

NAFCM

THE NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION

2011 The State *of*  
Community Mediation

JUSTIN R. CORBETT



WENDY E. H. CORBETT







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&

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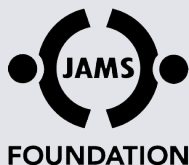
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Development of this publication has been made possible through the generous support of the JAMS Foundation, a premier resource and leader in the conflict resolution field. The JAMS Foundation's mission is to encourage the use of alternative dispute resolution (ADR), support education at all levels about collaborative processes for resolving differences, promote innovation in conflict resolution, and advance the settlement of conflict worldwide. A storied and generous supporter of community mediation, the JAMS Foundation is an aligned partner with NAFCM, regularly endowing NAFCM with resources to enhance the awareness, accessibility, and utilization of the community mediation field and its broad portfolio of conflict-assistive services. To learn more about the JAMS Foundation, please visit <http://www.jamsfoundation.org>.

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## 01. THE STATE AN INTRODUCTION

# The State of Community Mediation

## An Introduction

Community mediation moves us beyond conflict. It reunites families, rebuilds friendships, mends neighborly fences, and generally creates spaces within which those formerly burdened with conflict can discover personal enrichment, renewed connections, understanding, and peace. These mediation programs keep our communities moving forward through emotional, relational, and all manner of seemingly impassable difficulties. They engage with great humility and skill hundreds of thousands of our worst communal and personal moments; finding within, the promise of empowered, enlightened tomorrows. Community mediation takes the worst of where we occasionally sometimes find ourselves and helps us clear a path toward where preference and progress favor.

As it supports these tailored paths, community mediation traverses its own course. Along its evolution, the field of community mediation – populated by over a thousand professional staff members and tens of thousands of skilled volunteer mediators – has found itself in variable states of growth, support, and utilization. This *Report* details key characteristics of the field's current position. It is composed of the detailed recent paths of over a hundred programs and suggests, in the aggregate, a collective status at which we currently find ourselves and from which we may continue to engrain and expand our communal services.

*The State of Community Mediation: 2011 Report*, undertaken by the National Association for Community Mediation (NAFCM), contains the wisdom from colleagues throughout the U.S. Its data is derived from NAFCM's program membership applications, as well as an extensive, well-subscribed survey of community mediation program administrators which generated over 36,000 data points supplemented by over 250 qualitative accounts of program operations and impact. Combined, this *Report* draws upon nearly five times the number of reported experiences than was contained in its previous and most recent 2004 iteration. Most importantly, the *Report* provides practitioners and supporters with a timely view of where the community mediation fields stands, what it has accomplished, and where future growth potential exists.

To most fully utilize the extensive data collected in connection with this *Report*, NAFCM has chosen to publish important findings both within this publication, as well as through a supplementary series of in-depth online dialogues. This dual-medium approach will serve to immediately deliver key, citable data revealing our state and assisting administrators seeking to contextualize, strategize, and garner

further support for their programs' vital services. This approach then entreats these same practitioners to engage in collaborative and substantive online discussions as we explore our shared path ahead. We invite interested parties to join us in these data-driven, future-focused explorations, which will occur on NAFCM's list serve and website at <http://Go.NAFCM.org/TheState>.

We hope you find this *Report* and the ensuing dialogues surrounding both the state and the future of community mediation informative and full of promise. We are honored to serve the field's dedicated professionals and volunteers by providing this *Report* for their use. We are also incredibly indebted to both the JAMS Foundation for its visionary support of this *Report's* production, as well as the many professionals who shared so generously of their time and wisdom by contributing to its construction. These debts notwithstanding, the authors remains exclusively responsible for any inaccuracies contained herein and openly welcome feedback on any suggested clarifications or corrections at [admin@nafcm.org](mailto:admin@nafcm.org). We thank you for your review of this important *Report*, for your continued support of this field and its vast promise, and for all you do to help your neighbors, your families, and your communities.



Justin R. Corbett  
Executive Director, NAFCM



Wendy E. H. Corbett  
Program Coordinator, Solve-It! Community Mediation Service



*Your Professional*  
COMMUNITY  
*of*  
MEDIATORS

## 02. THE FIELD AN OVERVIEW

### Community Mediation within the United States

The breadth and diversity of the community mediation field is extensive. Programs diverge on nearly every measure of structural and programmatic design, including their financial resources; staffing arrangements and size; integration of volunteers; service capacity, diversity, and focus; collaborative partnerships; outcome objectives; and much more. The field contains a diverse collection of organizations, professionals, and skilled volunteers. It encompasses entities with 40-plus-year tenures and recent start-up programs. It benefits equally from the wisdom of decades-long Executive Directors and the vitality of new hires. It contains an enormous league of volunteer mediators who partner their own wonderful diversity with state-of-the-field mediation training to serve those in conflict. It represents not only the variability found within the broader dispute resolution landscape, but also the many communal heterogeneities the field tirelessly serves.

While embracing and encouraging this diversity, the community mediation field contours itself and stands united through a number of shared tenets. These characteristics of community mediation programs, originally outlined by NAFCM over a decade ago, represent the core ideals motivating the field's continued existence and community service. These shared tenets identify community mediation programs as characterized by and/or committed to:

- 1 A private nonprofit or public agency or program thereof, with mediators, staff, and a governing/ advisory board representative of the diversity of the community served;
- 2 The use of trained community volunteers as providers of mediation services, with the practice of mediation open to all persons;
- 3 Providing direct access to the public through self-referral and striving to reduce cultural, economic, linguistic, physical, and programmatic barriers to service;
- 4 Providing service to clients regardless their ability to pay;
- 5 Providing service and hiring without discrimination on the basis of ethnicity, race, color, religion, gender, age, disabilities, national origin, marital status, personal appearance, gender and/or sexual orientation, family responsibilities, matriculation, political affiliation, source of income, or other important local measures of communal diversity;
- 6 Providing a forum for dispute resolution and engagement at the earliest stages of conflict;
- 7 Providing an alternative to the judicial system at any stage of a conflict;
- 8 Advocating, initiating, facilitating, and serving as a resource for collaborative community relationships to effect positive systemic change; and
- 9 Engaging in public awareness and educational activities about the values and practices of mediation.

Thoughtfully constructed and widely ascribed, it is the adherence to and steady striving toward these characteristics that unite the eclectic collection of programs, professionals, and volunteers comprising the community mediation field. Within this aspirational framework, community mediation has grown from a small collection of organizations to an evolving field of approximately 400 U.S.-based programs, 1,300 full-time equivalent staff members, and over 20,000 volunteer mediators. Growth beyond national boundaries expands the field even further and likely doubles or more the total number of programs which stand ready to constructively engage, manage, resolve, or transform conflicts of nearly every imaginable manifestation.

Within its current form, the community mediation field is a veritable one-stop-shop for all things conflict-related. It has evolved, extended, and engrained itself within hundreds of communities as the resolution choice of increasingly earlier resort. And while the availability of any particular service and capacity of each specific program varies significantly, collectively, the community mediation field contains the expertise and enterprise to engage both the everyday and the extraordinary with similarly constructive effects.

## KEY STATISTICS

400 Programs

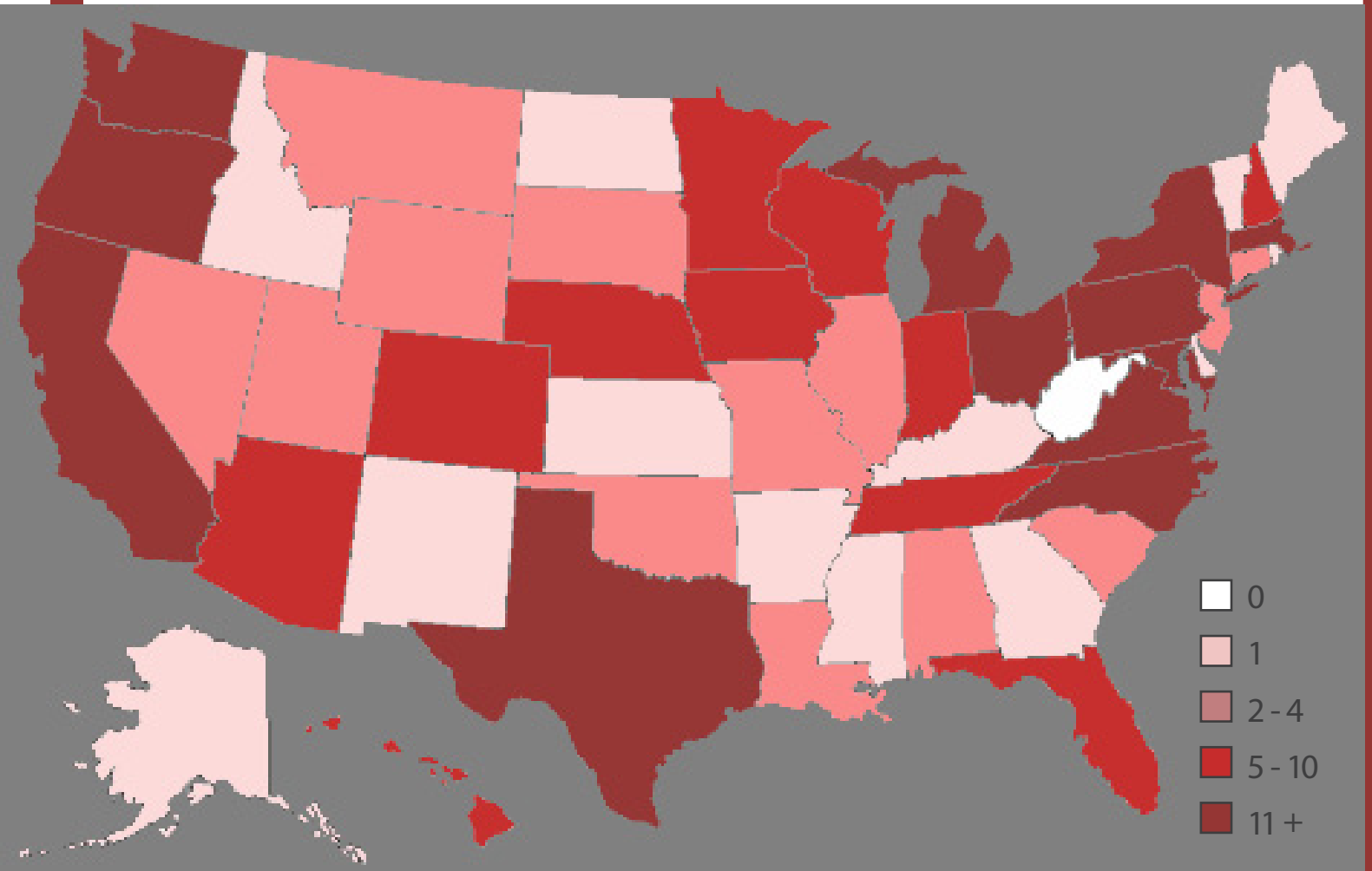
1,300 Staff Members (FTE)

20,000 Volunteer Mediators

400,000 Case Referrals (yr.)

900,000 Service Recipients (yr.)

1 Fig. 1 Number of U.S. community mediation programs by state.



## 03. PROGRAMS A SNAPSHOT

### Community Mediation Program Characteristics

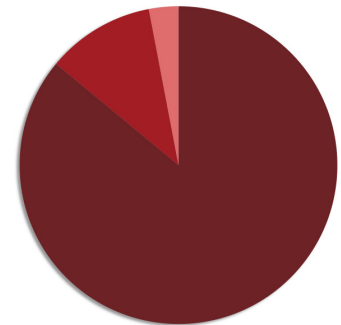
Local community mediation programs are the structures through which our field serves its many communities. Throughout the U.S. there are approximately 400 such programs, variably known as community mediation centers (CMCs), community dispute resolution centers (CDRCs) or programs (CDRPs), and alternative appellations representing varying programmatic focuses, geographic designations, or accepted regional parlance.

