



# Mediation Services

Program Report  
2015

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## Executive Summary

Jefferson County Mediation Services (JCMS) is a contract program that is dedicated to providing mediation and conflict resolution services to county agencies, the courts and the citizens of Jefferson County. We are also a primary source for the training and education of Denver-area mediators of all levels of skill and experience.

We have saved the County significant money and other resources in a variety of ways, and we continue our efforts to make the best possible use of taxpayer dollars. In 2015, we estimate a cost savings, to specific departments, of more than \$210,000 (See Figure 1 on page 7).

Our increasing case load is managed by seven staff members and 240 volunteer mediators. Our work supports county agencies by reducing the time they spend dealing with conflict. JCMS tailors its services to the specific needs of individual agencies; some examples of ways we serve include:

- **Child Support Services (CSS):** We help CSS clients negotiate parenting time agreements. This reduces the time CSS technicians spend working through complaints about such issues, according to a study by CSS. It also helps to increase child support collections. We enhanced Child Support Services collections by an additional estimated \$511,020.00 in payments in 2015.
- **Animal Control:** We help quarreling neighbors negotiate resolutions to problems with barking dogs, dogs at large and other animal-related disputes. Successful mediations reduce the time Animal Control Officers spend traveling to investigate recurring complaints, processing tickets and testifying in court, and free them to deal with more pressing issues. In 2015, we saved Animal Control \$744.00.
- **Courts:** We provide mediators in several County courts to help parties resolve issues prior to seeing the judge or magistrate. Our services help judges and magistrates manage their dockets better, so they can spend their limited time on more complicated cases. When we mediate out of court in a Domestic Relations case, we save the District Court many hours of time. We saved County and District Courts \$90,855 in 2015.
- **Workplace:** We help County employees resolve topics of concern with each other. When employees become frustrated with co-workers or supervisors, our services help them to address their issues in a constructive manner, so that the situations can be resolved in everyone's best interest. This improves morale and productivity, and frees managers from handling repeated complaints. Our workplace mediations and facilitations saved the County \$58,330 in 2015.

"The savings in dollars is probably greater than the estimate but there is really no way to determine what it actually is. However – cost savings is not really what we are concerned about here. We are really wanting a way to solve problems and improve quality of life for people – and Mediation certainly helps us accomplish this with the cases that move forward."

Carla Zinanti,  
Jefferson County Animal Control Manager

## Accomplishments

JCMS is a full-service conflict resolution program, and has become an integral part of the County government's operations since 1994. Services beyond traditional mediation are also available: our facilitators help County departments hold planning retreats or public hearings on important issues, and also help employees work on team building within County departments. Experienced trainers and presenters help to improve communication and conflict resolution skills among school students, non-profit agency personnel and Jefferson County employees. County and Small Claims Courts rely upon JCMS volunteers to help control their expanding dockets. Colorado courts encourage written parenting plans, so the need for mediation between divorcing parents continues to grow. For our citizens who could not otherwise afford mediation, JCMS provides a welcome solution.

JCMS staff members and mediators are an important part of the developing mediation culture in our state. They serve the profession as board members, committee members, trainers, ambassadors, speakers, role models and mentors.

We provide our volunteers with varied continuing-education opportunities. We arrange specialized training in specific types of cases, such as Child Support cases and Protection Order hearings. We invite County agencies to explain their operations to our volunteers and discuss issues likely to arise in mediations. Judges and magistrates clarify legal and ethical issues. JCMS staff members give presentations on how the courts work and how we can assist different County departments. This helps our volunteers to expand their skills, keeps them abreast of advances in the field, and enables them to handle a wider selection of cases for the County. It also helps us to attract and keep the volunteer services of talented, dedicated and experienced mediators.

We have demonstrated clearly that mediation programs can lift a tremendous burden from the courts and County agencies. JCMS is recognized as a leader among mediation programs in our state. We share information, document achievements and results, and offer other counties and cities the benefit of our experiences. We will continue to promote the growth of the economical, ethical and effective use of conflict resolution in Colorado.

“The world needs more people helping in this way! Thank you!”

Anonymous  
Mediation Participant

## *Mission*

To collaborate with government agencies in serving the citizens of Jefferson County by providing effective mediation, communication and negotiation processes, delivered by qualified, dedicated volunteers, in order to foster harmony within the community.

