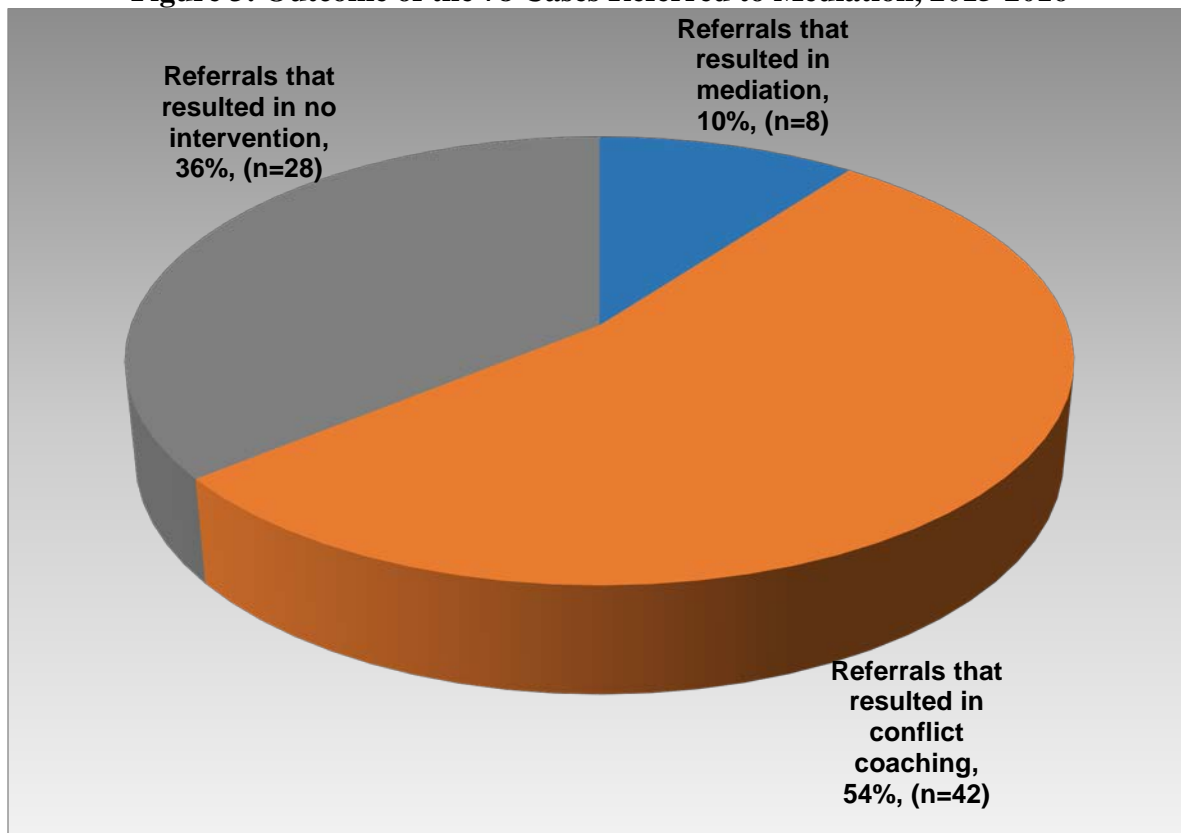


*Source: Dayton Mediation Center

*Visual represents referrals made between 7/1/15 to 6/30/16

Of the 78 cases referred to mediation, 50 cases received either mediation or conflict coaching. Again, mediation involves both parties meeting with a mediator to discuss their disagreement. Conflict coaching occurs when a mediation session does not actually happen but a mediator talks to one or both parties separately and offers advice, referrals, or strategies to assist with diffusing or avoiding further conflict. The remaining 28 cases received no intervention. No intervention means that attempts to contact the parties to either schedule a mediation or receive conflict coaching were either declined or unable to contact. Figure 3 shows the outcome of the 78 cases referred to mediation. This study found that 10% of the cases went through full mediation, 54% received conflict coaching and 36% had no intervention.

Figure 3: Outcome of the 78 Cases Referred to Mediation, 2015-2016



*Source: Dayton Mediation Center

*Visual represents referrals made between 7/1/15 to 6/30/16

Due to a small sample size of cases that went through mediation, it is not certain that the results of this study are externally valid and the results cannot be generalized beyond this study. However, the results do fit with the pattern identified in Shepherd's 1995 study and Charkoudian's 2005 and 2010 studies. Those studies reported that mediation was a causing factor of call reduction. It should also be noted that small sample size was an issue in the previous studies as well. In the Felstiner and Williams study (1979), although the sample size was 500, only 20 referrals came from the police. The rest of the referrals were from the courts. In the Clarke, Valente, and Mace study (1992), the sample size was 544 but those cases came from 3 counties in North Carolina and again came from court referrals not police referrals. In the Shepherd (1995) study, the sample size was 65 but this was for a two year period. The 2005 Charkoudian study did not disclose the sample size and the 2010 Charkoudian study had a sample size of 70 but these referrals came from 6 cities and included referrals from the courts as well as the police.

Of the seven cases that went through full mediation in Dayton all but one saw a decrease in calls for service in the six months after referral when compared to the six months before referral. Further analysis of the one outlier that did not see a decrease in calls for service indicates that the increase in calls after mediation for that case were not likely because of a neighbor dispute but rather a domestic dispute among the household members of that address.



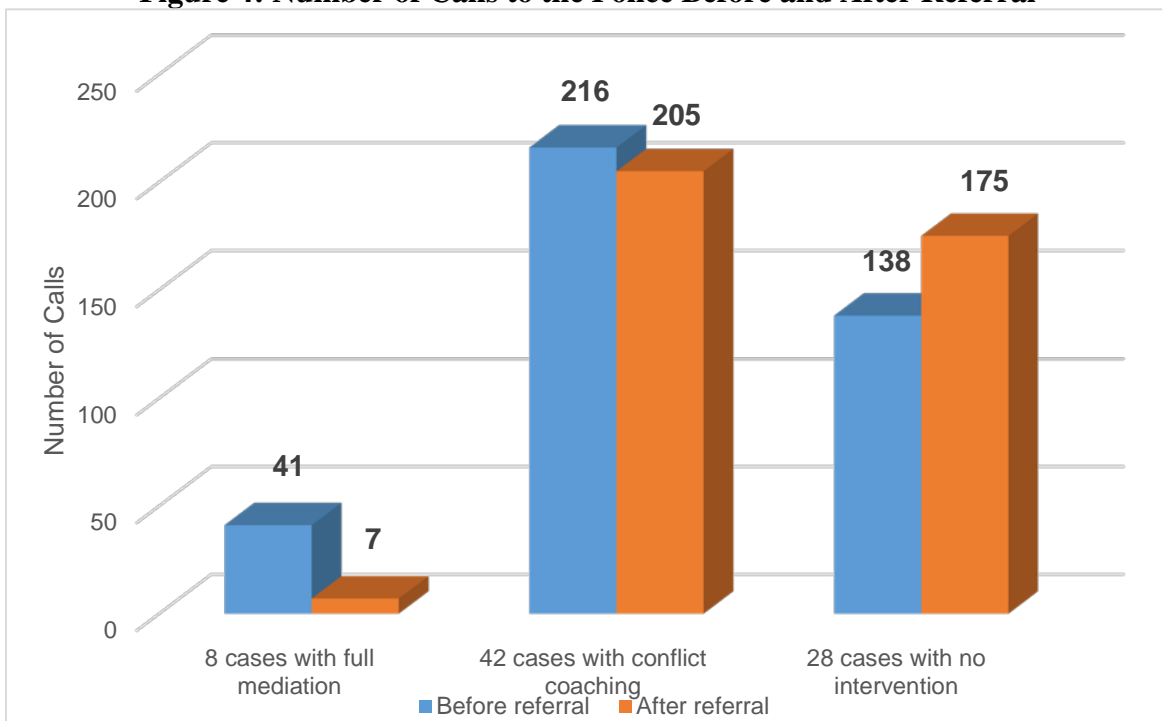
**Mediation
is under-
utilized**



**But it
reduces
the
number
of follow
up calls**

The actual number of calls received before and after mediation is telling when showing the effectiveness of mediation. Figure 4 shows that among cases that received conflict coaching the number of calls for service in the six months before referral was 216 and the number of calls for service in the six months after referral was 205. This is a 5% reduction in calls for service after conflict coaching. However, when we looked at cases that received mediation the number of calls for service in the six months before referral was 41 and the number of calls for service in the six months after referral was 7. This is an 82.9% reduction in calls for service after mediation. Conversely, when we looked at cases that received no intervention the number of calls for service in the six months before referral was 138 and the number of calls for service in the six months after referral increased to 175. This is a 26.8% increase in calls for service after referral.

Figure 4: Number of Calls to the Police Before and After Referral



*Source: Dayton Police Department, Dayton Mediation Center

*Calls for service made between 7/1/15 to 6/30/16

*Numbers above blue bars represent calls made to the Dayton police before mediation referral was made

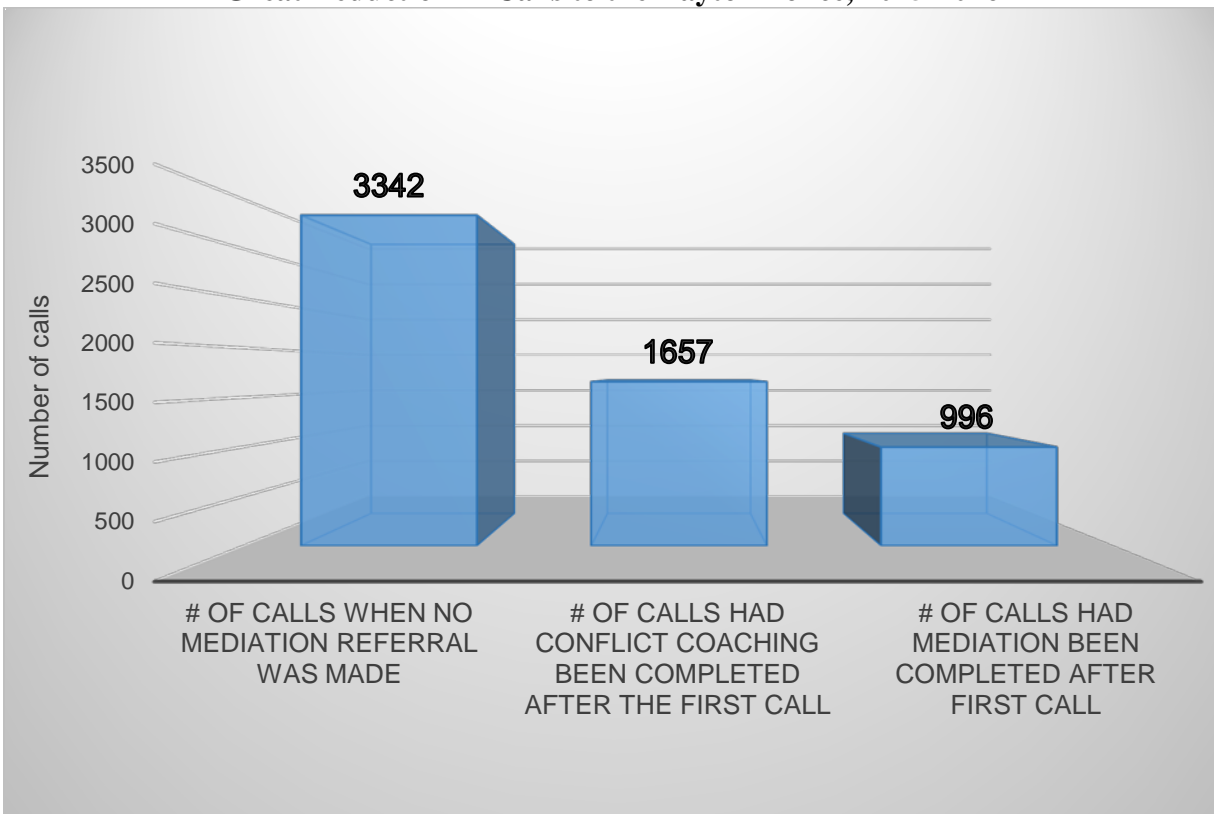
*Numbers above orange bars represent calls made to the Dayton police after mediation referral was made