Representative of their titular assortment, these programs also vary significantly in their actual design, focus, operation, and capacity. The 2011 Survey queried administrators on their programs' tenure, structure, focus, staff and financial capacities, and volunteer utilization. Requesting both point-in-time and recent trend feedback, the Survey revealed much about the current state of each individual program, as well as their preceding biennial experiences. Aggregated, these responses reveal the opportunities and challenges proposing to recontour our broader field.

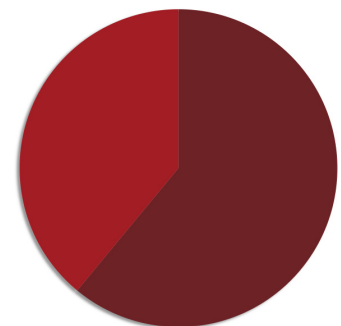
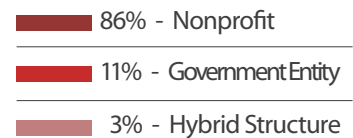
Of most basic concern is the structural design and organizational focus reported by community mediation programs. Eighty-six percent of participating programs are structured as nonprofit entities, while eleven percent are either city or county-connected government agencies, and a further three percent are structured as a hybrid entity, such as a public-private partnership. Operating within these various structural designs, there exists further variance as to the centrality of community mediation to the larger organizational focus. Sixty-one percent of administrators reported community mediation and related conflict-assistive services as the exclusive focus of their organization. The remaining 39 percent responded that such services are but a component program within their broader organizational mandates, such as neighborhood services, higher education, and the administration of non-community-oriented court or legal services.

Thus designed and focused, community mediation programs depend upon their dedicated, professional staff members to administer operations and achieve daily impact. As has historically been the case, programs continue to employ disproportionately fewer staff members than local need would suggest. In fact, the recent economic downturn, resulting wave of state government budget crises, and the near audible cinching of funders' collective charitable belts have all further compounded the staffing precarity at many community mediation programs, precipitating difficult personnel abridgements, attrition, and eliminations.

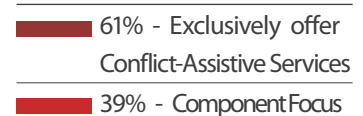
Currently, there exists the full-time equivalent of just over 1,300 staff members who administer our entire field. On average, any single program has the equivalent of approximately three full-time staff members, though there is considerable variance from center to center. For example, an estimated 22 programs (six percent of the field) operate entirely through volunteer administration with no paid staff, whereas 13 programs (3%) operate within comparably mightier, yet likely still overworked offices of more than ten full-time equivalent (FTE) staffers.



Community Mediation Programs' Organizational Structure



Community Mediation Programs' Programmatic Focus



With the bulk of the field's programs operating with fewer than four staff members, it is easy to envision how critical each FTE position is to any particular program's continued operations. Indeed, operating at these lean staffing levels has caused consequence to cascade through administrative capacity when, in response to financial shortfalls, programs undertook simultaneously responsible and regrettable measures to further trim staffing this past biennium. These reductions were necessitated by reductions in both the number and size of traditional funding sources, such as legislative appropriations, judicial filing fee allocations, and local charitable support. Collectively, the field suffered a reduction of approximately 100 FTE staff positions; over eight percent of our field's collected administrative wisdom.

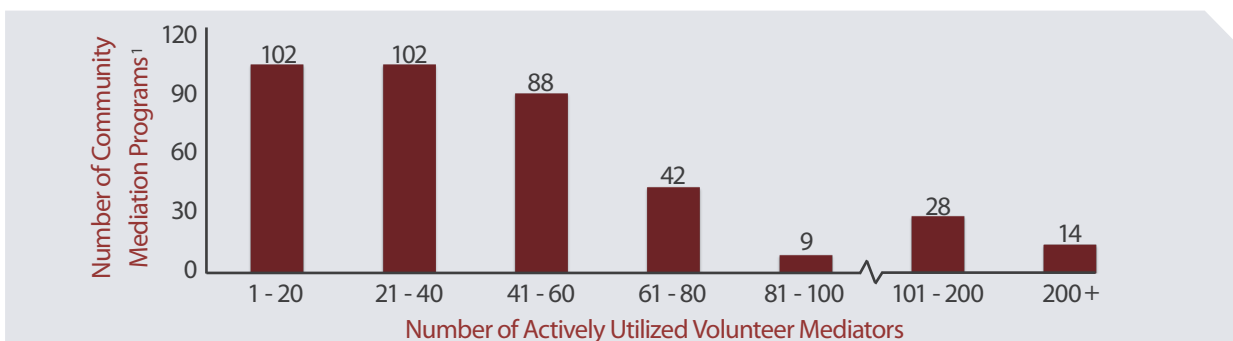
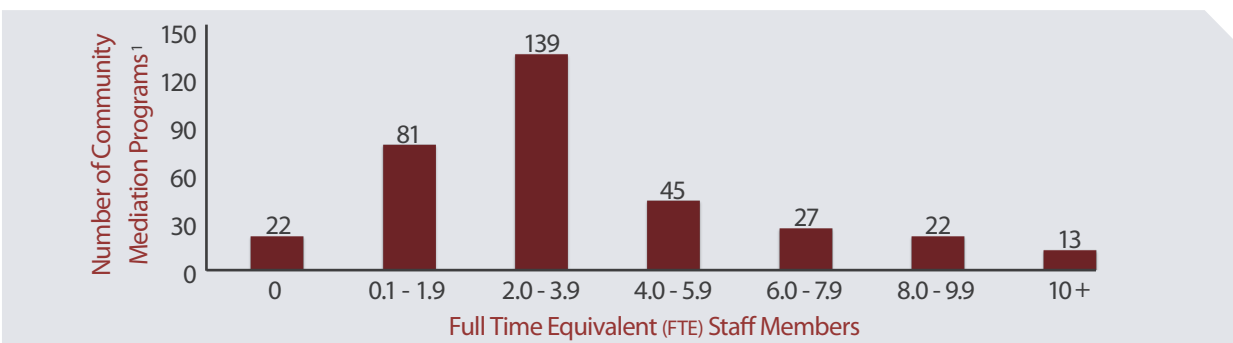
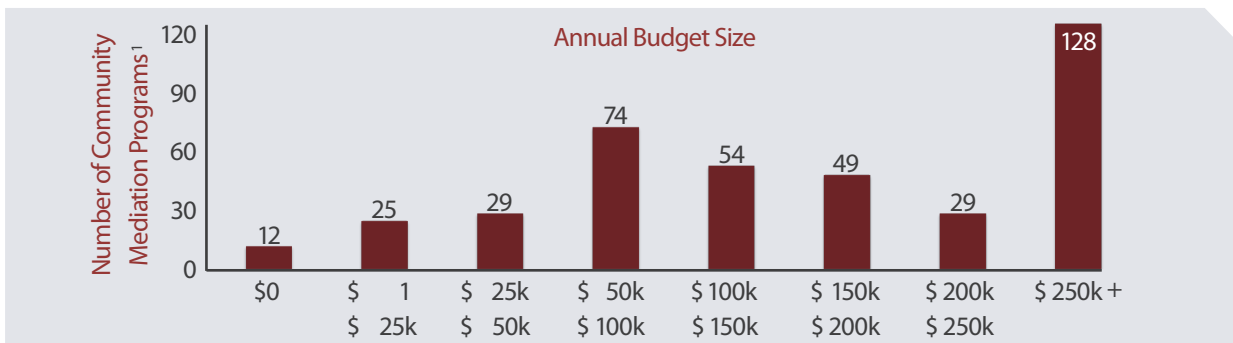
## KEY STATISTICS

3 FTE Staff/Program (avg.)

50 Volunteers/Program (avg.)

Annual Budget (avg.)  
\$150,000 - \$200,000

Thankfully, these reductions were not the entire story of the community mediation field during these past 24 months. While regrettable reductions were present, 45 percent of programs saw neither an increase nor decrease in staffing levels. Further uplifting were nearly 20 percent of administrators who studied the *Survey* with reports of program growth and new hires, including a fortunate three percent of smaller programs that reported doubling their staffing sizes.



<sup>1</sup> Total numbers extrapolated based on survey responses and estimated field size.

## 04. PROGRAM SERVICE PORTFOLIOS

### Service Portfolios

Community mediation, in name alone, suggests a limited procedural focus on the provision of traditional mediation services. Unimpeded by this narrow moniker, however, the field has evolved to encompass a broad range of divergent conflict-assistive services. Community mediation, or dispute resolution programs as they are also commonly named, now engage in a panoply of service types ranging from arbitral decrees to consensus building; one-on-one conflict coaching to large-scale public dialogues and organizational-wide dispute systems design; and preemptive, high-risk violence interruption to *ex post facto* restorative and reconciliation processes. These varied services are often adapted and integrated into a program's portfolio in response to thoughtful environmental scans, collaborative partnerships, specialized training, and stakeholder feedback. As such, these services represent a not merely a litany of conceptual could-be programming, but actual, implemented services targeting specific populations and addressing specific local needs.

In total, the 2011 Survey unveiled an impressive list of over 30 service types offered by community mediation programs, each service conceptually and procedurally distinct from the next. True to their historical roots, mediation was uniformly available at all reporting programs. Small group facilitation and customizable trainings rounded out a 75 percent or greater reported service provision. Restorative justice processes and conflict coaching were among those services reported by greater than 50 percent of responding programs. Community impact panels, dispute systems design, and peer juries were among the remaining two-thirds of services receiving less than 50 percent implementation by programs. The complete list of reported service types is outlined on the following page.

While traditional programming remains solidly within the top rungs of programs' reported services, it is notable that a large number of newer services are also available. Indeed on average, programs reported regularly providing nine distinct service types. Smaller programs trended toward more limited service portfolios, while fewer than 20 programs reported the simultaneous availability of fifteen or more distinct service types.

The rationale as to why these newer services are emerging is likely manifold. Many programs, for example, may be integrating non-traditional services in response to emerging conflict needs within their communities. Others may be seeking to diversify their funding streams through supplementing traditionally free or low-cost mediation services with more specialized revenue-generating services. Still others may be encouraged to unveil fresh services as part of collaborative ventures or which align with the professional expertise of their growing cadre of volunteers. Rationale notwithstanding, the net effect of this service diversification is that community mediation programs are increasingly equipped to lend their conflict expertise in a greater number of contexts, thereby enhancing their overall communal utility and impact.

### KEY STATISTICS

30+ Distinct Service Types

9 Services/Program (avg.)

## PROGRAMMATIC SERVICE PORTFOLIO

by frequency provided



# “Quotes”

“Teaching conflict resolution in the area’s fifth grade classrooms is very popular with the students and the teachers!”

*Barbara Miles, Coos/Douglas Neighbor to Neighbor  
(North Bend, OR)*

“We have been offering a RJ program on underage drinking tickets for five years. The recidivism rate [for participants] is around 7%, while the recidivism for youth who go through the traditional court system is around 43%.”

*S. Gabrielle Frey, Resolution Works  
(Denver, CO)*

“One of the innovative programs we offer is our Permanent Order Conditions Conferences or POCC cases. Volunteer mediators trained in domestic violence (DV) issues are on call at the courts when the various County court judges are conducting Permanent Protection Order (PPO) hearings.”

*Mark S. Loye, Jefferson County Mediation Services  
(Golden, CO)*

“We offer a number of restorative processes to the local community, including outreach to area Indian reservations.”