## *Vision*

To provide processes that promote and model peaceful settlement of disputes by offering exemplary, high-quality mediation, negotiation, facilitation, and communication services to the citizens and employees of Jefferson County.

## *Values*

- **For Clients:** To provide a safe forum in which people can be empowered to make decisions affecting their lives.
- **For Volunteers:** To provide continuing education in a mutually beneficial environment.
- **For Partners (Referring Agencies):** To establish and develop a system of collaboration that supports their mission.
- **For the Community:** To provide a model of effective interaction in the face of disagreement, thus enhancing goodwill and community spirit.

## *Program Areas*

**Community Mediation:** We accept cases regarding animal control, noise, property issues (damage, fences, drainage, etc.), planning and zoning, consumer complaints, landlord-tenant, schools, and family conflicts.

**County – Internal:** We offer assistance with group facilitations (strategic planning, team-building, etc.), workplace conflicts, Child Support Services (parenting time and support modification cases) and ombudsman services.

**Courts:** We help with Small Claims disputes, Division H, Protection Order Conditions Conferences and Victim-Offender Reconciliation.

Each of our programs is tailored to fit the agency we are serving, so we have different data to report for each program.

## **County Commissioners**

The JCMS staff wishes to express sincere gratitude to the Jefferson County Commissioners, who continue to provide outstanding support to JCMS.

Libby Szabo  
District 1

Casey Tighe  
District 2

Donald Rosier  
District 3

## **JCMS Staff**

Mark S. Loye, Executive Director  
Helena Jo Goldstein, Program Director  
Julia C. Carter, Mediator Coordinator  
Brian S. Beck, Technology Coordinator  
Natasha Alizadeh, Administrative Assistant  
Beth Merritts, Conflict Resolution Specialist  
Rachel Johnson, Administrative Assistant

## **JCMS Contact Information**

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www.JeffcoMediation.com

## History and Overview

JCMS was created to deal with conflict. Conflict begins when people believe that they have incompatible interests, values or needs. Conflict can lead to creative change, but it can become destructive when the parties cannot resolve their differences. Responses to conflict can range from informal discussion to warfare. Mediation allows the participants to make their own decisions while a third party facilitates the process. Mediators do not give opinions or make rulings, and have no stake in the outcome, so the parties can negotiate in a safe setting where all concerns, interests, information and ideas can be heard.

The Board of County Commissioners approved the creation of JCMS in 1993 with Mark Loye as director, and mediations began in March 1994. Twenty volunteer mediators handled 69 cases, referred by 10 agencies, during that year. The caseload has grown steadily: in 2015, 29 agencies referred 1,562 cases to JCMS. Any Jefferson County agency, municipality, associated non-profit group or County court can refer parties to JCMS. Services are provided through the dedication of 240 volunteers with an impressive variety of backgrounds and experience. They volunteer with one goal: to provide a safe process that encourages people to make decisions for themselves.

## What is Mediation?

Mediation is an informal, voluntary process. A professional, impartial third party helps the contending parties exchange views and explore possible options for resolving the conflict. The goal of mediation is to help parties reach their own mutually acceptable settlement of issues in dispute. Often, this will solve the problem and usually will at least keep it from escalating. Any decision reached is through the efforts and agreement of the parties themselves. Mediation enhances communication, promotes responsibility and helps people acquire skills that can assist in preventing or resolving future disputes.

Once all necessary parties have agreed to participate in mediation, JCMS volunteers schedule a meeting where everyone involved in a dispute can sit down together to talk about the problem. Our mediators set ground rules to provide a safe and respectful setting. They help the parties to define their concerns, to reduce hostility and to find common ground. They also assist the parties in generating and evaluating options for resolving the issues. Parties can then reach an acceptable agreement that will meet their needs. Finally, they can make a formal written agreement, such as a Memorandum of Understanding, to record their resolution.

Benefits of the process are significant: mediation can be scheduled quickly, and is usually far less expensive and time-consuming than going to court. In addition, the parties are typically more satisfied with the outcomes. Finally, parties generally comply better with the terms of agreements that they have crafted themselves than they do with terms imposed upon them by someone else.

## How We Save Taxpayer Money

JCMS exists to save County resources. The County takes its responsibility to taxpayers very seriously and works to conserve expenditures. JCMS saves costs in many ways.