This study shows that cases that go through mediation see an 82.9% reduction in calls for service confirming Shepherd's and Charkoudian's findings that referrals to mediation result in time saving for the police department. This is especially evident when compared to cases that do not receive any mediation intervention and see a 26.8% increase in calls for service. Charkoudian (2005) indicated that each call for service takes approximately 32 minutes of a police officer's time. This was echoed by Mark Taxter (2017), a mediator for the Marion Indiana Prosecutor's Office. Taxter analyzed over 32,000 calls to the Indianapolis Metropolitan Police Department East District and found that it took officers approximately 32.23 minutes to respond to vandalism, harassment and disturbance calls. He concluded these call types could be served by mediation services and free up the officers to respond to calls that are criminal in nature.

From July 1, 2015 to June 30, 2016, the Dayton Police Department received 3342 calls for service listed as neighbor disputes. Using the standard established by Charkoudian, it takes officers 32 minutes to address each call. Consequently, the 3342 calls would have taken up approximately 106,944 minutes of police officer time. This is equivalent to 1782 hours of police time for the 12 month period of July 1, 2015 to June 30, 2016. If cases were mediated after the first call for service from the 850 addresses involved, calls could have possibly been reduced by 82.9%. Given this, there would have been 850 calls for service before referral to mediation and then a reduction in calls by 82.9% to 146 calls after referral to mediation. This would constitute a reduction of 704 calls. Using the time saving of 32 minutes per call, this would have saved approximately 22,528 minutes of police officer time. This is equivalent to 375 hours of police time. Officers would have only spent 531 hours on these calls from July 1, 2015 to June 30, 2016 instead of 1782 hours that they actually spent, constituting an actual potential savings of 1251 hours.

Even if the cases had only received conflict coaching after the first call for service from the 850 addresses involved, calls could have reduced by 5%. Given this, there would have been 850 calls for service before referral to mediation and then a reduction in calls by 5% to 807 calls after conflict coaching. This would constitute a reduction of 43 calls. Using the time saving of 32 minutes per call, this would have saved approximately 1376 minutes of police officer time. This is equivalent to 23 hours of police time for the 12 month period from July 1, 2015 to June 30, 2016. Officers would have only spent 884 hours on these calls instead of 1782 hours that they actually spent, constituting an actual potential savings of 898 hours. Figure 5 shows the potential reduction in calls if neighbor dispute calls are referred to mediation after the first call for service.

Figure 5: The Impact of Mediation Services for Neighborhood Disputes: A Potential for a Great Reduction in Calls to the Dayton Police, 2015-2016



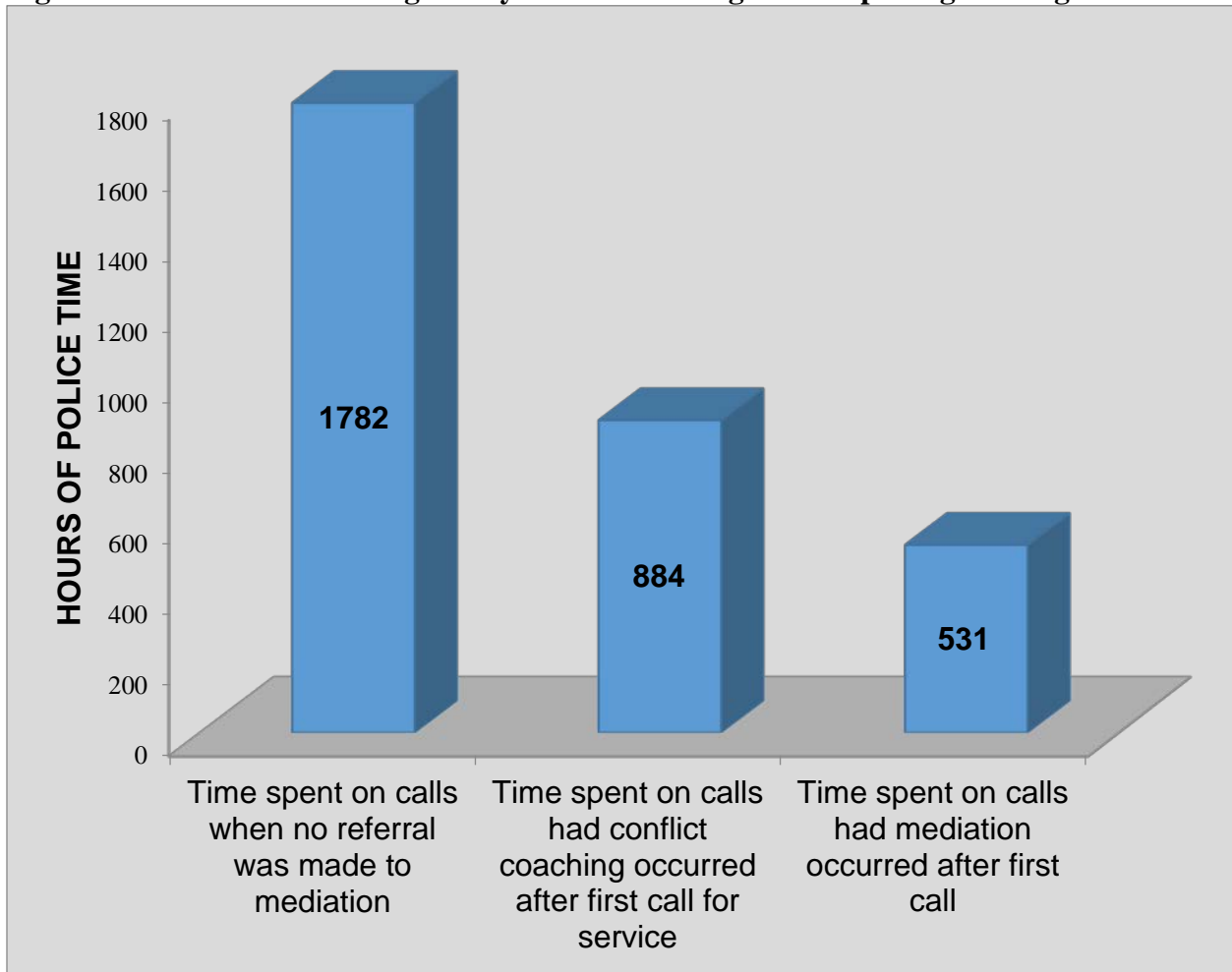
* Source: Dayton Police Department, Dayton Mediation Center

*Numbers represent potential call reduction for calls for service from 7/1/15 to 6/30/16, estimated reductions are based on 5% reduction for conflict coaching and 82.9% reduction for mediation

The study conducted a sensitivity analysis using a low limit of 24 minutes (Shepherd, 1995) to respond to a call for service. This was done to show that even at a conservative estimate the time saving to the Dayton police is significant. Using the low limit conflict coaching could have resulted in a time savings of 1032 minutes or 17 hours of police officer time for the 12 month period from July 1, 2015 to June 30, 2016. Officers would have only spent 663 hours on these calls instead of 1337 hours that they actually spent using the 24 minute per call estimate, constituting an actual potential savings of 674 hours. Again, using the low limit mediation could have resulted in a time savings of approximately 16,896 minutes or 281 hours of police officer time for the 12 month period from July 1, 2015 to June 30, 2016. Officers would have only spent 398 hours on these calls instead of 1337, constituting an actual potential savings of 939 hours.

Mediation frees up police officers' time to respond to calls that are more serious or criminal in nature. Police officers may be able to respond more proactively when fighting crime. Figure 6 shows the potential time saving to the Dayton police if neighbor dispute cases are referred to mediation using the higher limit of 32 minutes per call. Figure 7 shows the potential time savings using the higher limit of 32 minutes per call and the lower limit of 24 minutes per call. Showing that even with a very conservative estimate of the time it takes police to respond to each call, the potential time savings is significant.