*Joann Conroy, Center for Restorative Justice  
(Rapid City, SD)*

Detail Your Service Portfolio and Experiences at:  
<http://Go.NAFCM.org/TheState>

"We offer a First-Time Offender Shoplifting Program & Shoplifting Prevention Program for fourth-graders."

*Dr. Jane Millar, Northern Community Mediation  
(Petoskey, MI)*

"We have developed and administer three youth courts run by adults and youth volunteers."

*Diane Jeronimo, Center for Community Dispute Settlement  
(Livermore, CA)*

"In the past two years we've had a successful implementation of a new Juvenile Victim/Offender mediation program, with biweekly conflict resolution classes presented by volunteers at the county juvenile detention center."

*Marlena Bertram, Your Community Mediators of  
Yamhill County  
(McMinnville, OR)*

"One of our programs provides mediation services for the local Juvenile Review Board (JRB); an alternative to the court system for first-time juvenile offenders."

*Brenda Cavanaugh, Community Mediation, Inc.  
(New Haven, CT)*

"Our Victim Offender Mediation and in-school Restorative Conferencing Programs provide youth the chance to truly right their wrongs directly with the person they affected."

*Craig Pappas, The Resolution Center  
(Mt. Clemens, MI)*

## 05. MEDIATION CASE TYPES

### Mediation Case Types

As with the broad expansion of its overall service portfolio, the community practice area has also undergone an impressive diversification in the mediation case types it serves. Traditionally, community mediation was narrowly focused on and understood within the neighbor-to-neighbor conflict context. Today, however, these programs' mediation services extend well beyond picketed property lines. They have matured to include divergent spheres of conflict where, increasingly, the key commonality is less about a particular relational dynamic or parties' proximity but, rather, on the mere potential for mediation services to enhance a dynamic or an outcome.

As a result, community mediation services now reach beyond the disputing neighbor dyad and into over 100 distinct conflict case types. This catalogue of conflict can be broadly categorized into community, family, court-connected, housing, school, and workplace contexts. The range of mediation case types served by any particular program varies from four to over 70, with the average program offering mediation for 36 distinct case types. While many programs have developed context expertise in response to local needs, a third of the overall mediation case type catalogue is currently available throughout more than 40 percent of the field. In short, community mediation programs have become a veritable one-stop-shop for their communities' conflict-assistive needs.

The cause of this diversification is likely attributable to programs' varied partnerships and regular environmental scans designed to identify conflicts and populations which fall through local service nets. The implications for this diversification are many and worthy of thorough analysis beyond this report. Initially, however, we can see community mediation programs are serving ever-broader segments of the local population. They have widened their expertise and built reputations as professional convenors for all manner of personal, organizational, and community-level conflicts. At the same time, however, this diversity suggests cautionary implications, as well. With programs' focus less laser, their ability to impact any particular context area is potentially diffused. Resource limitations likely keep programs from addressing each case type as adequately as their intention and competence would favor. As a result, while an impressive number of service recipients are assisted, programs' restorative potential within many conflict context areas is likely left underdeveloped.

Despite these cautionary implications, community mediation programs will likely continue their context diversification; integrating their mediation services into new areas in response to local demand. Indeed, the role of community mediation to fill the service gap between public programs and the local ADR marketplace necessitates such diversification. Continuing its tradition of community service, community mediation will continue responding to local conflicts with tailored mediation services as context demands.

### KEY STATISTICS

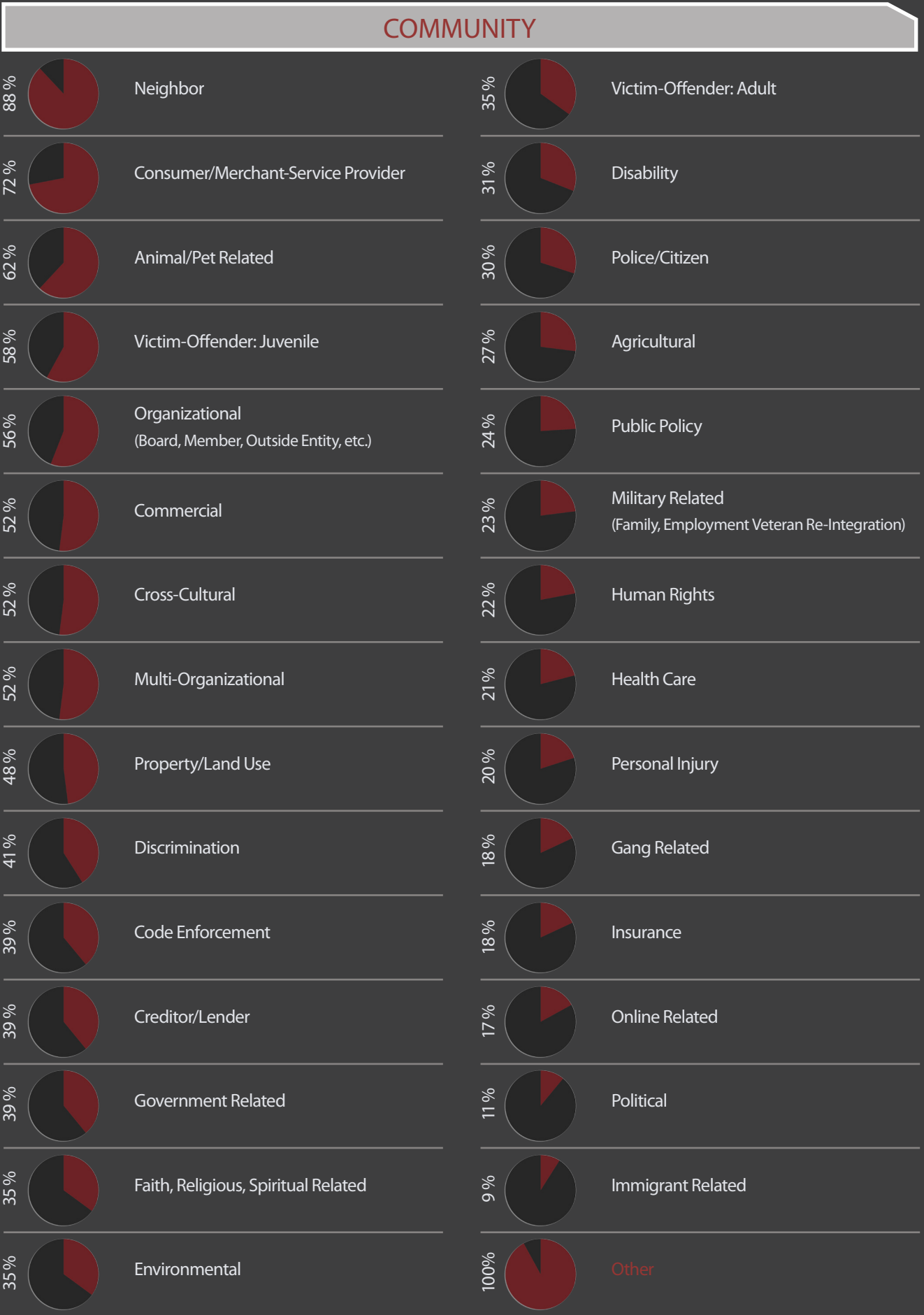
100+ Distinct Case Types

36 Case Types/Program (avg.)

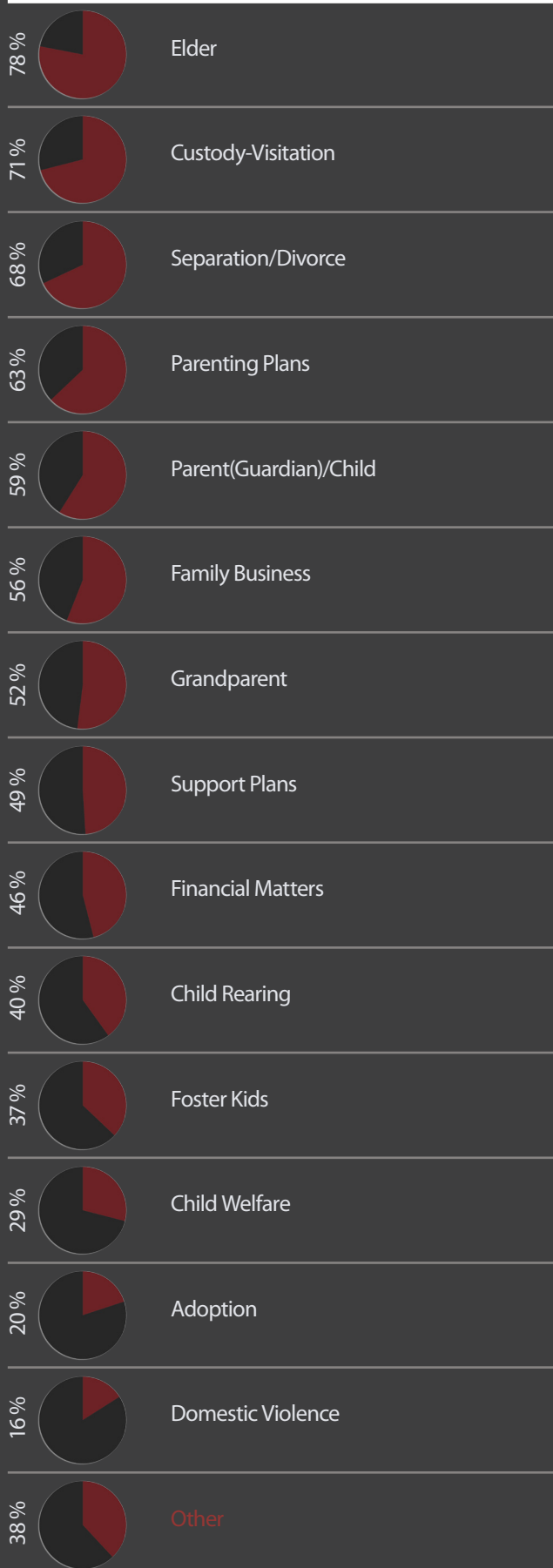
4 to 70+ Case Types/  
Program (range)



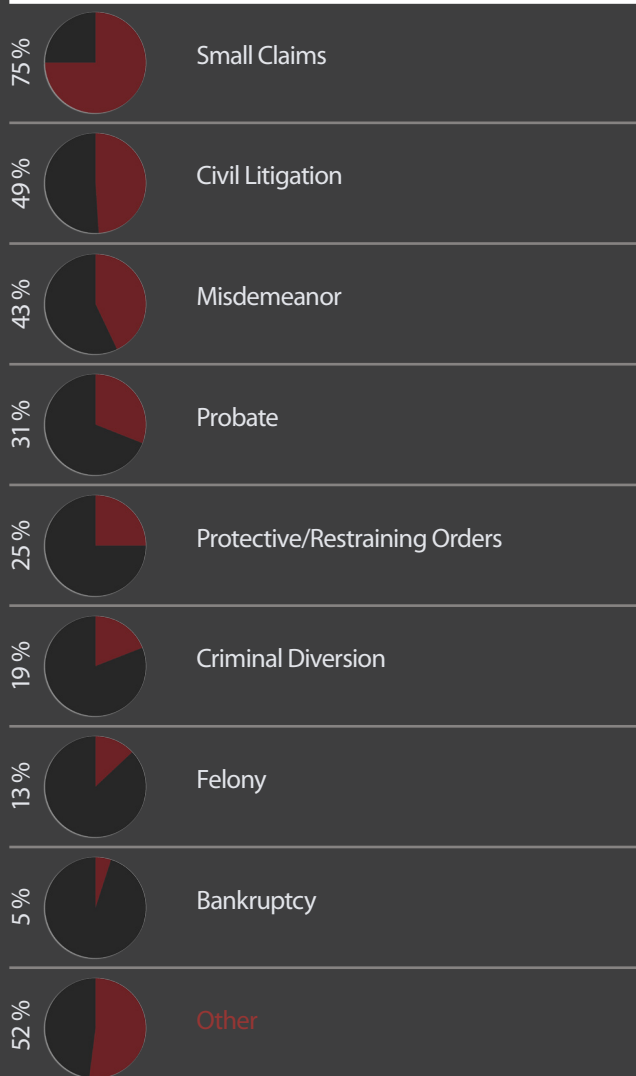
by category then frequency



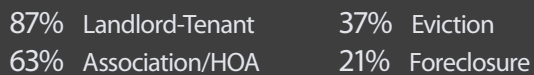
## FAMILY



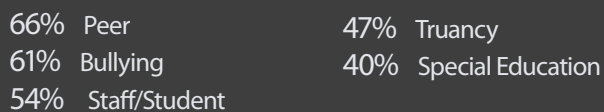
## COURT-CONNECTED



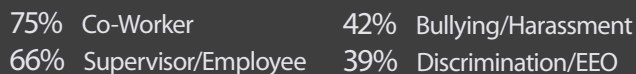
## HOUSING



## SCHOOL



## WORKPLACE



# “Quotes”

“[We offer services for issues of] family custody, visitation and/or child support disputes, equitable distribution disputes, landlord/tenant disputes, real estate disputes, contract disputes, co-parenting courses for separated parents, anger management courses, conflict resolution training, conflict coaching, and communication coaching.”