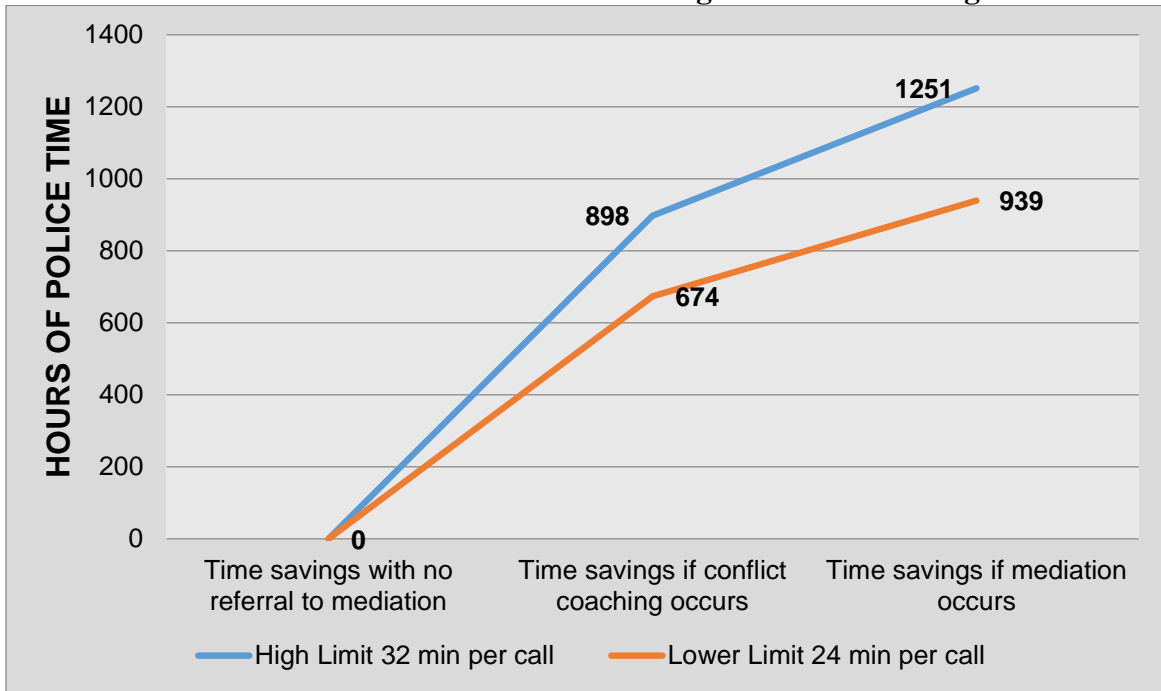
Figure 6: Potential time saving to Dayton Police if Neighbor Disputes go through Mediation



*Source: Dayton Police Department, Dayton Mediation Center

*Visual represents potential time savings to Dayton police from 7/1/15 to 6/30/16 based on assumption of 32 minutes per call (Charkoudian 2005) & (Taxter 2017)

**Figure 7: Potential time saving to Dayton Police if Neighbor Disputes go through Mediation;
Even a conservative estimate shows significant time savings**



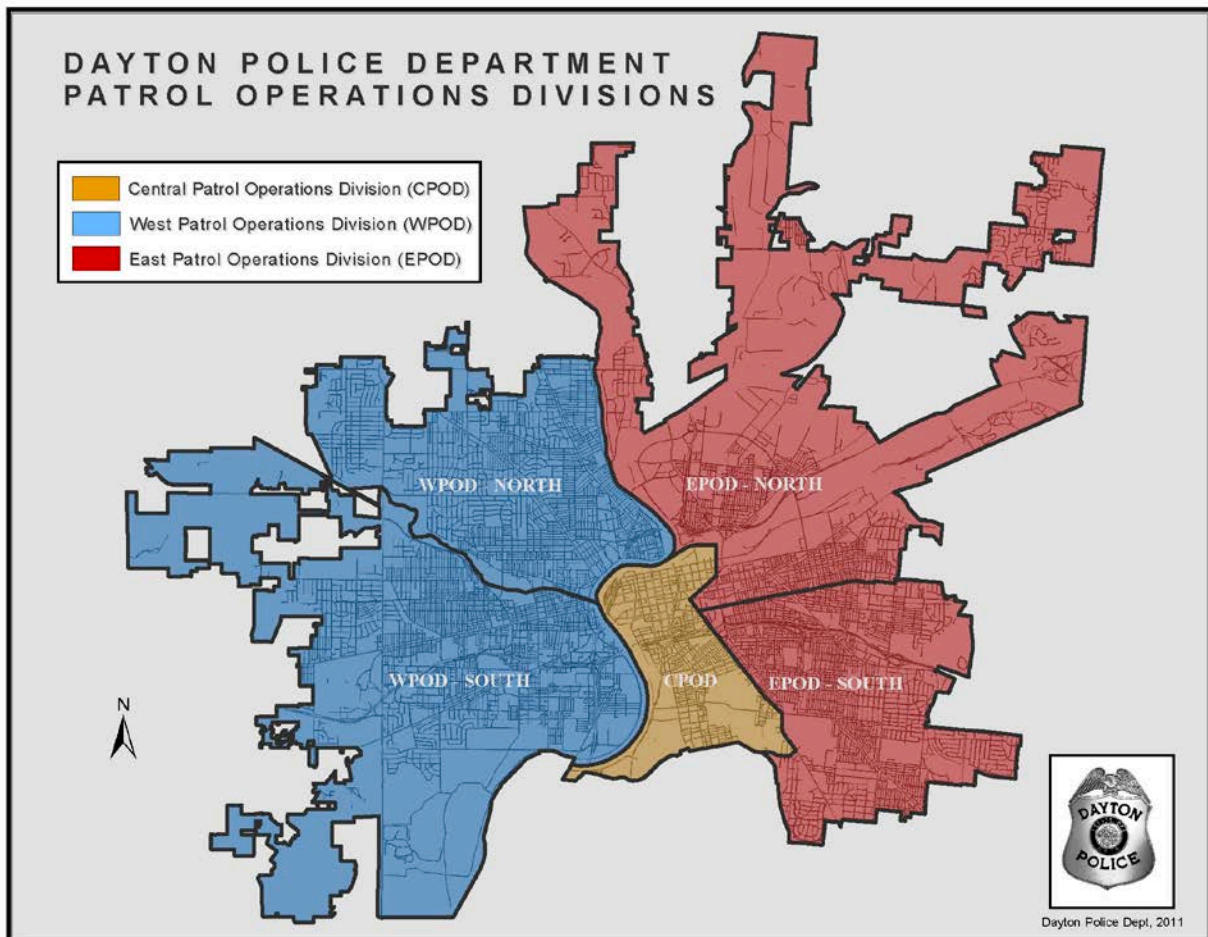
*Source: Dayton Police Department, Dayton Mediation Center

*Visual represents time period between 7/1/15 to 6/30/16

*Estimated time saved based on the assumptions of 32 minutes per call as a higher limit (Charkoudian 2005) & (Taxter 2017) and 24 minutes per call as a lower limit (Shepherd 1995)

The study looked at what zip code the referrals to mediation came from to see if there was a difference in side of town OR Police Operations Divisions (PODs) when it came to officers referring cases to mediation. Figure 8 shows the PODs geographic area of responsibility. Figure 9 shows that 86% of the 78 referrals came from the following six zip codes: 4503, 45405, 45406, 45410, 45417, and 45420.

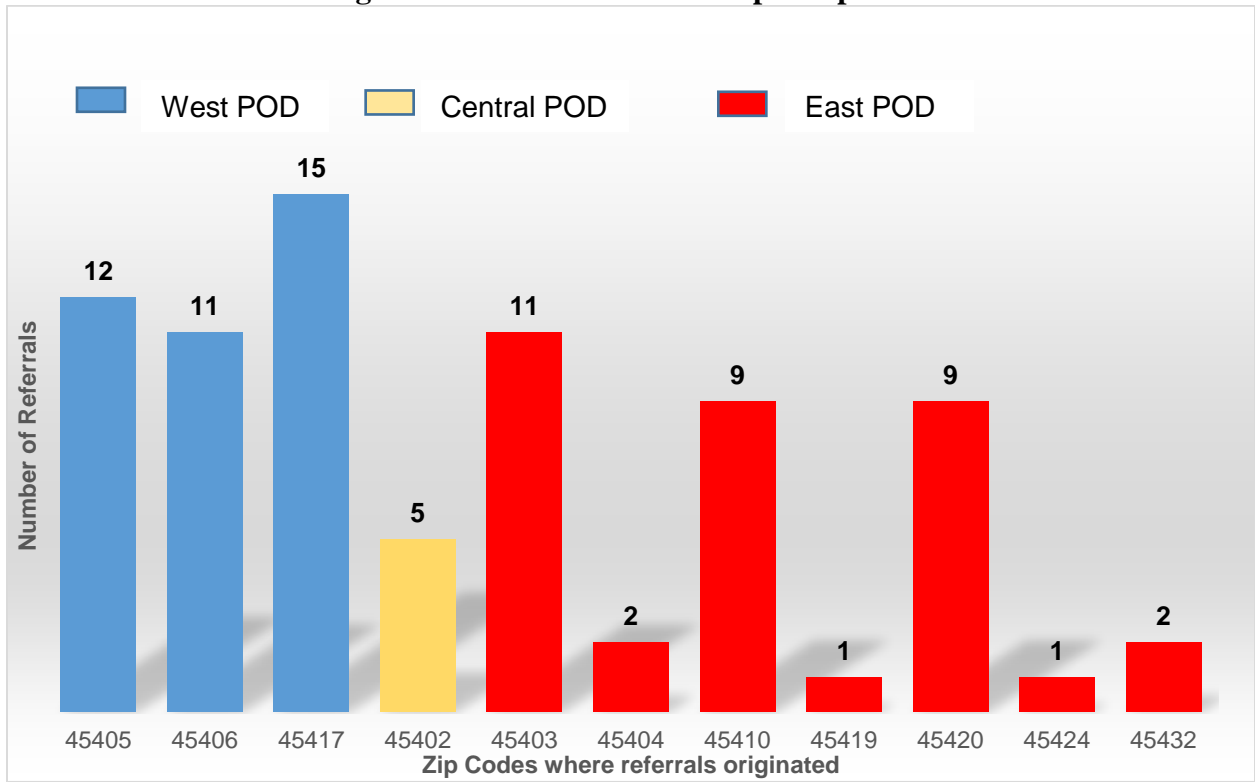
Figure 8: Dayton Police Department Patrol Operations Divisions



*Source: Dayton Police Department (2017)

*Map of Dayton depicting the 3 individual Dayton Police Department Patrol Operations Divisions

Figure 9: Number of Referrals per Zip Code

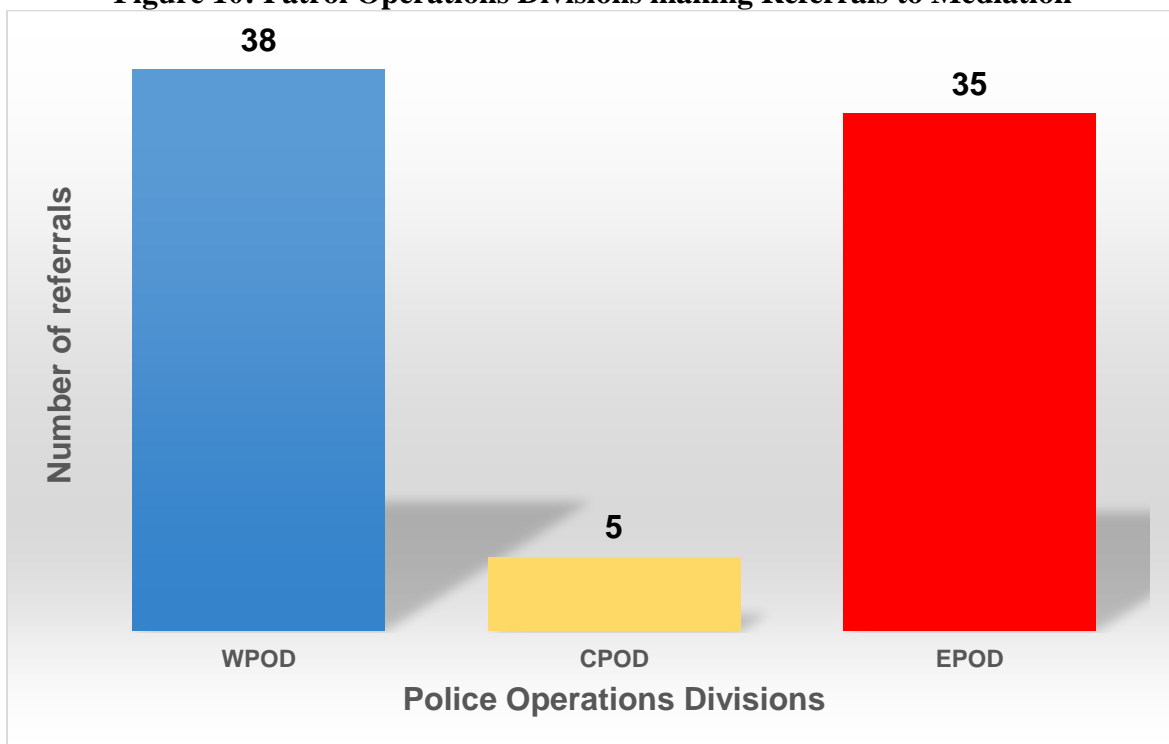


*Source: Dayton Police Department, Dayton Mediation Center

*Visual represents time period between 7/1/15 to 6/30/16

Despite the majority of referrals coming from these 6 zip codes, Figure 10 shows that the disbursement was somewhat even between referrals coming from West Patrol Operations Division (WPOD) and East Patrol Operations Division (EPOD). WPOD referred 38 cases and EPOD referred 35 cases. Additionally, the Central Patrol Operations Division (CPOD) which patrols the downtown district referred 5 cases to mediation.

Figure 10: Patrol Operations Divisions making Referrals to Mediation

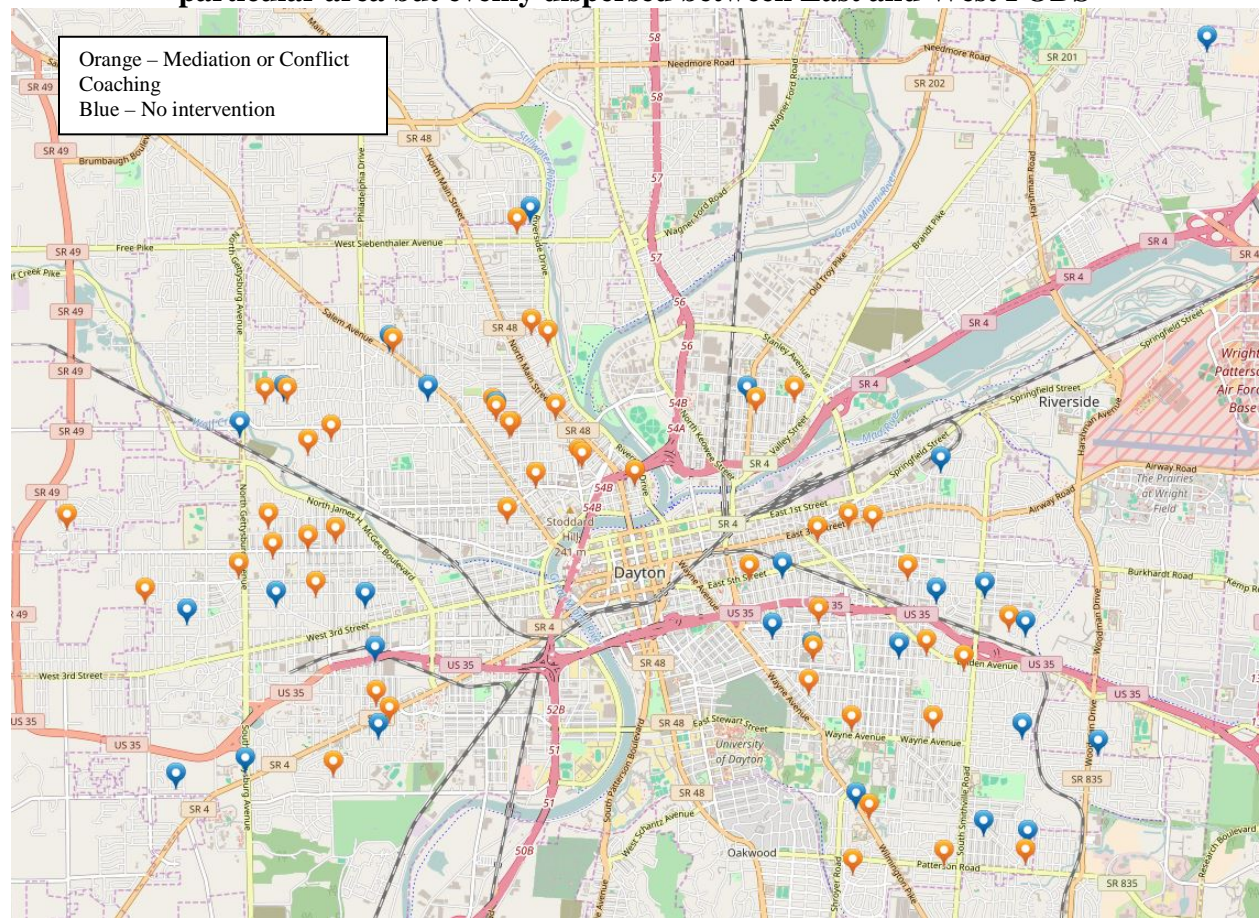


*Source: Dayton Police Department, Dayton Mediation Center

*Visual represents time period between 7/1/15 to 6/30/16

To further show the equal disbursement of referrals, Figure 11 has been included to show the exact geographic location on a map of all cases referred to mediation. The orange markers indicate cases that had either full mediation or conflict coaching and the blue markers indicate cases that were referred but had no intervention. In Figure 12 the orange markers show the exact geographic location of the cases that had full mediation. Agreeing to mediation has no discernable neighborhood or geographic bias.

Figure 11: Location of Cases Referred to Mediation; Referrals are not saturated in a particular area but evenly dispersed between East and West PODS



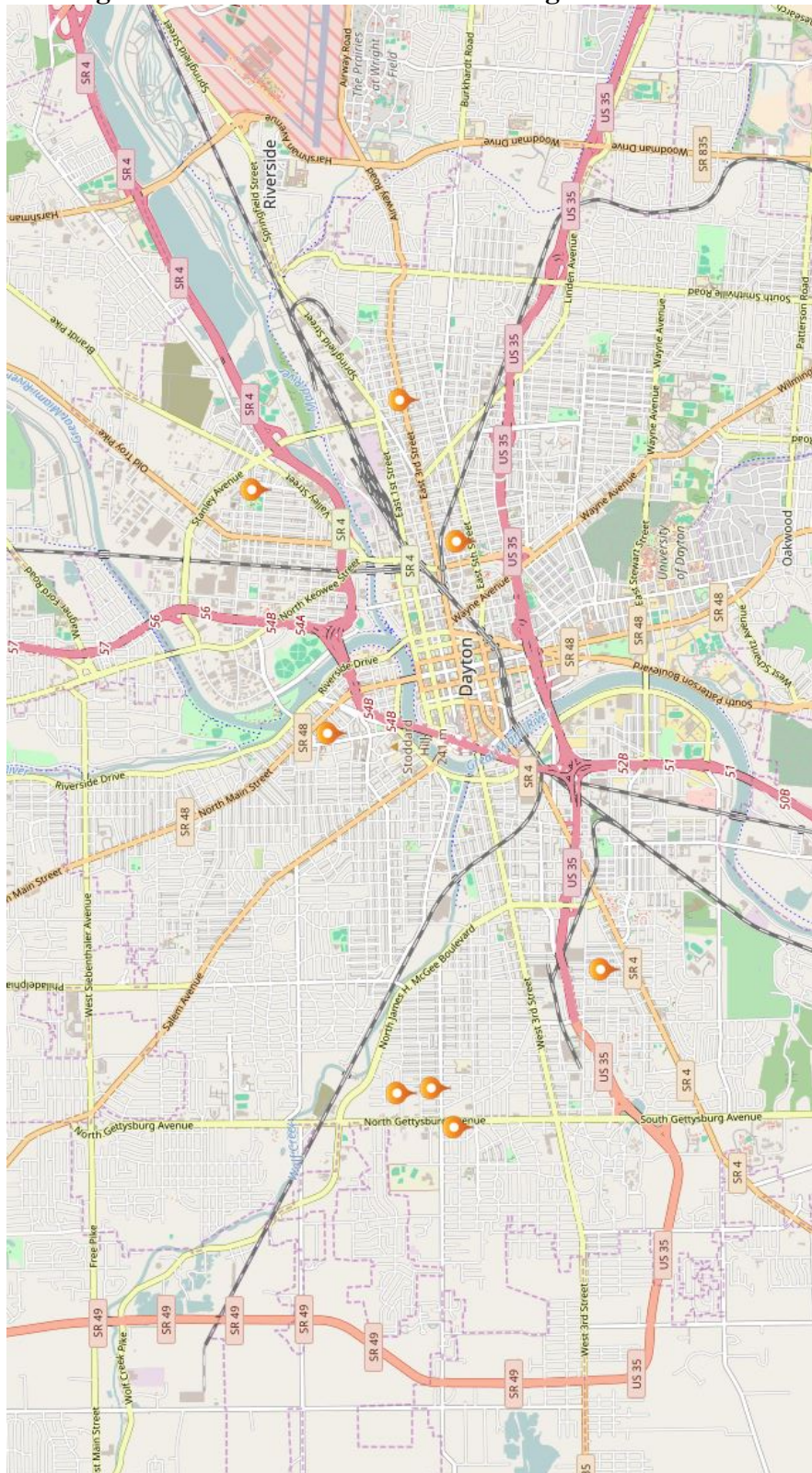
*Source: Dayton Mediation Center

*Orange pins represent cases that received mediation or conflict coaching

*Blue pins represent cases that did not receive any services from the DMC

*Referrals for mediation made between 7/1/15 to 6/30/16

Figure 12: Location of Cases Receiving Full Mediation



- *Source: Dayton Mediation Center
- *Visual depicts time period from 7/1/15 to 6/30/16
- *Orange pins represent location of cases that received full mediation

Limitations to the Study

This study was limited by the time constraints allotted to complete the project in approximately three months. Previous studies have taken anywhere from a year to four years and included in depth interviews with mediation participants. This study was limited due to only having access to data on addresses of calls for service and addresses of mediation cases. The study was also limited by the small sample size of cases that went through mediation. Due to the small sample size, it is not certain that the results of this study are externally valid and the results cannot be generalized beyond this study. If more cases are referred to mediation and therefore more cases receive mediation services, then a more comprehensive, reliable and valid study can be conducted.