*Carolyn Fitzpatrick, Peaceful Alternatives  
Community Mediation Services, Inc.  
(Amherst, VA)*

“Recent additions to restorative practices case types in the schools include truancy, teacher-student conflicts, parent-student conflicts which affect school performance and positive ideas such as a senior class wishing to leave a legacy for the younger students.”

*Megan Johnston, Northern Virginia Mediation Service  
(Fairfax, VA)*

“Around 70% of our case requests and inquiries involve neighborhood dog barking and other animal issues, and his percentage seems to grow annually.”

*Wendy E.H. Corbett, Solve-It! Community Mediation Service  
(Phoenix, AZ)*

“We have developed a mediation model which is culturally appropriate for new immigrants from Ethiopia who are in dispute with their employers about work related matters. This model involves the use of separate meetings and having support for the new immigrants at the mediation table.”

*Tom Wahlrab, Dayton Mediation Center  
(Dayton, OH)*

“We provide free mediation for small claims and summary process (eviction) cases, as well as up to six hours of free mediation to parents involved in custody, visitation and parenting plan disputes.”

*Susan Ostberg, MetroWest Mediation Services  
(Framingham, MA)*

“We are developing Eldercare Mediation services in response to demographics. We also participated with the Durham, NC center in starting Prisoner Re-Entry mediation.”

*Frances Henderson, Dispute Settlement Center  
(Carrboro, NC)*

“The largest number of cases we mediate are in the areas of small claims and domestic relations. We have terrific relations with the district and probate courts in our region and offer many of our services on-site at the court so that they are accessible to the parties.”

*Betsy Williams, The Mediation & Training Collaborative  
(Greenfield, MA)*

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"We have many Agricultural mediations - and have in many cases 'saved the farm' .. very rewarding to all involved."

*Nancy Markowitz, Community Mediation Services  
(Brunswick, ME)*

"One of the programs we have is the Day Laborer Mediation Project. We offer our service to day laborers at a Day Laborer Center close to our office. The disputes are primarily wage disputes."

*Charles Chang, Asian Pacific American Dispute  
Resolution Center  
(Los Angeles, CA)*

"We do many custody and visitation cases with divorces/break ups. Some are court mandated while some are initiated by the individuals."

*Beulah M. Pennell, Kankakee Conflict Resolution Center  
(Kankakee, IL)*

"[We offer] restorative justice programs in three areas: underage drinking tickets (charges are dismissed upon successful completion of the program); marijuana or paraphernalia citations and behavioral/bullying issues. Schools suspensions are reduced upon successful completion of these programs)"

*S. Gabrielle Frey, Resolution Works  
(Denver, CO)*

"We provide financially aided mediations to low income parties in Justice of the Peace courts, County Court at Law, and District Courts."

*Judy Seymore, Bastrop County Mediation Services  
(Bastrop, TX)*

"Because of the economic downturn, more people have turned to mediation to resolve disputes, especially landlord/tenant situations and money disputes."

*Leah Ellenhorn Stromberg, Clark County Courts  
Neighborhood Justice Center  
(Las Vegas, NV)*

"Foreclosure mediation is initiating in our state and many volunteer mediators are looking forward to offering new forms of mediation."

*Maralise Hood Quan, Pierce County Center for  
Dispute Resolution  
(Tacoma, WA)*

"Lots of landlord tenant, neighborhood, family cases as well as anger management and anti bullying training in schools."

*Diane Kyser, Community Mediation Center  
(Independence, MO)*

"2010 saw the launch of a civil harassment mediation program conducted in connection with the Ventura Superior Court."

*Jim Lingl, Ventura Center for Dispute Settlement  
(Camarillo, CA)*

"We provide both voluntary and "mandatory" mediation of landlord tenant cases over the entire range of housing issues."

*Martin Eichner, Project Sentinel Mediation Programs  
(Sunnyvale, CA)*

"We are very successful with cases that get to mediation. Letting the community know about and use our service is our biggest challenge."

*Paul Friedman, Sedona Mediation Services  
(Sedona, AZ)*

## 06. PROGRAM FUNDING

### Community Mediation Program Funding

Since its formalization as a field nearly forty years ago, adequate financial support for community mediation has been a cyclically if not sustainably precarious proposition. Despite its provision of accessible conflict-assistive services – an increasingly core human service for today’s communities – local program funding is largely relegated to the insecure fringes of government appropriations, regularly at-risk of changing institutional interests and charitable capacities, and increasingly subject to growing market competition. Indeed, many of the challenges facing today’s programs are directly tied not to service demand or evolving conflict trends, but to funding hurdles and hardships.

Notwithstanding these burdens, community mediation programs continue to respond to local need with impressive regularity and impact. The average program is able to stretch its meager annual budget of less than \$200,000 to support three full-time staff members and an active volunteer roster of 50 mediators who address nearly 1,000 case referrals, assist nearly 2,500 individuals, and provide a host of educational services to their local communities each year. Challenging this capacity, however, is the recent call for programs to maintain and even expand these service levels with access to even fewer financial resources.

The 2011 Survey sought to quantify several aspects of the field’s funding, including programs’ overall

budget size, as well as their revenue categories and distribution. The picture which came into focus from administrators’ responses indicated a continued heavy reliance upon public support, but also one of increasing revenue diversification.

Government support from the local, state, and federal levels continues to constitute the largest component of the average program’s annual revenue. Sitting at 49 percent of annual revenue, public support is a decreasing, yet still vital area of support for community

mediation. This recent decrease is likely directly attributable to the recent economic crisis and lethargic recovery process which has almost uniformly and substantially affronted local and state government budgets. In fact, some programs reported

decreased government support in the order of 50 to 100 percent – a stark reality which resulted in contractions in affected programs’ staff sizes, programmatic resources, and overall capacity.

In response to these threats to traditional revenue, community mediation programs have invested their limited staff resources in exploring alternative, supplementary funding categories. Of the fourteen queried revenue categories, most programs reported receiving revenue from five categories. The range varied from zero – budget-less all-volunteer-administered programs – to an inspiring mix of ten distinct revenue categories. In fact, the field-wide trend appears to be toward

“The field-wide trend appears to be toward greater revenue diversification.”

greater revenue diversification; a movement which will ultimately serve to enhance program and overall field sustainability. Unfortunately, however, the draw from any particular non-government revenue category remains comparatively and practically too low to adequately insulate the field from the harm of sustained public divestment of community mediation support.

Several programs' current revenue mix and innovative undertakings should serve to inspire colleagues along their own path toward revenue diversification. For example, while traditional party-paid fee-for-service revenue remains an unpromising and comparatively small component of programs' overall budgets, contracted fees from social entrepreneurial services and customized training services both represent much greater opportunities for revenue growth.

Ultimately, the field has and will largely continue to weather the financial hardships it has experienced over the past half decade. To move beyond mere survival, however, the field's leaders must continue to envision new funding opportunities that further our shared mission. This will likely include greater efforts toward revenue diversification, creative social entrepreneurial endeavors,

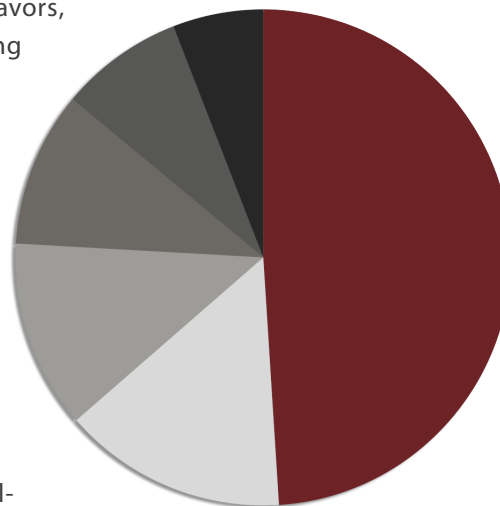
and – a potentially begrudging – acknowledgement of the need to commoditize specific manifestations of our expertise for those within our communities who are capable and willing to pay for such services. Thankfully, our field has proven time and again its capacity to innovate and respond to seemingly insurmountable challenges, emerging on the other side as strong and relevant as ever.

## KEY STATISTICS

Annual Budget (avg.)  
\$150,000 - \$200,000

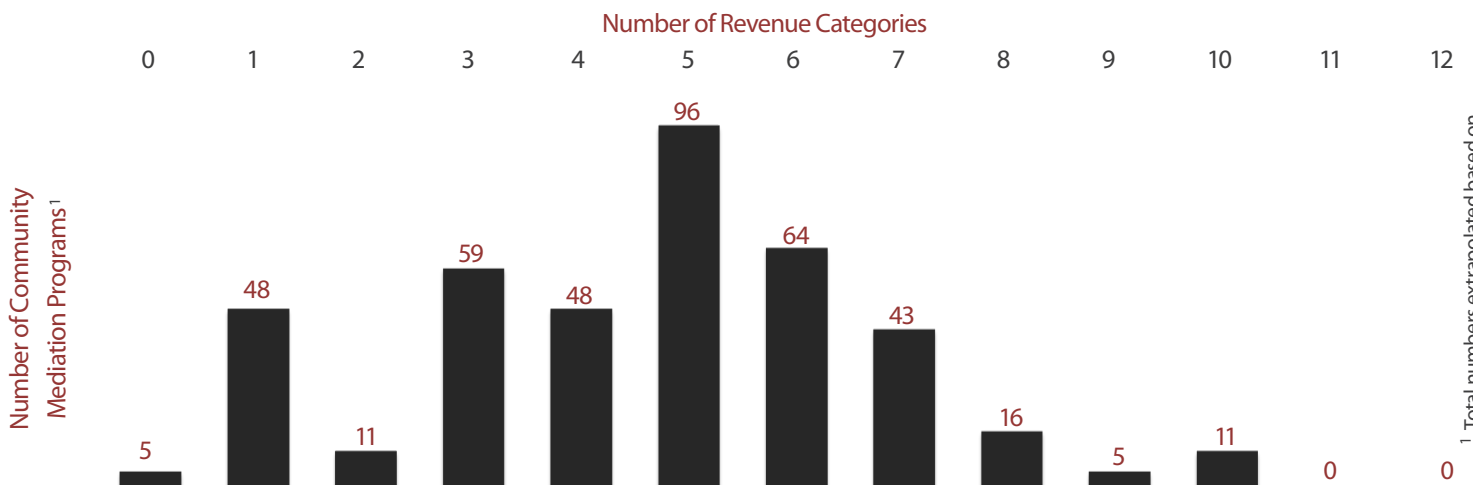
5 Rev. Categories/Program  
(mode)

≈ 50% Rev. from Gov't.