Polishing the Gem ~ Recommendations ~ A Multifaceted Approach

Based upon the findings of this study, mediation reduces calls for service by 82.9% and results in a time savings to the Dayton police of between 939 and 1251 hours annually. Even when a referral to mediation results in conflict coaching instead of mediation, calls for service are reduced by 5%. This results in a time savings to the Dayton Police Department of between 674 and 898 officer hours annually. Because mediation is successful at reducing calls for service, then more neighbor dispute calls should be referred to mediation in order to reduce the number of calls for service to the address. This follows the recommendations in previous research that suggests that mediation programs would be more valuable if they reached more people. (Clarke, Valente, & Mace, 1992).

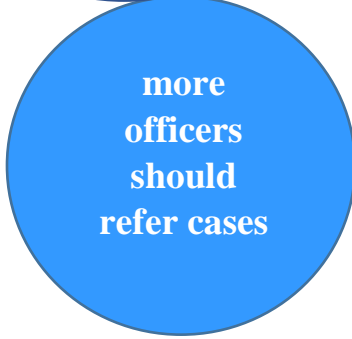
Additionally, more officers should refer cases of neighbor disputes to mediation. This was also suggested by Shepherd (1995) when he stated “an increase in the number of participating patrol officers would be an improvement.”

It is recommended that the Dayton Mediation Center hold an information session with all police department command staff educating them on the benefits of mediation. Police officials should require that all command staff attend the information session. This can be accomplished by allowing the mediation center staff to attend the command staff meetings on a quarterly basis to garner buy in from the police officials supervising the police officers.

If the supervisors communicate the importance of mediation with the officers, then the officers are more likely to make referrals to mediation. The Dayton Police Department should implement



**more
neighbor
dispute
calls should
be referred
to
mediation**



**more
officers
should
refer cases**

a procedure where officers refer all neighbor dispute calls to the Dayton Mediation Center after the first call for service to the address. Charkoudian (2005) said that police departments should increase the number of referrals to mediation to realize potential savings and that making referrals earlier in the life of the conflict saves time and resources to the police. Officers can easily make referrals on site from their in cruiser computer via the Dayton Mediation Center website.

It is recommended that officers receive initial and ongoing training regarding the effectiveness of mediation. This training should start as a module in the police academy training schedule so that all incoming officers are not only aware of the benefits of mediation but are also informed of the Dayton Police Department's new requirement to refer all neighbor dispute calls to mediation. Dayton Mediation Center staff should provide ongoing briefings on the benefits of mediation and ease of making referrals by attending all roll calls and speaking to the beat officers on a quarterly basis. These briefings should include the ways they can make a referral including the availability of the online referral form on the Dayton Mediation Center website. The online referral can be completed quickly from their in cruiser computer at the time that an officer responds to the call for service. Officers should also be trained to not only refer all neighbor dispute cases to mediation but to encourage the citizens involved to go through mediation in order to solve the ongoing dispute.

It is recommended that mediation center staff receive quarterly training from the police officers via ride-alongs so that they can understand the environment in which the calls for service are received. Mediation center staff should rotate so that they complete ride-alongs at East POD, Central POD and West POD as well as on first, second and third shifts. This will also assist mediation center staff to engage those who may be currently involved in a dispute at the time the

call is received and may increase the likelihood that the participants follow through with mediation.

Finally, it is recommended that the Mediation Center continue to gather data with regard to referrals to mediation and their outcome in order to replicate this study or complete a more in depth study in the future. If the Dayton Police Department requires that all neighbor dispute calls for service are referred to mediation, after a 24 month period of data collection there will be sufficient information to complete a comprehensive study. If multiple demographic indicators are tracked i.e. sex, race, income level, and education level, future studies can complete multiple regression analysis to isolate if there are any other factors that affect the success of mediation.



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Appendices

Appendix A

Table 1: Result of Cases with Mediation from 7/1/15 to 6/30/16, Dayton Ohio

Case Number	Number of Calls Before Mediation Referral	Number of Calls after Mediation Referral
1	3	1
2	6	0
3	2	3
4	4	0
5	6	1
6	12	0
7	3	2
8	5	0
Total	41	7

Appendix B

Table 2: Result of Cases with Conflict Coaching from 7/1/15 to 6/30/16, Dayton Ohio

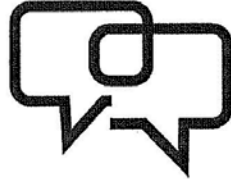
Case Number	Number of Calls Before Mediation Referral	Number of Calls after Mediation Referral	Case Number	Number of Calls Before Mediation Referral	Number of Calls after Mediation Referral
1	3	1	38	5	2
2	3	11	39	1	0
3	10	10	40	2	2
4	3	10	41	1	1
5	12	10	42	2	1
6	2	18	Total	216	205
7	7	10			
8	10	3			
9	3	3			
10	7	7			
11	4	3			
12	5	4			
13	9	6			
14	14	5			
15	2	0			
16	1	2			
17	4	0			
18	13	1			
19	4	3			
20	4	15			
21	12	0			
22	8	5			
23	8	3			
24	13	22			
25	5	14			
26	3	3			
27	1	1			
28	2	1			
29	5	3			
30	1	0			
31	2	8			
32	15	6			
33	1	0			
34	2	1			
35	4	4			
36	1	4			
37	2	2			

Appendix C

Table 3: Result of Cases with No Intervention 7/1/15 to 6/30/16, Dayton Ohio

Case Number	Number of Calls Before Mediation Referral	Number of Calls after Mediation Referral
1	10	19
2	2	0
3	4	3
4	1	1
5	8	5
6	1	0
7	4	9
8	1	1
9	4	1
10	6	3
11	1	4
12	2	0
13	9	37
14	11	6
15	2	5
16	2	3
17	4	1
18	19	9
19	6	0
20	11	1
21	4	16
22	8	3
23	10	9
24	1	3
25	2	5
26	2	1
27	1	5
28	2	25
Total	138	175

Appendix D – Dayton Mediation Center Informational Booklet



DAYTON MEDIATION CENTER
from conflict to conversation

Serving the Community Since 1987

Center Vision

Provide a peaceful process for responding to conflicts.

Center Mission

Provide conflict management services through education and empowerment of citizens to create their own solutions.



City of Dayton

Department of Planning and Community Development

371 W. 2nd Street, 3rd Floor

Dayton, OH 45403

937.333.2345 | 937.333.2366 Fax

Website: www.daytonmediationcenter.org

Dayton Mediation Center

~ 29 Years of Turning Conflict to Conversation~

For your information:

- ✔ The Mediation Center was established in 1987.
- ✔ The Mediation Center is part of the City of Dayton and located in the Department of Planning and Community Development.

Community Volunteers:

- ✔ 58 community volunteer mediators
- ✔ 19 Advisory Board Members
- ✔ 9 Community Impact Panel (CIP) Members
- ✔ 3 Reception/Administrative volunteers
- ✔ 1 Language Interpreter volunteer
- ✔ In 2015, the Center trained 25 new volunteer mediators.
- ✔ In 2016, Volunteer CIP panel members have conducted 53 CIPs
- ✔ Since 2006, Volunteer CIP panel members have conducted 894 CIPs

In 2015:

- ✔ Our Volunteers mediated 1,050 mediations involving over 3,000 citizens
- ✔ Our Volunteers saved our community an estimated \$680,000 in community resources.
- ✔ The estimated value of our Volunteers' time and expertise, \$350,000.
- ✔ Our Volunteers served the community in 4,000 separate occurrences
- ✔ Our Volunteers have donated over 6,500 hours of conflict management services.

In addition:

- ✔ The Center has supported the development of Peer Mediation programs in 4 local school districts and conducted approximately 300 mediations.
- ✔ The Center offers a continuum of conflict management services of private and confidential services including customized conflict management training, conflict coaching, team building consultation for organizations, facilitation, and conflict management systems design for organizations.

Dayton Mediation Center & Community Mediation

The Dayton Mediation Center, a community mediation center, began in January of 1987 as a city service designed to help people transform the way they interact so they could solve their own conflicts. It was sponsored by the Division of Neighborhood Affairs with assistance from Wright State University's Center for Urban and Public affairs.

As a community mediation center, we:

- ✔ Use trained community volunteers as the primary providers of mediation services.
- ✔ Have staff, volunteers, and advisory board members who represent the diversity of the community.
- ✔ Operate as a public agency with an advisory board.

We are guided by core commitments to:

- ✔ Providing a “bottom-up” approach to conflict intervention work that preserves party self-determination over both the process of mediation and the content in mediation
- ✔ Valuing the positive power of human dialogue and conversation
- ✔ Emphasizing that mediators plan an important *facilitative* role, facilitating parties’ decision-making and expression of their views.
- ✔ Providing the public direct access to voluntary, private, and confidential mediation services through self-referral
- ✔ Providing a forum for conflict management at the earliest stage of a conflict
- ✔ Providing service to clients regardless of their ability to pay
- ✔ Reducing barriers to service including physical, linguistic, cultural, programmatic, and economic
- ✔ Providing an alternative to the judicial system at any stage of a conflict
- ✔ Initiating and facilitating collaborative community relationships
- ✔ Creating public awareness and providing educational activities about the values and practices of mediation and conflict management

The Center demonstrates the City of Dayton’s commitment to peaceful co-existence and the constructive engagement of conflict and differences. We value the access to clients, status, and credibility that comes with being part of City government and thus are better able to provide for all residents including neighborhoods, families, troubled juveniles, the underserved, and those with nowhere else to turn.

Volunteers: The Foundation of Community Mediation

The Dayton Mediation Center, a community-based mediation center, is committed to training a diverse group of community members who desire to give back to their community through skill-based service by becoming a volunteer mediator. Those who decide to fulfill this unique role in society consciously value supporting people by providing a constructive conflict intervention process that:

1. Supports and provide the opportunity for mediation participants to communicate about their conflict/problem in a positive and constructive manner.
2. Provides all participants in the mediation process with the opportunity to express themselves around their concerns and the opportunity to listen to the other participants as they express themselves and their concerns.
3. Supports participants in strengthening their own self-understanding through talking about the issues that concern them while also increasing their recognition and understanding of the concerns of the other participants.
4. Supports participants understand that the mediation process provides an opportunity to discuss any issues they desire and that it is more than just a process to reach agreement.
5. Supports participants develop their own unique process to manage their situation, explore the situation with each other, understand what the situation means to them, explore possible actions and reactions to the situation, and determine if and what decisions need to be made about their situation.

Qualities of Center Volunteers:

- ✔ Be committed to helping the greater community find safe and constructive alternatives to violence and destructive conflict.
- ✔ Be able to hold a very optimistic view of people while they manage their conflict when people are not at their best.
- ✔ Be able to hold a strong value and belief that people capable of resolving their own conflicts.
- ✔ Support parties' unique and individualized thinking and decision-making processes recognizing that parties have a unique experience of reality that shapes how their interactions during conflict.
- ✔ Be sensitive and mindful of people's different and unique realities and levels of literacy.
- ✔ Be able to create a supportive, safe environment when faced with people in conflict (the mediation process helps support this).
- ✔ Be self-aware, able to reflect on one's own personal biases, needs, and interests, and be able to suppress those when working with parties as to not interfere with their process.
- ✔ Recognize that learning to act as a mediator requires the practitioner to be in a process of continual learning involving critical and reflective thinking, and engaging in regular, on-going skill-based mediation practice. Have strong communication skills including written and oral language skills.

Transformative Mediation Theory and Practice

In recent years, we have witnessed an erosion of the core values of mediation in favor of service to the forces of professionalism and legalism. The *core values of mediation* are embodied in the phrase, “voice and choice” and founded on a belief that we are all capable of resolving our own conflict situations. These values have the potential to have an empowering affect on individuals, families, and communities, as well as significantly change the way we interact with one another in a diverse, global world.

In practice, the Transformative Approach to Mediation Theory and Practice is a distinctive societal role for the community volunteer mediator. Volunteer mediators are offering a form of help that no one else in society is offering to fellow citizens.

Mediation as described in the following statements, demonstrates its unique role in society:

A mediator’s definition of conflict is: a crisis in human interaction; the mediator’s interventions are expected to provide help in overcoming this crisis and restoring constructive interaction.

Conflict often causes people to feel:

- a.) Weak, unsettled, confused, fearful, unsure
- b.) Self-absorbed, self protective, defensive, suspicious, incapable of stepping outside of their own patterns

When conflict is productive, it has the potential for:

Empowerment: People grow calmer, clearer, more confident, more decisive, and regain a sense of strength.

Recognition: People voluntarily become more open, attentive, and responsive to the situation of another, thereby expanding their perspective to include an appreciation for the other person’s situation.

When a mediator holds a *relational worldview*, people are viewed as having individual identities yet existing in relation to others.

A **relational worldview** entails balancing the inevitable tension that exists between advancing one’s own needs and allowing or assisting others to meet their needs.

In the Transformative Mediation Model, *purpose drives practice*.

Purpose 1: When conflict is viewed as a crisis in human interaction, people in conflict need help in restoring constructive interaction.

Purpose 2: When one has a relational worldview, beliefs about people include:

- a.) People have the need to connect; the conflict has caused the disconnection.
- b.) People are capable of looking beyond themselves

Purpose 3: When a person is viewed as capable, the mediator (intervener) supports the person's thinking and decision making and does not supplant the individual's own authority to think and make decisions.

When the above three purposes clearly influence how mediation is practiced, mediation demonstrates its unique role in society- a role that cannot be confused with any other roles. This uniqueness is evidenced by the mediator's commitment and ability to:

- ❖ Act without judgment of others
- ❖ Accept others' unique reality
- ❖ Be patient with the way others interact
- ❖ Be respectful and even comfortable with the way others interact
- ❖ Relinquish control
- ❖ Respect others' choices
- ❖ Strive to be supportive
- ❖ Be optimistic about others' capabilities

The above described mediator role is the role that volunteers at the Dayton Mediation Center are striving to fill.

While the relational worldview is not pervasively evidenced in our politics, laws, and practices of our institutions, it is reflected in the following statement by one of our local leaders:

"What makes a city great is not its wealth and not its physical properties, but the quality of the interaction between its people. "--James T. Dinneen, former City Manager

For more information on Transformative conflict management:

- ❖ Bush, R.A.B., & Folger, J.P. (1994). *The promise of mediation: Responding to conflict through empowerment and recognition*. San Francisco: Jossey-Bass. (Book)
- ❖ Bush, R.A.B., & Folger, J.P. (2005). *The promise of mediation: The Transformative approach to conflict*. New and Rev.. San Francisco: Jossey-Bass. (Book)
- ❖ Folger, J.P., Bush, R.A.B. & Della Noce, D.J. (Eds.). *Transformative mediation: A sourcebook* (pp. 51-72). Washington, DC: Association for Conflict Resolution and Institute for the Study of Conflict Transformation, Inc. (Book)
- ❖ Institute for the Study of Conflict Transformation, Inc. <http://www.transformativemediation.org>

Dayton Mediation Center Services

Mediation:

People who encounter problems or conflicts with their neighbors, landlords, tenants, and businesses have an opportunity for an alternative to litigation which is community mediation. Participants voluntarily agree to work out their concerns and problems with the assistance of a trained mediator while developing a better understanding of their situation and the people involved as well as the ability to explore options for possible resolution. Community mediation services are free to those who live, work, or go to school in the City of Dayton, and a small fee those outside of the City.

Citizen-Police Conversations:

The Center provides a place for citizens who have a complaint about an experience with a Dayton Police Officer to have a conversation. These complaints may be about police discourtesy or rudeness during an interaction with an officer. The conversations allow the officer and citizen to sit down with a mediator and discuss the events that led up to the complaint. These conversations can help citizens talk about their experience with the officer, clear up misunderstandings and miscommunications, or result in a mutual understanding of the situation. Or the conversations can provide the opportunity to talk about how to address problems in the community.

Conflict Coaching:

Managing personal and organizational conflicts can be challenging. Conflict Coaching provides one-on-one assistance from professionally trained Conflict Coaches who can assist individuals who would like to learn how to manage their conflicts constructively.

Facilitation & Dialogue:

The Center works with organizations, citizens groups, communities and businesses, and other interested parties, who are faced with making major decisions or need assistance exploring ideas and options in order to address complex problems. The Center's facilitators support small and large group discussions that seek to support the development of humanizing, empathetic understanding through facilitated conversations. Facilitators works with parties to help explore, brainstorm, clarify their concerns, build understanding and connection, in order to support greater clarity and understanding that supports and enhances both short- and long-term decision-making.

Juvenile Diversion Mediation:

Since 1991, the Montgomery County Juvenile Court and the Dayton Mediation Center have collaborated to provide 1st time criminal offenders have an opportunity to divert their criminal situation out of court. The goal of this program is to expose youth to alternative forms of conflict resolution in order that they may learn from their situation and avoid developing a criminal record.

Small Claims Court Mediation:

Since 1991, the Dayton Municipal Court, Small Claims Division and the Dayton Mediation Center have collaborated to offer mediation services to people who file small claims suits with the Court. The Small Claims Court Mediation Program allows participants to engage in constructive conversation with the assistance of a mediator on the day of their court case. If the parties reach an agreement, it becomes an official court document. As long as the agreement is followed, a judgment does not appear on the defendant's credit.

Eviction and Landlord/Tenant Mediation:

Eviction Mediation is a diversion program offered by the Dayton Municipal Court that began in 2010. Landlords and tenants can discuss either the terms of the tenant staying on the premises, move out dates, financial matters, or anything else. If the parties reach an agreement, it is read into record and becomes an official court document. As long as the agreement is followed the eviction does not go on the tenant's credit report.

Visitation/Parenting Time Mediation:

In collaboration with the Montgomery County Juvenile Court, and the Montgomery County Child Support Enforcement Agency, the Dayton Mediation Center provides mediation services to non-married parties who want to work out visitation and custody issues in terms that are acceptable to the parties. Any agreements that are made can be submitted to the Montgomery County Juvenile Court, or the Montgomery County Child Support Enforcement Agency for consideration and final approval.

Conflict Management Training:

Responding Effectively to Conflict: The Center's staff of conflict management professionals provides conflict management training to organizations, citizen groups, businesses, and schools. The goal of conflict management training is to assist participants understand the nature of conflict and how to successfully and effectively deal with conflict when it arises. The Center offers a one day training, *Responding Effectively to Conflict*, that supports individuals developing their own interpersonal skills to improve their confidence in handling challenging and difficult situations at home, work, school, and in the community.

Peer Mediation Trainings:

The Center designs and develops peer mediation conflict management trainings for school districts throughout multiple counties. Peer mediation training is a program that trains students how to be mediators so that they may assist their peers in discussing their problems and exploring options that may help to resolve their situation. Currently, the Dayton Mediation Center provides peer mediation training services to the school districts of Kettering, New Lebanon, Northmont, New Carlisle, and Dayton.

Community Impact Panel (Restorative Justice):

Adult and Juvenile community impact panels involve citizens who have received quality of life tickets such as loud noise, jaywalking, disorderly conduct, and littering. They come before a panel of volunteer citizens who care about the quality of life in Dayton neighborhoods. The panel provides participants an opportunity to talk about their offense and better understand the impact of their behaviors on the community by hearing from panel members who attempt to help the participant understand their actions. These programs are geared toward 1st time offenses.

Adult Prosecutor Mediation :

Since 1999 the City of Dayton Prosecutor’s Office has referred complainants and defendants to mediation as a diversion from the court process. The mediation process allows for the complainant and defendant to have a conversation and make decisions about their situation. Cases from the Prosecutor include criminal charges like, criminal damaging, telephone harassment, assault and petty theft.

Team Building:

Organizations often encounter challenges with communicating effectively. Our team building process is designed to support more constructive interaction through the facilitation of important conversations between team members. This process allows team members to address "real time" Issues. The process supports conversations that would not happen without facilitation and models ways the team can work together going forward as well as supporting team members moving at their own pace through the topics it identifies as important to the organization.

Volunteer Opportunities:

Since 1987, the Center has been providing conflict management services to the citizens of Dayton and surrounding communities. The Center trains citizens from the community to mediate conflict situations through an extensive training program and apprenticeship. There are a variety of other volunteer opportunities including becoming a panelist or facilitator for the Community Impact Panels, assisting with projects, and learning to do presentations to increase awareness about the Dayton Mediation Center.

Restorative Justice Conversations:

The Center is working closely with the Prosecutor’s Office, the Probation Department and Victim Services to develop a post-adjudication Victim Offender Dialogue process. The process will be a restorative conflict engagement dialogue which actively involves victim and offender by offering an opportunity to have a conversation together about the crime. The Center also offers "Community Impact Panels" as part of its restorative justice services for adults and youth.

Elder Mediation:

As the population ages there are a myriad of issues that arise. The Elder Mediation Program offers assistance to those who are 60 years and older and on a limited income to address issues over health care, financial issues, living arrangements, and other needs with the assistance of a mediator who will assist parties in their decision-making process.

Conflict Management Systems Design:

Many organizations and school systems have formal processes for addressing conflict that typically do not address the root of the problem or provide a more informal process for managing conflict. The Dayton Mediation Center works with interested persons in the design, development, and implementation of informal conflict management processes that can help address conflict at its earliest stage in an informal and productive manner.

Community Presentations:

To further the Center’s mission to provide conflict management services through education and empowerment of citizens to create their own solutions, the Center staff and volunteers are available to speak to organization, community groups, agencies, or businesses on the Center’s services.