Sources of Revenue for the Average Community Mediation Program

- 49% - Government
- 15% - Fee-for-Service
- 12% - Foundations
- 10% - Training Revenue
- 8% - Charitable Giving
- 6% - Miscellaneous



<sup>1</sup> Total numbers extrapolated based on survey responses and estimated field size.

# “Quotes”

“Our sliding fee scale has seen a 6 fold increase of people with great need. We have traditionally been funded more than 70% by fee for service, and with the drop in numbers of cases and clients capable of paying full price, we have hit a serious drop in our budget.”

*Maralise Hood Quan, Pierce County Center for Dispute Resolution (Tacoma, WA)*

“Our Federal grants have steadily decreased but County support has stayed the same.”

*Kristy Bradish, Winnebago Conflict Resolution Center (Oshkosh, WI)*

“The income level certainly limits the amount of professional staff we can hire and the amount of public education outreach we can accomplish.”

*Megan Johnston, Northern Virginia Mediation Service (Fairfax, VA)*

“The legislative cut took our largest single source of funding, that we’d had for nearly thirty years.”

*Frances Henderson, Dispute Settlement Center (Carrboro, NC)*

“Recently, the Mass. Bar Foundation reduced their grants by up to 45% to community mediation agencies due to lack of foundation income. All agencies are struggling to survive.”

*Susan Ostberg, MetroWest Mediation Services (Framingham, MA)*

“Our budget has not changed significantly. We are funded by fees paid when someone files a civil lawsuit in our county.”

*Diane Jeronimo, Center for Community Dispute Settlement (Livermore, CA)*

“The significant increase in the referral of contract defaults may be directly related to local and national economic and employment conditions. The increase in these cases has resulted in a solid increase in program revenue over the past 2 years, strengthening our budget.”

*Matthew Balfe, Citizens Mediation Service, Inc. (St. Joseph, MI)*

“All other funding sources have been shrinking, with reduced award amounts or, at best, level award amounts, for several years.”

*Dana Crawford-Lofton, Community Action Partnership Riverside County Dispute Resolution Center (Riverside, CA)*

Read the latest Research and Recommendations on Funding Sustainability.

<http://Go.NAFCM.org/Funding>

"[In Nebraska,] nearly 28% of the cases were unfunded, which is a growing concern, as this is an increase from the prior year's 16 percent."

*Debra Brownyard, Nebraska Office of Dispute Resolution  
(Lincoln, NE)*

"Elimination of funds impacts the ability to fully staff the organization and limits funding for additional training for volunteer mediators."

*Ron Fredey, Greater Brockton Center for Dispute Resolution  
(Brockton, MA)*

"Like most social service agencies in the hardest hit areas, we've had our funding cut dramatically - in some cases over 50%, and in some cases 100%. This has caused us to shuffle staff around and depend upon our volunteers for tasks previously done by staff."

*Catherine Tomborn, Community Mediation Program  
(Tucson, AZ)*

"Recognizing the increasing case load JCMS has been experiencing over the last few years and the increasing services we have provided, for our 2011 budget, the County Commissioners increased our budget by more than 20%."

*Mark S. Loye, Jefferson County Mediation Services  
(Golden, CO)*

"We've experienced some funding cuts to our neighborhood mediation program. To date those cuts have not impacted our ability to serve all clients who contact us. It has impacted our ability to conduct outreach and community training."

*Cynthia McClorey, North Shore Community Mediation Center  
(Beverly, MA)*

"Budget cuts have limited efforts specific to community mediation. There are difficult economic climates in both government and private funding."

*Dawn Lehman, CVVC's Dialogue and Resolution Center (Pittsburgh, PA)*

"We are facing a significant loss of government funding at the local level due to local budget cuts and state budget changes. We have been attempting to diversify our funding sources, for example by seeking grants from local banks."

*Martin Eichner, Project Sentinel Mediation Programs  
(Sunnyvale, CA)*

"CDRC's community building work, conflict education offerings, and youth programming will see serious reductions. Yet the heart of our work and purpose – conflict resolution through top-tier mediation for people facing the crisis of conflict – will continue unabated and with the same commitment to excellence CDRC has always striven to practice."

*Tammy Baker, Community Dispute Resolution Center  
(Ithaca, NY)*

"The current economic environment, both nationally and locally, has impacted the individual donor contribution and the foundation grant funding. This overall reduction in operating funds has resulted in reduction in paid staff, and some operating functions have been assumed by program volunteers."

*D. Medders, Martha's Vineyard Mediation Program, Inc.  
(Vineyard Haven, MA)*

"We're learning to do more with less - volunteers are stepping up to take on more presentations and trainings. Grant income is even more important in providing the necessary funds to maintain a full-time employee."

*Marlena Bertram, Your Community Mediators of Yamhill County  
(McMinnville, OR)*

## 07 • VOLUNTEER MEDIATORS

### Community Mediation Volunteers

Community mediation programs are dependent upon the professional, dedicated service of their volunteers to fulfill their missions. Programs utilize volunteers in a number of ways, including serving as office assistants, coordinating events, facilitating trainings, serving as outreach liaisons, mediating conflicts, and much more. Each of these roles help supplement staff and increase programs' overall capacity to extend and engrain their services within the local community.

The primary role for most volunteers, of course, is as a volunteer mediator. In fact, for many service recipients, volunteer mediators are the most consequential contact they have with a local program. Serving on their communities' fence-strewn-front-lines, they become the face, the potential, and the impact of each program – indeed our entire field – as they sit down to each mediation table.

Thankfully, we have a vast roster of exceptional volunteer mediators serving as our representatives. Fieldwide, there are an estimated 20,000 active volunteers who mediate at local community dispute resolution programs; nearly sixteen volunteers per every full-time equivalent staff position. The average program maintains an active roster of 50 volunteers who contribute an average of 35 hours per year mediating local conflicts. At the current professional valuation of \$26.83 per hour, this totals an average in-kind donation of professional services of nearly \$50,000 per program and a staggering \$20,000,000 fieldwide.

Volunteer mediators come from all walks of life and represent the broad diversity present within their local communities. Community mediators are business leaders, educators, homemakers, legal professionals, religious leaders, social workers, retirees, students, and much more. They are your neighbors, your family members, your co-workers, your trusted confidants. Through committing themselves to local program standards and undertaking some of the field's most comprehensive training and mentorship regiments, community mediators become their communities' go-to problem solvers, capable of engaging the most difficult, entrenched, and strained situations with exceptional competence, steely aplomb, and impressive results. Each resulting resolution, re-built relationship, and recognition shift is a testament to these volunteers' commitment, their programs' quality, and the potential of our field to shepherd our communities through conflict and toward more promising tomorrows.

### KEY STATISTICS

20,000 Volunteer Mediators

35 hrs. Volunteered/yr. (avg.)

\$20 Million Donated in Professional Svcs. Fieldwide

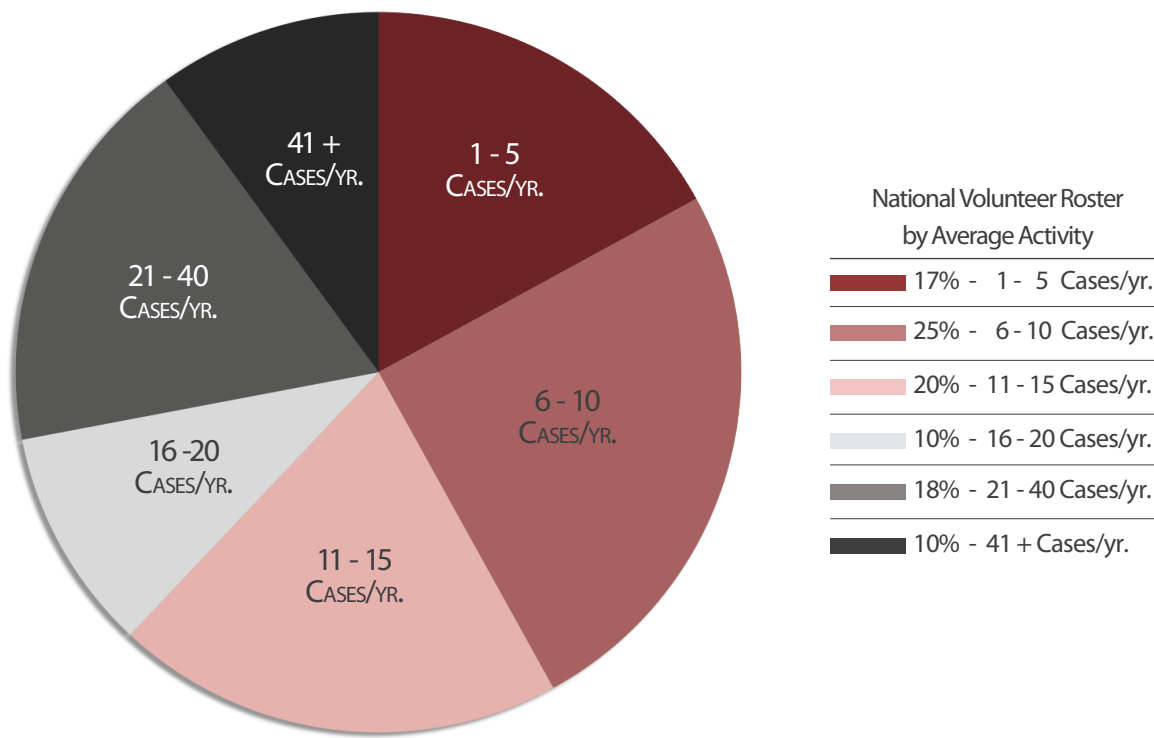
16 : 1 Ratio of Volunteers to FTE Staff

4 : 1 Ratio of Staff to Volunteer Hours

350 FTE Vol. Fieldwide  
0.9 FTE Vol./Program (avg.)

The importance of volunteer mediators to our programs and our practice could not be more clear. It is of note, then, that the *2011 Survey* revealed these volunteers may be systemically underutilized. For example, while the average volunteer contributes an estimated 35 hours per year, the range of reported hourly contributions suggests this average is likely inflated by a small segment of the national roster which contributes the vast majority of volunteer time. In fact, over 60 percent of our volunteers mediate an average of one case per month or less. Further, even though volunteers outnumber full-time staff sixteen to one, staff hours outpace volunteer contributions at a rate of four to one. This rate of utilization may be ascribed to a number of factors, including the case conversion rate from referral to mediation session, mediators' availability, or mediator assignment processes which favor particular volunteer characteristics, skill sets, or understood context competencies. Regardless the rationale, this rather low rate of utilization of the majority of the field's volunteers could lead to a decrease in skills freshness and overall capacity to facilitate mediations as competently as programs would prefer. While many programs' continuing education, mentorship, and evaluation requirements likely compensate for these potential deficiencies, there exists no substitute for regular mediation experience.

Overall, community mediation administrators should be pleased with the diversity, quality, and quantity of their volunteer mediators. Volunteer mediators, similarly, should be proud of the important service they offer their families, friends, neighbors, and broader communities. Together, our national roster of dedicated volunteer mediators will continue to fulfill local programs' missions and propel the community mediation field onward toward its potential.



# “Quotes”

“CM hosts bi-monthly volunteer mediator and facilitator meetings in which we inform volunteers of new programs, agency policies and volunteer opportunities. We also use these meetings to hone skills with practice role plays and small group activities.”