Mediation Referral Information

What is Mediation?

- ❖ Mediation helps people talk about their problems that cause stress, anger, and frustration. It is about expressing viewpoints, feelings, and experiences. Mediation is a well-established and respected means of conflict management.
- ❖ The Dayton Mediation Center conducts more than 700 private and confidential mediations per year with an average 85% success rate.

How to Refer to the Dayton Mediation Center

- (1) Call us directly at 937.333.2345 and make a referral.

- (2) Visit our website and submit a Mediation referral form at www.daytonmediationcenter.org

- (3) Fill out a mediation referral form and: (a) Fax (333-2366), or (b) Mail the referral form to us: Dayton Mediation Center, 371 W. 2nd Street, 3rd Floor, Dayton, OH 45402.

Appropriate Cases to Refer

In general, **any type of problem or conflict** can be mediated. **We mediate all types of conflict situations:** families, friends, landlord/tenant disputes, workplace conflict, in-home care for a family member, health care issues, parenting/visitation, property line disputes, upkeep of property, property destruction, parking issues, loud noise/ inappropriate behavior, and barking dog issues, to name only a few.

Situations Where Mediation *May Not* Be Helpful

Mediation has the potential to be successful if all parties to the problem/conflict are willing to talk to each other.

However, in order for mediation to occur, each person must agree to mediate with the other person(s). Mediation is **voluntary** which means we can not force or legally order anyone to participate in mediation if they do not wish to. Unfortunately, it is common for one of the parties to refuse to sit down and talk about the situation. Mediation is generally not appropriate if an individual(s) wants an authority figure to determine who is right or wrong and make decisions for them, such as in a legal proceeding.

In mediation, the people who participate in the process make all decisions necessary to resolve the conflict situation. The mediator is trained to help parties talk about their concerns and frustrations in constructive ways that help them make informed decisions about their situation.

Hours of Operation

Monday - Friday

8:00 a.m. – 5:00 p.m.

Saturday

9:00 a.m. to 12:00 p.m.

Contact Information:

937.333.2345

937.333.2366 Fax

Website: www.daytonmediationcenter.org

Dayton Mediation Center Staff

Michelle L. Zaremba, MPA, Director: Michelle began her career with the Center in 1999. She has been the director of the Center since 2009. She is a “*Certified Transformative Mediator*” © and *Fellow* with the *Institute for the Study of Conflict Transformation, Inc.*, the lead organization in the field of Transformative framework for conflict management practice, and has more than 15 years of experience as a practitioner. In addition to 16 years with the Center, and 19 years of professional and academic conflict engagement experience, Michelle earned a Master of Arts in Public Administration from the Department of Urban Affairs and Geography at Wright State University, Fairborn, OH, and a Bachelor of Arts in Applied Conflict Management from Kent State University, Kent, OH.

Cheryl Alderman: Cheryl Alderman began her career with the Center in 2014 as the Administrator for the *Institute for the Study of Conflict Transformation, Inc.* (ISCT). Prior to joining the staff, Cheryl started as a *Volunteer Mediator*. In addition to her work managing the day-to-day operations of the ISCT, Cheryl also provides mediation case management on referrals made to the Center for mediation services and conducts mediations.

Jessica Best, BS: Jessica began her career with the Center in 2012 as a *Mediation Specialist Contractor*. She is an Administrator for the *Institute for the Study of Conflict Transformation, Inc.*, and provides administrative support for the management of the day-to-day operations. In addition to 3 years of experience with the Center, Jessica earned a Bachelor of Science in Urban Affairs with a specialization in Criminal Justice from Wright State University, Fairborn, OH.

Lisa Boydston, MA: Lisa began her career with the Center in 2013 as a *Mediation Specialist Contractor*. Prior to joining the staff, she served as a *Volunteer Mediator* for eight years and a board member on the Center’s *Friends of the Dayton Mediation Center Board*. In addition to 8 years of experience with the Center, Lisa earned a Master of Art in Conflict Engagement and Management from Antioch University Midwest and a Bachelor of Art in Organizational Communication from Wright State University, Fairborn, OH. In addition to Lisa’s educational background, she brings extensive professional experience from the field of health care.

Cherise D. Hairston, MA/ABD: Cherise began her career with the Center in 1999. She is the *Volunteer and Community Education Coordinator*, and is also a *Trainer and Team Building Consultant* for the Center. Cherise is a “*Certified Transformative Mediator*” © with *Institute for the Study of Conflict Transformation, Inc.*, the lead organization in the field of Transformative framework for conflict management practice, and has more than 15 years experience as a practitioner. In addition to 16 years with the Center, and 19 years of professional and academic conflict management experience, Cherise completed doctoral level studies (all but dissertation) at Nova Southeastern University, Ft. Lauderdale, FL, in the Department of Conflict Analysis and Resolution, earning honors as an *Advanced Practitioner in Conflict Analysis and Resolution*, a Master of Arts in Conflict Resolution from the Department of Conflict Resolution at Antioch University McGregor, Yellow Springs, OH, and a Bachelor of Arts in Political Science with a Minor in Women’s Studies from Miami University, Oxford, OH.

Janet Mueller, MS: Janet began her career with the Center in 1995 as an intern. She is a *Certified Transformative Mediator* © and *Fellow* with the *Institute for the Study of Conflict Transformation, Inc.*, the lead organization in the field of Transformative framework for conflict management practice, and has more than 15 years experience as a practitioner. Janet also serves on the Management Team of the *Institute for the Study of Conflict Transformation, Inc.*, and serves as the director of the day-to-day operations of the international organization headquartered at the Center. In addition to 20 years of professional conflict engagement experience, Janet earned a Master of Science degree in Conflict Analysis and Resolution from the Department of Conflict Analysis and Resolution at Nova Southeastern University, Ft. Lauderdale, FL, and a Bachelor of Arts in Applied Conflict Management from Kent State University, Kent, OH.

Aaron Primm, BA: Aaron began his career with the Center in 2013 as a *Mediation Specialist Contractor*. Prior to joining the staff, he served as a *Volunteer Mediator*. In addition to his experience as a mediation case manager and mediator, Aaron has 12 years of professional experience in math education at the elementary, high school, and college level. Aaron earned a Bachelor of Science in Biology from Fisk University, Nashville, TN.

Trisha B. Werts, BA: Trisha began her career with the Center in 2003 as a *Mediation Specialist Contractor* and trained as a *Volunteer Mediator* in 2001. She is a "Certified Transformative Mediator" © with *Institute for the Study of Conflict Transformation, Inc.*, the lead organization in the field of Transformative framework for conflict management practice, and has more than 14 years experience as a practitioner. In addition to 12 years of professional conflict engagement experience, Trisha earned a Bachelor of Science in Psychology from Indiana University East, Richmond, IN.



Dayton Mediation Center
City of Dayton
Department of Planning and Community Development
371 W. 2nd Street, 3rd Floor
Dayton, OH 45402
937.333.2345 | 937.333.2366 Fax
Website: www.daytonmediationcenter.org

Referral to Dayton Mediation Center

For Office Use Only
Case Number: _____
Case Manager: _____
Mediation Date: _____

Referral Source: _____

Date: _____ Phone: _____

Police District: _____ 1st _____ 2nd _____ 3rd _____ 5th _____ CBD

Party 1 Name: _____

Address: _____ ZIP: _____

Phone 1: _____ Phone 2: _____

Party 2 Name: _____

Address: _____ ZIP: _____

Phone 1: _____ Phone 2: _____

Type of Complaint (circle one):

- | | | |
|-------------------|------------------|-----------------|
| Business Services | Juvenile Dispute | Landlord/Tenant |
| Noise/Behavior | Non-payment | Parking/Traffic |
| Pet Disputes | Property | Family / Elder |
| Employee | | |

Other: _____

Are drugs and/or alcohol involved? Yes _____ No _____ Maybe _____

Are there threats of physical violence? Yes _____ No _____ Maybe _____

Are there weapons involved? Yes _____ No _____ Maybe _____

Other information: _____

Fax or Mail to: *The Dayton Mediation Center, 371 W. Second Street, 3rd floor, Dayton, OH, 45402* Fax #: 333-2366 Phone #: 333-2345
To submit electronically, visit our website at: www.daytonmediationcenter.org

**Dayton Mediation Center
Volunteer Application**

Name: _____

Home Address: _____
Street
City
Zip Code

Home Phone: _____ Cell Phone: _____

Email: _____ Work Phone: _____

Volunteering Opportunities:

The Center has seven different types of volunteer opportunities. Please place a check mark next to the one(s) you are interested in and fill out the requested information below that item.

_____ **1. Volunteer Mediator: Helping citizens in conflict communicate with each other.**

Training Process: All new applicants are required to attend an interview and information session. Are you available for one of the following dates? ____ Yes ____ No

- ◆ Thursday, December 3, 2015 from 5:30 p.m. – 7:30 p.m.
- ◆ Tuesday, December 8, 2015 from 11:00 a.m. – 1:00 p.m.
- ◆ Saturday, December 12, 2015 from 11:00 a.m. – 1:00 p.m.

If selected to become a volunteer mediator, are you able to attend all three (3) training dates listed below? ____ Yes ____ No

- ◆ Thursday, January 28, 2015 from 5:30 p.m. – 9:00 p.m.
- ◆ Saturday, January 30, 2015 from 8:30 a.m. – 4:30 p.m.
- ◆ Saturday, February 6, 2015 from 8:30 a.m. – 4:30 p.m.

Applicants must be able to volunteer with the Dayton Mediation Center for a minimum of two years. This two year volunteer commitment includes attending one monthly skills building session (2.5 hours) until apprenticeship process is completed and mediating one time per month on Saturdays or during the week

- ◆ Are you available to attend one (1) monthly skills building session for 9-12 months or until the apprenticeship process is completed? ____ Yes ____ No
- ◆ Are you available to mediate one (1) time per month per month for 2 years? ____ Yes ____ No

We conduct the majority of our mediation on Saturdays and some during the week.

- When you are available to mediate? Please select all that apply.
 - _____ Saturday Mornings (8:30 a.m. to 1:00 p.m.)
 - _____ Weekday Mornings
 - _____ Weekday Afternoons
 - _____ Weekday Evenings
 - _____ Other: _____

2. Volunteer Community Impact Panel (CIP): Talking to ticketed youth about how their actions impact the community.

I am a: (please select all that apply)

<input type="checkbox"/>	Parent	<input type="checkbox"/>	Bus rider
<input type="checkbox"/>	Local community member	<input type="checkbox"/>	Neighborhood Association Member
<input type="checkbox"/>	Business owner	<input type="checkbox"/>	Business owner downtown
<input type="checkbox"/>	Employed downtown	<input type="checkbox"/>	Resident of downtown
<input type="checkbox"/>	Youth/student	<input type="checkbox"/>	Other:

Why are you interested in becoming a Community Impact Panel (CIP) member?