*Brenda Cavanaugh, Community Mediation, Inc.  
(New Haven, CT)*

“Our goal is to ensure that our mediator pool reflects the broad diversity of our residents, and we are always seeking to increase the number of bilingual volunteers.”

*Anne Bers, Peninsula Conflict Resolution Program  
(San Mateo, CA)*

“Our staff is strongly supported by our close-knit team of enthusiastic and capable volunteers who contribute an extensive amount of time. Our trainers, who conduct regular and custom workshops and trainings 5-10 times per year, are all volunteers. We also use volunteers to table at outreach events, fund raise, and spread the word about our services.”

*Miranda Fortenberry, Humboldt Mediation Services  
(Eureka, CA)*

“Our volunteers help in everything from accounting to mediating. They are the engines that keep us going!”

*Carolyn Stilwell, Conflict Resolution Center of  
Montgomery County  
(Wheaton, MD)*

“We match each volunteer with their primary area of volunteer interest so that we can maximize their take-away from their experience with us. Volunteers apply and are interviewed prior to being trained as mediators and placed on our volunteer roster, and are fingerprinted prior to working with children in peer mediation education.”

*Wendy E.H. Corbett, Solve-It! Community Mediation Service  
(Phoenix, AZ)*

“Volunteers come from various professional backgrounds and report being interested in volunteering as a mediator due to the challenging nature of the work, opportunities for personal/professional development, and desire to engage with other volunteers.”

*Steffanie Medina, Creative Mediation  
(San Luis Obispo, CA)*

“Our volunteers are very committed and give untold hours to help the Center.”

*Bonnie Hanes, Oakland Mediation Center  
(Bloomfield Hills, MI)*

Connect with Nearby Community Mediators  
on NAFCM’s Geographic Discussion Groups.

<http://Go.NAFCM.org/Groups>

"We now have three arms to our programs - conflict intervention, preventative services and restorative justice services. Each of the three program areas above have different volunteer training requirements specific for that program. The program volunteers are actively involved in the direct delivery of all three arms of our professionally delivered programs and most volunteers have over 100 hours of training."

*Brian Graunke, Mediation Works  
(Medford, OR)*

"Our mediation process utilizes a panel of three volunteer mediators, all of whom go through our 40-hour Basics of Mediation Training Program."

*Cordell Wesselink, Community Boards  
(San Francisco, CA)*

"Our volunteers receive 40 hours of training plus a 16 hour practicum and give us 5 hours a month for the first year. After that they are available as their schedules allow at varying levels."

*Kristy Bradish, Winnebago Conflict Resolution Center  
(Oshkosk, WI)*

"The Program's roster of volunteers reflects the year-round and seasonal demographics defining the region. Their skill and interest define what case-type they volunteer their time - and in exchange for their volunteerism, the Program provides annual workshops in advance subject areas."

*D. Medders, Martha's Vineyard Mediation Program  
(Vineyard Haven, MA)*

"We are not able to fully utilize existing volunteers because we don't have the staff capacity to handle incoming cases."

*Dawn Lehman, CWVC's Dialogue and Resolution Center  
(Pittsburgh, PA)*

"We have volunteers who do court mandated mediations. They have to meet specific requirements such as having a masters degree."

*Beulah Pennell, Kankakee Conflict Resolution Center  
(Kankakee, IL)*

"Many go above and beyond basic expectations, spending extra time mentoring new mediators, translating documents into foreign languages, coordinating on-site in court and more."

*Megan Johnston, Northern Virginia Mediation Service  
(Fairfax, VA)*

"Our mediation services are offered by trained, professional volunteers that have agreed to accept referrals from our center."

*Carolyn Fitzpatrick, Peaceful Alternatives Community  
Mediation Services, Inc.  
(Amherst, VA)*

"Our volunteer are at the heart of our programs. They donate 100's of hours of time to mediate and facilitate RJ conferences. We rely on our volunteers to serve so many beneficiaries of our services."

*Lawrie Parker, Piedmont Dispute Resolution Center  
(Warrenton, VA)*

"During hard economic times we find volunteers are coming from the unemployed or underemployed, looking for professional opportunities to continue to grow and expand potential skills. We have found many volunteers have helped us through these hard economic times, more than mediating they help with the overall functioning of our center.."

*Maaralise Hood Quan, Pierce County Center for  
Dispute Resolution  
(Tacoma, WA)*

## 08. REFERRAL PARTNERSHIPS

### Community Mediation Referral Partnerships

Referral entities are strategic partners that help programs extend their reach into new corners of their communities. These partners help build public awareness and serve as direct conduits connecting those in conflict with the helpful services of a local mediation program. Mediation programs are dependent upon these partners for steady case volume, regular opportunities for their volunteers, and the opportunity to demonstrate their value to larger segments of their local communities. Every single community mediation program has at least one referral partner connecting them with clients in conflict. And while the structure, formality, and productivity of any particular relationship varies widely, the value these relationships provide local programs is regularly confirmed.

Through the *2011 Survey*, we now have a glimpse into some of the most prevalent and productive referral partnerships occurring throughout the field. Of immediate note is the uniform acceptance of self-referrals by every reporting community mediation program. This acceptance serves as an important feature of local programs' accessibility. More structured institutional referral relationships are also commonly employed with a variety of community actors. For example, over three quarters of programs report accepting referrals from court programs and/or judicial staff (91%), government agencies (88%), schools and educational organizations (84%), nonprofit organizations (81%), and legal representatives (79%). With varying frequency, additional referral relationships are structured with police departments (72%), housing agencies (62%), religious organizations (45%), probation departments (42%), and other aligned local institutions. In fact, the average community mediation program maintains a polygamously productive network of five mutualistic referral relationships at any give time.

Given the energy program staff invest in establishing and maintaining these productive relationships, one could surmise that smaller and newer programs would have fewer ongoing relationships than their larger more tenured counterparts. Interestingly, however, respondents' feedback did not appear to corroborate this correlation. Indeed, numerous comparatively smaller programs reported casting broad partnership nets, while several of their larger brethren maintained fewer, more targeted relationships which tightly aligned with their specialty programming.

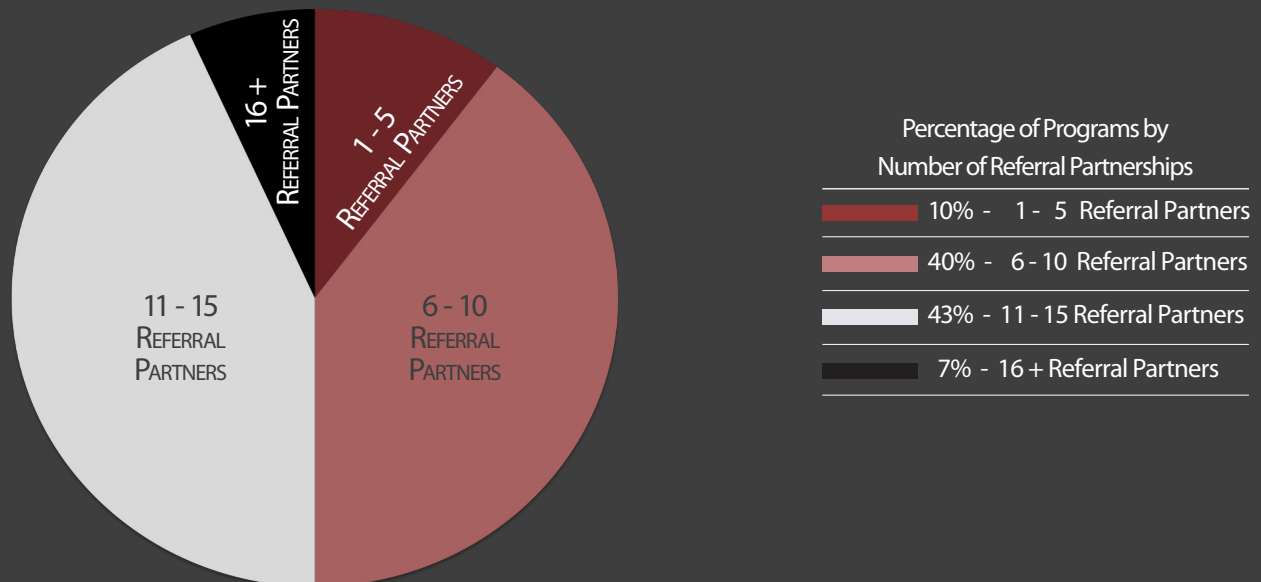
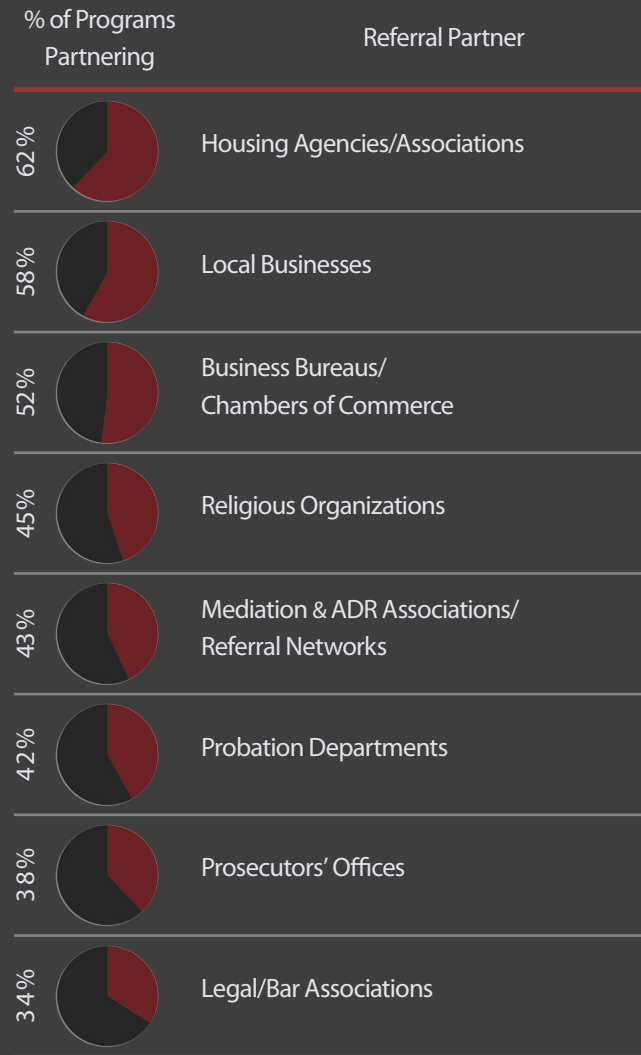
Despite this somewhat counterintuitive mix, it should be noted that the productivity of any particular referral relationship is likely directly attributable to the work program staff are able to invest in managing the relationship. Referral partners require regular, direct, and substantive connection with program staff to understand the community mediation programs' objectives, how those objectives connect with the partners' interests, case appropriateness, referral logistics, and any number of operational updates which may affect the relationship. Absent this intensive connection, programs place themselves at risk for inappropriate referrals which divert staff and volunteer time, lead to lower rates of case conversion, and challenge the program's overall reputation and impact. With this connection, however, community referral partners promise to remain a core strategic component of the field's ability to extend its reach and serve ever-greater segments of the population experiencing conflict.

### KEY STATISTICS

9 Referral Partners (avg.)

## REFERRAL PARTNERS

by frequency partnered with



# “Quotes”

“Through our close collaboration with local agencies, we are able to anticipate and pro-actively respond to arising needs in our community to help create a safer, healthier and more peaceful community.”

*Steffanie Medina, Creative Mediation  
(San Luis Obispo, CA)*

“We have terrific relations with the district and probate courts in our region and offer many of our services on-site at the court so that they are accessible to the parties.”