CIP's are generally conducted on the third Saturday of every month. Occasionally they are scheduled during the week.

- When you are available to participate? Please select all that apply.
 - Saturday Mornings (8:30 a.m. to 1:00 p.m.)
 - Weekday Mornings
 - Weekday Afternoons
 - Weekday Evenings
 - Other: _____

Training for CIP members is on an as needed basis. We will contact you with more information about training soon.

3. Reception/Administrative: Assist the Mediation Center Staff and Volunteers by greeting clients, managing paperwork and other office duties.

How did you hear about our need for a receptionist?

Receptionists are needed on Saturday mornings from 8:30 a.m. to 12:00 p.m.

- ▲ Are you available on Saturday mornings? Yes No
 - Which Saturday during the month works best in your schedule? Please select all that apply.
 - ◆ 1st Saturday
 - ◆ 2nd Saturday
 - ◆ 3rd Saturday
 - ◆ 4th Saturday
 - ◆ 5th Saturday (if applicable)

4. Volunteer Language Interpreter

What languages do you speak? _____

____ 5. Fundraising

What types of fundraising have you done in the past?

____ 6. Advisory Board Member

- Have you ever been on an advisory board? ____ Yes ____ No
If yes: Where _____

____ 7. Education-Outreach Presentations

How did you hear about the Dayton Mediation?

Why are you interested in volunteering with the Dayton Mediation Center?

Other useful information:

Other Important Selection Criteria:

The following questions are for your own personal reflection and consideration and are critical to the requirements for learning to mediate and develop competency. Please rate each question on a scale of 1 to 5 with the following criteria:
 1-Not at all 2-A little 3-Somewhat 4-Mostly 5-A lot

Are you optimistic about people and their ability to solve their own problems?	1 2 3 4 5
Are you committed to supporting people in finding safe and constructive alternatives to their conflict situation?	1 2 3 4 5
Are you able to suspend your personal judgments of others when they are in conflict and not at their best?	1 2 3 4 5
Are you able to support the uniqueness and individualized thinking and decision-making processes of others without telling them what to do to address their situation?	1 2 3 4 5
Are you comfortable with a limited understanding of a problem or issue?	1 2 3 4 5
Are you able to demonstrate sensitivity while considering different and unique realities and levels of literacy of others?	1 2 3 4 5
Do you possess the ability to be self-aware, able to reflect on one's personal biases, and be able to suppress them when working with others?	1 2 3 4 5
Are you comfortable learning new information, applying it in real situations, and recognize that learning is a continuous process which involves critical and reflecting thinking?	1 2 3 4 5
Do you possess strong communication skills including listening, verbal, and written skills?	1 2 3 4 5

Next Steps:

Once you submit your application, you will receive a confirmation e-mail that your application has been received. Your next step will be defined in that email. Thank you for your interest in volunteering!

Signature

Date

Please return to:

Dayton Mediation Center
 C/O Volunteer Coordinator
 371 West Second Street, Dayton, OH 45402
 Email: DaytonMediationCenter@daytonohio.gov Fax: 937. 333.2366
 Website: www.daytonmediationcenter.org

**The Transformative Framework for Conflict Intervention
Short Bibliography**

Foundational Work by Bush & Folger:

Bush, R.A.B., & Folger, J.P. (1994). *The promise of mediation: Responding to conflict through empowerment and recognition*. San Francisco: Jossey-Bass.

Bush, R.A.B., & Folger, J.P. (2005). *The promise of mediation: The Transformative approach to conflict*. New and Rev.. San Francisco: Jossey-Bass.

Recent Work by Bush & Folger:

Robert A. Baruch Bush & Joseph P. Folger. (2015). Reclaiming Mediation's Future: Re-focusing on Party Self-determination. *Cardozo Journal of Conflict Resolution*, 16, 201-213.

Joseph P. Folger & Robert A. Baruch Bush. (2014). Transformative Mediation: A Self-Assessment. *International Journal of Conflict Engagement and Resolution*, 2(1), 20-34.

Robert A. Baruch Bush. (2013). Mediation skills and Client-centered Lawyering: A New View of the Partnership. *Clinical Law Review*, 19, 429-445.

Robert A. Baruch Bush & Joseph P. Folger. (2012). Mediation and Social Justice: Risk and Opportunities. *Ohio State Journal of Dispute Resolution* 27(1), 1-51.

Robert A. Baruch Bush. (2010). Taking Self-Determination Seriously: The Centrality of Empowerment in Transformative Mediation. In J.P. Folger, R.A.B. Bush, & D. J. Della Noce (Eds.). *Transformative mediation: A sourcebook* (pp. 51-72). Washington, DC: Association for Conflict Resolution and Institute for the Study of Conflict Transformation, Inc.

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Folger, J.P. & Bush, R.A.B. (2010). The development of transformative mediation: Past challenges and future prospects. In J.P. Folger, R.A.B. Bush, & D. J. Della Noce (Eds.), *Transformative Mediation: A Sourcebook* (pp. 453-474). The Association for Conflict Resolution and the Institute for the Study of Conflict Transformation, Inc.

Joseph Folger. (2008). Harmony and Transformative Practice: Sustaining Ideological Differences, in Purpose and Practice. *North Dakota Law Review*, 84, 823-860.

Appendix E – Dayton Mediation Center Brochure

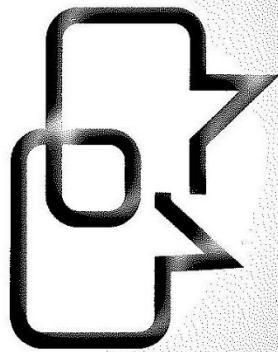
Serving You and the Community

The City of Dayton established the Dayton Mediation Center in 1987 in an effort to ease the impact of community conflicts on public resources. Since then, residents, employers, school officials, law enforcement agencies, courts and others throughout the Dayton region have turned to the Center for conflict management.

The Center has become a trusted resource for improving the quality of life in Dayton and for assisting individuals, families and organizations in moving from conflict to conversation.

Dayton Mediation Services are free to Dayton residents and available to organizations or those living outside Dayton at a reasonable fee.

All mediations are private and confidential.



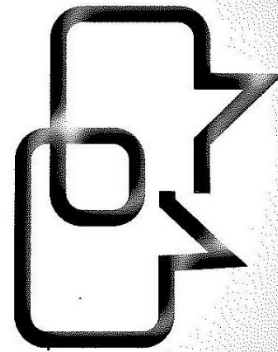
**DAYTON
MEDIATION
CENTER**

For information on services or volunteering, contact:

371 West Second Street, 3rd Floor
Dayton, Ohio 45402
937-333-2345

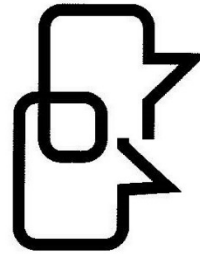
www.DaytonMediationCenter.org

City of Dayton, Ohio
Department of Planning and
Community Development
www.DaytonOhio.gov



**DAYTON
MEDIATION
CENTER**

*from conflict to
conversation*



**DAYTON
MEDIATION CENTER**

from conflict to conversation

937-333-2345

www.DaytonMediationCenter.org

from conflict to conversation

Is a problem robbing you of happiness, energy, or productivity?

Are your problems at home, work, or in your neighborhood?

Are you unable to get a neighbor, a family member, your supervisor or co-worker to hear your feelings or concerns?

You want to end troublesome conflict, or you need an alternative to legal intervention.

Mediation helps people talk about problems that cause stress, anger and frustration. It is about expressing viewpoints, feelings, and experiences.

Mediation is a well-established and respected means of conflict resolution.

What happens in mediation?

Mediation is an opportunity to have a conversation with a person you are in conflict with. Professional and trained volunteer mediators help you to express your concerns and support you in having a productive conversation.

Mediators listen carefully and intervene when appropriate to support your decision-making. They do not take control of the sessions or use authority to decide for you.

Mediators help you make decisions about your situation.

Mediation usually leads to greater understanding and progress in resolving difficult disputes.

Who benefits from mediation?

- Families or individuals in conflict, including neighbors
- Landlords and tenants
- Families making decisions on elder care
- Employees and management
- Law enforcement agencies and courts (including juvenile diversion and victim-offender dialogue)
- Schools, Universities and Colleges
- Coupled Partners
- Household members/roommates
- Organizations
- Companies and businesses

What is mediation?

Mediation is a way for people to talk about the problems that cause them stress, anger, and frustration so they can improve the situation. Mediation respectfully brings those feelings and experiences into view so people can resolve their disagreements.

What will the mediator do?

Mediators listen carefully and support you as you discuss your concerns. Mediators help you ask questions, explore options and make decisions yourself.

How does the Mediation Center set up a mediation?

If you would like to set up a mediation or to talk about the possibility of mediation, just call the Center at 937-333-2345. A staff person will answer your questions about mediation and listen to your concerns about the situation. The staff person will work with everyone who wants to participate in mediation to determine an acceptable date and time to schedule mediation.

What can I expect to happen the day of my mediation?

In a quiet, private setting, and with the help of a mediator, you will have the opportunity to talk with the other person. If you choose, you will be able to express concerns, listen to each other, and make decisions about your situation. Only the participants involved in the mediation make decisions on how best to address the situation, not the mediator.

How can I prepare for my mediation?

Before mediation it is important to think about your situation and the issues that are important to you so you feel prepared to talk about them. If there is any information that you think would be helpful in the mediation, you may bring it with you.

Appendix F – Dayton Mediation Center Participant Survey

**Dayton Mediation Center
Participant Feedback Form**

Thank you for completing this feedback form. Your answers are confidential.

Instructions: Use the following scale to grade this program.

1	2	3	4	5	N/A
Not at all	A little	Somewhat	Mostly	A lot	Cannot Grade On This Question

Section 1: Staff and/or mediator. Please circle the grade you would give the staff and/or mediator on:

How well they explained the mediation process.	1 2 3 4 5
The efforts they made to help you understand the other party(s).	1 2 3 4 5
If your case was court connected, how well did they explain what happens next?	1 2 3 4 5
Overall, how supportive/helpful were the mediators & staff?	1 2 3 4 5

Section 2: The Program. Please circle the grade you would give the mediation on:

How much this program helped you to express your thoughts and feelings.	1 2 3 4 5
How much it helped you to better understand the other party.	1 2 3 4 5
How much it helped the other party understand you.	1 2 3 4 5
How much it helped you to be able to make decisions about your situation.	1 2 3 4 5
How much it helped you with the problem you brought to mediation.	1 2 3 4 5
How much it will help you address new problems that might come up.	1 2 3 4 5
How successful was this program in meeting your needs.	1 2 3 4 5
Overall, how much did this program help you?	1 2 3 4 5

Section 3: Additional Comments (use back if needed)