*Betsy Williams, The Mediation & Training Collaborative  
(Greenfield, MA)*

“We have, along with other centers in the Mediation Network of North Carolina, been working with Medicaid recipients who are appealing the denial or reduction of their services. This has put us in touch with the very poor and the disabled in our community.”

*Frances Henderson, Dispute Settlement Center  
(Carrboro, NC)*

“We continually look for opportunities to collaborate with other organizations.”

*Cherise D. Hairston, Dayton Mediation Center  
(Dayton, OH)*

“We have a very broad coalition providing services in the “eviction” court...The coalition includes the court staff, our program, legal aid attorneys and pro bono volunteers.”

*Martin Eichner, Project Sentinel Mediation Programs  
(Sunnyvale, CA)*

“Because we rely heavily on client referrals to our organization, we are constantly building allies and working in collaborations. By offering our services to other organizations that already have a client base, our service is a value add on that ensures that the clients have more support and services to help them.”

*Charles Chang, Asian Pacific American Dispute  
Resolution Center  
(Los Angeles, CA)*

“Partnership with Africa House/IRCO has resulted in cross training with Somali population as well as cross assistance with family and neighborhood cases.”

*Betsy Coddington, Resolutions Northwest  
(Portland, OR)*

“One of our most notable community collaborations involves a partnership between the local university, local community college and city management to provide mediation services specifically aimed at “town and gown” types of issues involving permanent city residents and college students.”

*Steffanie Medina, Creative Mediation  
(San Luis Obispo, CA)*

Raise Your Program’s Visibility by Joining NAFCM’s  
Online Community Mediation Program Map.

<http://Go.NAFCM.org/Map>

"In the current economic climate, we have experienced a decrease in lawyer and self-referrals in the area of divorce, but an increase in self-referrals in other family-type conflicts."

*D. Medders, Martha's Vineyard Mediation Program  
(Vineyard Haven, MA)*

"The Center for Restorative Justice has partnered with the Rapid City Police Department for mediation/Peacemaking Circles for neighborhood disputes and gang disputes."

*Joann Conroy, Center for Restorative Justice  
(Rapid City, SD)*

"We work with the police departments in various cities, schools in the area, courts and city offices to provide assistance."

*Diane Kyser, Community Mediation Center  
(Independence, MO)*

"We have a number of significant partnerships. We partner with law enforcement in mediating EEO cases and citizen officer disputes. We partner with the juvenile court and with Animal Control. We have trained mediators for the Supreme Court Foreclosure Mediation Program. We partner with UNLV Law School on a Mediation Clinic for their students. We are now partnering with the Family Courts on a new model for pre-hearing facilitation of protective services cases."

*Leah Ellenhorn Stromberg, Clark County Courts  
Neighborhood Justice Center  
(Las Vegas, NV)*

"We partner with the homeless shelter, providing in-services for the residents on conflict resolution."

*Lawrie Parker, Piedmont Dispute Resolution Center  
(Warrenton, VA)*

"We partner with law enforcement, the District Attorney's Office, Probation, neighborhood associations, school districts, other mediation and restorative justice programs within the state and local 2 and 4 year colleges and universities."

*S. Gabrielle Frey, Resolution Works  
(Denver, CO)*

"We are working with the Musical Theatre Company this summer to produce "West Side Story". The kids will take part in the construction of the set and all the acting. We provide dialogue circles in the mornings to integrate learning from the play into their lives."

*Carolyn Stilwell, Conflict Resolution Center of  
Montgomery County  
(Wheaton, MD)*

"We collaborate with half a dozen other community mediation programs in the metropolitan area. We collectively offer trainings for mediators and quarterly share successes and trials."

*Anndy Wiselogle, East Metro Mediation  
(Gresham, OR)*

"For several years DRC has been involved in a multi-program collaborative effort in the Middletown School District. Our agency provides conflict resolution education through our 'Lights, Camera, Action!' program."

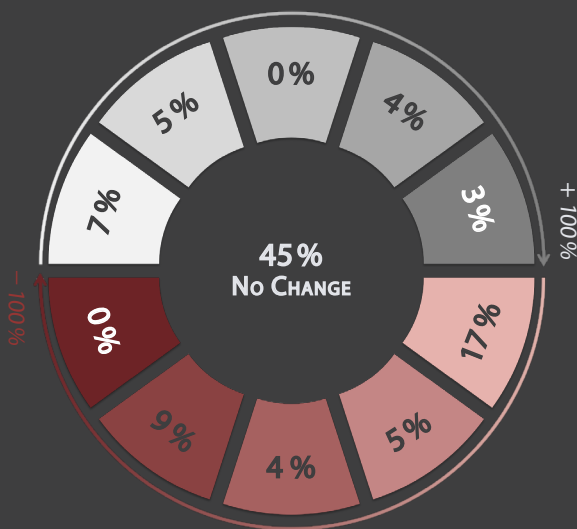
*Rosalyn Madigson, Dispute Resolution Center  
(Goshen, NY)*

"For referrals and service provision we partner with: CPS, OFA, DSS, the courts, and school districts, to name a few. For volunteer recruiting, we partner with RSVP, Council of Churches, and area schools, among others."

*Tammy Baker, Community Dispute Resolution Center  
(Ithaca, NY)*

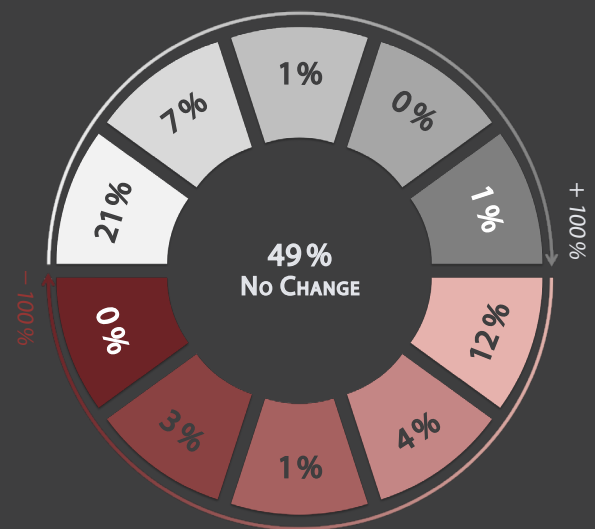
## 09. TRENDS BIENNIAL CHANGES

These are dynamic times for community mediation. To better understand the specific changes confronting the field, the *2011 Survey* asked respondents to indicate whether and to what extent their programs experienced changes over the past two years to their staff size, volunteer roster, organizational budget, and case volume. The results indicate over half of all programs did experience notable changes in each of these categories. The following graphs and corresponding text outline these reported changes.



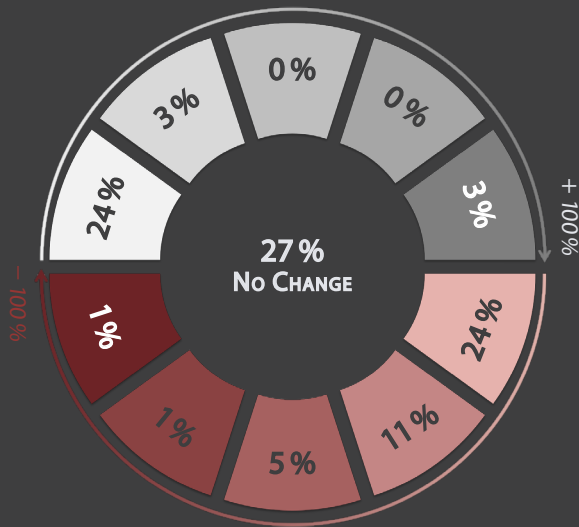
### Changes in Program Staff Size

Since 2009, the field experienced an overall estimated reduction of approximately 100 full-time equivalent staff positions. Nearly 45 percent of community mediation programs, however, have been able to retain consistent staffing levels. Impressively, nineteen percent of programs were actually able to grow their staffs, three percent of which – smaller programs – were able to double their staff size. Unfortunately, 35 percent of programs were forced to decrease their staff size during this same time period. Nearly half of these latter programs experienced reductions between one and 20 percent, while nine percent saw reductions ranging from 61 to 80 percent.



### Change in Number of Volunteer Mediators

Over the past two years community mediation programs have been able to add nearly 100 additional volunteers to the national volunteer mediator roster. These volunteers serve an important role in helping to compensate for the difficult losses in program staff and meet the increasing demand for services during the same time. While nearly half of programs reported no change in the size of their volunteer rosters, reported increases were able to edge out reported losses. Twenty percent of programs reported an aggregated loss of 730 volunteers, while nearly thirty percent reported an aggregated addition of 830 new volunteers.

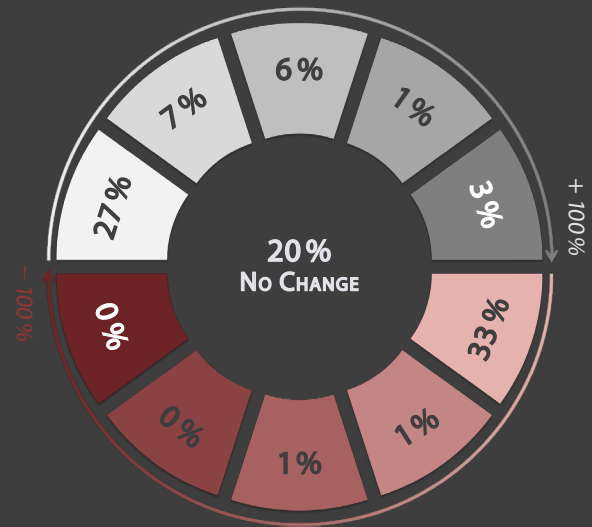


### Change in Program Budget

It's not surprising that program budgets would vary from year to year. In fact it's notable that during a period of heightened financial insecurity over a quarter of community mediation programs reported their annual budgets were left unchanged. Of even greater accomplishment is the 30 percent of programs which reported an increase in their annual budgets during this time. While most of these increases were nominal – one to 20 percent – a few programs did achieve substantial growth in financial resources.

Unfortunately, these increases were not as widespread as reported decreases in programs' annual budgets. Forty-two percent of programs reported budgetary reductions from 2009 to 2011. Of some consolation, however, is that the concentration of these reductions were within the one to 40 percent categories.

Though largely moderated, even nominal budgetary reductions often require immediate operational recalibrations to community mediation programs' tenuously balanced budgets. This reality is what caused the staffing reductions experienced throughout the field over the past two years. It's also what threatens to further cut into programs' capacity and jeopardize some programs' ultimate survivability should these reductions continue.



### Change in Case Volume

As economic stressors bled into interpersonal relations, community mediation programs were called upon to address a greater number and variety of conflicts. Overall, the field experienced a seven percent increase in case referrals from 2009 to 2011. Complicating the field's capacity to address this biennial increase in referrals were the concurrent decreases in fieldwide financial and staffing resources.

While 20 percent of programs reported steady case referral volumes, large segments of the field experienced either nominal – one to 20 percent – increases or decreases, 27 and 33 percent respectively. A few smaller programs reported large increases – 81 to 100 percent – in case volume. In total, 44 percent of programs reported an aggregated increase of over 40,000 case referrals during the previous two year period. Conversely, 35 percent reported an aggregated decrease of over 16,000 case referrals during the same time.

The fieldwide increase in case volume represents communities' increased reliance on mediation programs to address recurring and emerging conflicts. For programs to sustainably meet this heightened demand, local support from ADR practitioners, referral entities, and funders must keep a better pace than has been recently experienced.

# 10. REPORT CONTRIBUTORS

**N**AFCM and the authors would like to warmly thank all those who so readily contributed data for this landmark *Report*. Executives, staff members, and volunteers representing programs across the country completed the extensive *2011 Survey* and/or submitted NAFCM's long-form program membership application during the data gathering portion of this *Report's* development. In total, the experiences from over 100 programs have been incorporated into this *Report*. To those who contributed: "Thank you for so openly sharing such great detail about your programs, their operations, and impact."

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Conflict Solutions Center/Community Mediation (*Santa Barbara, CA*)

### BRENDA CAVANAUGH

Community Mediation, Inc. (*New Haven, CT*)

### CHARLES CHANG

Asian Pacific American Dispute Resolution Center (*Los Angeles, CA*)

### STEVE CHARBONNEAU

Community Mediation Concepts (*Longmont, CO*)

### DIANA CLARK

Youth Conflict Resolution Center (*Dallas, TX*)

### BETSY CODDINGTON

Resolutions Northwest (*Portland, OR*)

### CHIP COKER

Community Mediation Services (*Eugene, OR*)

### JOANN CONROY

Center for Restorative Justice (*Rapid City, SD*)

### WENDY E. H. CORBETT

Solve-It! Community Mediation Service (*Mesa, AZ*)

### BETSY CORNER

The Mediation & Training Collaborative (*Greenfield, MA*)

### CONNIE CORRIVEAU

Mediation Services (*Holland, MI*)

### PENNI W. DOYLE

Community Mediation Upper Shore, Inc. (*Chestertown, MD*)

### BELINDA DULIN

The Dispute Resolution Center (*Ann Arbor, MI*)

### KEN DUNN

Middlesex Mediation (*Lowell, MA*)

### MARTIN EICHNER

Project Sentinel Mediation Programs (*Sunnyvale, CA*)

### TINA M. ESTLE

Cumberland County Dispute Resolution Center (*Fayetteville, NC*)

### J. LYNNE FAVINGER

Central Mediation Center (*Kearney, NE*)

### DIANE FEATHERSTONE

Dispute Resolution Center of Montgomery County (*Conroe, TX*)

### JESSICA FERENCE

Oregon Office for Community Dispute Resolution (*Eugene, OR*)

### DEB FISH

Cape Mediation (*Orleans, MA*)

### CAROLYN FITZPATRICK

Peaceful Alternatives Community Mediation Services, Inc. (*Amherst, VA*)

### MIRANDA FORTENBERRY

Humboldt Mediation Services (*Eureka, CA*)

### RON FREDEY

Greater Brockton Center for Dispute Resolution (*Brockton, MA*)

- S. GABRIELLE FREY**  
Resolution Works (*Denver, CO*)
- PAUL FRIEDMAN**  
Sedona Mediation Services (*Sedona, AZ*)
- LINDA GLOVER**  
Resolution Services Center of Central Michigan (*Lansing, MI*)
- BRIAN GRAUNKE**  
Mediation Works (*Medford, OR*)
- MARIE GROSSMAN**  
Central Susquehanna Valley Mediation Center (*Lewisburg, PA*)
- CHERISE D. HAIRSTON**  
Dayton Mediation Center (*Dayton, OH*)
- BONNIE HANES**  
Oakland Mediation Center (*Bloomfield Hills, MI*)
- FRANCES HENDERSON**  
Dispute Settlement Center, Inc. (*Carrboro, NC*)
- JOSHUA JACKS**  
Metropolitan Mediation Services (*Brookline, MA*)
- JOE JENIO**  
ADRC (*Fenton, MI*)
- DIANE JERONIMO**  
Center for Community Dispute Settlement (*Livermore, CA*)
- MELISSA G. JOHNSON**  
Mediation & Restorative Justice Center (*Boone, NC*)
- MONELLE JOHNSON**  
Restorative Justice Programs of Taylor County (*Medford, WI*)
- MEGAN JOHNSTON**  
Northern Virginia Mediation Service (*Fairfax, VA*)
- CASEY KARGES**  
The Mediation Center (*Lincoln, NE*)
- DIANE KYSER**  
Community Mediation Center (*Independence, MO*)
- KELLY R. LARSON**  
Dubuque Dispute Resolution Center (*Dubuque, IA*)
- DAWN LEHMAN**  
CVVC's Dialogue and Resolution Center (*Pittsburgh, PA*)
- JIM LINGL**  
Ventura Center for Dispute Settlement (*Camarillo, CA*)
- DANA CRAWFORD-LOFTON**  
Community Action Partnership Riverside County Dispute Resolution Center (*Riverside, CA*)
- TAMARA A. LOSEL**  
Nashville Conflict Resolution Center (*Nashville, TN*)
- MARK S. LOYE**  
Jefferson County Mediation Services (*Golden, CO*)
- WENDI LUCAS**  
Virginia Conflict Resolution Center (*Norfolk, VA*)
- ROSALYN MAGIDSON**  
Dispute Resolution Center (*Goshen, NY*)
- NANCY MARKOWITZ**  
Community Mediation Services (*Brunswick, ME*)
- TERRI MASIELLO**  
Piedmont Mediation Center, Inc. (*Statesville, NC*)
- CYNTHIA McCLOREY**  
North Shore Community Mediation Center (*Beverly, MA*)
- D. MEDDERS**  
Martha's Vineyard Mediation Program, Inc. (*Vineyard Haven, MA*)
- STEFFANIE MEDINA**  
Creative Mediation (*San Luis Obispo, CA*)
- MARTHA C. MERRELL**  
Mediation & Diversion Services (*Tampa, FL*)
- BARBARA MILES**  
Coos/Douglas Neighbor to Neighbor (*North Bend, OR*)
- DR. JANE MILLAR**  
Northern Community Mediation (*Petoskey, MI*)
- JODY B. MILLER**  
Mediation Center of Dutchess County (*Poughkeepsie, NY*)
- CARMEN NOMANN**  
Mediation & Conflict Solutions (*Rochester, MN*)
- SUSAN OSTBERG**  
MetroWest Mediation Services (*Framingham, MA*)
- CRAIG PAPPAS**  
The Resolution Center (*Mt. Clemens, MI*)
- KRISTINE PARANICA**  
Conflict Resolution Center (*Grand Forks, ND*)
- LAWRIE PARKER**  
Piedmont Dispute Resolution Center (*Warrenton, VA*)
- BEULAH M. PENNELL**  
Kankakee Conflict Resolution Center (*Kankakee, IL*)
- BARBARA PROCTOR**  
Center for Human Development (*Pleasant Hill, CA*)
- MARALISE HOOD QUAN**  
Pierce County Center for Dispute Resolution (*Tacoma, WA*)

- LARRY RAY**  
Mediation Center of Greater Washington D.C.
- JOHN SCHMIEDING**  
Athens Area Mediation service (*Athens, OH*)
- RAE ANN SCHMITZ**  
Mediation West (*Scottsbluff, NE*)
- JUDY SEYMORE**  
Bastrop County Mediation Services (*Bastrop, TX*)
- ELAINE SHEERIN**  
Mediation Services of North Central Massachusetts (*Fitchburg, MA*)
- STEPHEN E. SLATE**  
Institute for Mediation & Conflict Resolution (*Bronx, NY*)
- MARILYN SMITH**  
Center for Conflict Resolution (*Chicago, IL*)
- DIANE SMOCK**  
Upstate Mediation Center (*Greenville, SC*)
- CAROLYN STILWELL**  
Conflict Resolution Center of Montgomery County (*Wheaton, MD*)
- LEAH STROMBERG**  
Clark County Courts Neighborhood Justice Center (*Las Vegas, NV*)
- PETER TAILLIE**  
Mid Shore Community Mediation Center (*Easton, MD*)
- JOHN TAN**  
Senior Legal Hotline Mediation Program (*Sacramento, CA*)
- CINDY KAY TIERNEY**  
Concord Center (*Omaha, NE*)
- CATHERINE TORNBOM**  
Community Mediation Program (*Tucson, AZ*)
- SHARON TRACY**  
Quabbin Mediation (*Orange, MA*)
- LEIGH TRIPPE**  
The Mediation Center of Charlottesville (*Charlottesville, VA*)
- MICHAEL A. TUCKER**  
Center for Resolutions (*Media, PA*)
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ESP Community Mediation Center (*Milwaukee, WI*)
- TOM WAHLRAB**  
Dayton Mediation Center (*Dayton, OH*)
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Community Boards (*San Francisco, CA*)
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Mediation Services of Adams County (*Gettysburg, PA*)
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- ANNDY WISELOGLE**  
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- LUKE YODER**  
Center for Restorative Programs (*Alamosa, CO*)

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for sharing  
your programs'  
stories!*

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### JUSTIN R. CORBETT

Justin is the Executive Director of NAFCM: the National Association for Community Mediation. He previously served as the founding Executive Director and Mediator for the INDYSPUTE Resolution & Dialogue Center, a community mediation program serving the Indianapolis metropolitan area. While in Indiana, he further served the state ADR community as a primary mediation trainer, Special Projects Advisor, and Project Manager of the Mortgage Foreclosure Mediation Program for the Indiana Supreme Court, as well as an Associate Professor of Negotiations and ADR with Indiana University. He received graduate degrees from Pepperdine University's Straus Institute for Dispute Resolution, Indiana University in nonprofit management, and the University of Cambridge in cross-sector partnerships. He currently serves as the Co-Chair of the ACR Community Section and has served in previous leadership roles with the ABA Section of Dispute Resolution, as well as numerous local, state, and national ADR agencies. Learn more and connect with Justin at <http://Go.NAFCM.org/Justin>.



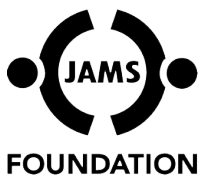
### WENDY E. H. CORBETT

Wendy E. H. Corbett has been involved in the field of mediation since being trained as a peer mediator at the age of nine. She currently serves as a conflict resolution consultant with 3rd Party Advisors, LLC and as the Program Director of Solve-It! Community Mediation Service, both located in Mesa, Arizona. She additionally serves as a Faculty Associate in the School of Social Transformation at Arizona State University, where she is also pursuing a Ph.D. in Justice & Social Inquiry. Since 2003, Wendy has trained over 2,800 Arizona residents in mediation skills through workshops, seminars, peer mediation modules and 40-hour courses. She is active in several professional associations, including the National Association for Community Mediation, where she formerly served as Co-Chair of the Board of Directors (2008-2010) and currently serves as a contributing researcher. Learn more and connect with Wendy at <http://Go.NAFCM.org/Wendy>.



### NATIONAL ASSOCIATION FOR COMMUNITY MEDIATION

In communities around the globe, programs and volunteers share their expertise to help others constructively engage, transform, and resolve conflict. NAFCM supports these peace-makers by aggregating their wisdom, amplifying their voice, and advancing their critical work. Membership in NAFCM connects you with supportive colleagues, provides access to helpful resources, and allows you to contribute to the development of the community mediation and broader ADR fields. Learn more about NAFCM and your opportunity to be part of the community mediation movement at <http://www.nafcm.org>.



### JAMS FOUNDATION

The JAMS Foundation's mission is to encourage the use of alternative dispute resolution (ADR), support education at all levels about collaborative processes for resolving differences, promote innovation in conflict resolution, and advance the settlement of conflict worldwide. A storied and generous supporter of community mediation, the JAMS Foundation is an aligned partner with NAFCM, regularly endowing NAFCM with resources to enhance the awareness, accessibility, and utilization of the community mediation field and its broad portfolio of conflict-assistive services. To learn more, please visit <http://www.jamsfoundation.org>.

# NAFCM's MISSION

“ In communities around the globe, programs and volunteers share their expertise to help others constructively engage, transform, & resolve conflict.

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## National Association for Community Mediation

NAFCM is a membership-based association of community mediation programs, their professional staff, and dedicated volunteers.

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