JCMS saves time for the Sheriff, Animal Control and Planning & Zoning by helping neighbors resolve their conflicts. When people resolve problems in mediation, County officials don't need to make as many trips to investigate complaints. Each trip has costs, such as the employees' hourly wages, gasoline prices and equipment wear and tear. As these costs increase, the value of our services increases accordingly. When officials travel to unincorporated mountain locations, the costs simply to investigate a single neighbor complaint are staggering. Additionally, in mediation, people can agree to call JCMS if conflict arises again, instead of burdening a County agency. When County personnel refer citizen conflicts to mediation, they can then refocus on their regular duties.

We save costs for the District Attorney's office by settling disputes before trial. This reduces court caseloads and increases efficiency. In court cases, mediation saves hours of court time because the parties have already reached agreement or, even in cases that do not settle, the parties have identified and clarified the relevant issues. In parenting cases, mediation typically saves five to six hours of courtroom time per case.

JCMS reduces the costs of conflict in the workplace by mediating among Jefferson County employees. The costs of conflict include lowered productivity, turnover, increased sick time and poor morale (see page 23 for additional information on our Workplace Mediation Program.) By reducing these costs, we can save resources exceeding the savings generated by all of our other programs combined.

Figure 1 shows our cost-saving estimates for each of the major departments we served in 2015. The data below are based on feedback from our user agencies.

Factors that are not shown in our cost-savings chart include trial costs of cases that go to court. Additionally, even when mediation does not resolve the dispute, the parties have had an opportunity to practice their "presentation," so they are more effective and concise in the courtroom, thus conserving the judge's valuable time. The more the agencies use JCMS, the more they save.

"Neither the small claims division nor the county court civil division could function well without the mediators. If the cases which are resolved through mediation at the first appearance of the parties were not resolved, we would need 1-2 additional judicial officers to handle the cases, plus additional staff, courtrooms, etc."

Judge Tammy Greene  
County Court Judge

**Figure 1: Minimum Cost Savings Achieved for User Agencies in 2015**

Department	Cases Settled	Cost Per Trip/Case	Trips/Cases Saved Per Settlement	Cost Savings
Animal Control	3	\$124.00	2	\$744.00
County Attorney	167	\$240.00	N/A	\$40,080.00
County Courts - All	397	\$120.29	N/A	\$47,755.13
District Court	106	\$406.61	N/A	\$43,100.66
Juvenile Assessment	1	\$201.95	1	\$201.95
Planning & Zoning	2	\$188.25	2	\$753.00
Human Services	174	\$80.00	1	\$13,920.00
Municipalities	14	\$123.91	2	\$3,469.48
Sheriff	7	\$141.00	2	\$1,974.00
Workplace Cases	5	\$11,666.00	N/A	\$58,330.00
<b>Total</b>				<b>\$210,328.22</b>

In addition, volunteers donated 5,260 hours in 2015, realizing cost avoidance for the County of an additional \$631,200. This calculation is based on a figure of \$120 per hour for mediators. The actual cost to hire a mediator ranges from \$120 per hour (Colorado Office of Dispute Resolution) to \$350 per hour and higher.

In addition to cost savings, we helped Child Support Services to collect at least an additional \$511,020 in child-support payments.

## How We Support the Mediation Community

JCMS is an integral part of the Colorado mediation community. We are proud to be acknowledged as the primary incubator for new mediators to gain experience while being mentored by some of the finest volunteer and professional mediators in this state (or anywhere). The example we set spurs the expansion of mediation throughout Colorado and the Western United States.

### *Improving the Quality of the Mediation Experience*

Our mediators told us that they wanted more mentoring and coaching. Even experienced mediators want to continue to build their skills and improve the quality of mediation they offer. JCMS wants to retain high-quality, experienced mediators and make this a great place to volunteer.

We assigned Julie Carter to the position of Mediator Coordinator, starting in January of 2015. She spent the year observing mediators in action, both in court and in mediations scheduled in our office. During 2015, Ms. Carter observed 67 mediators, and offered them feedback, coaching and suggestions for new or different strategies. She also educated mediators on writing better agreements and on proper JCMS case procedure.

Our mediators report that they appreciate the opportunity to learn and to sharpen their skills. In fact, we have heard from many of them that JCMS is the best-run mediation program they have experienced.

After only one year of mentorship and coaching our overall success rates have increased by 4 percentage points over our 2014 numbers. We expect this trend to continue.

### *Statewide Representation*

JCMS remains active in the larger mediation community. Our staff represents our program and Colorado mediators through professional membership and participation on various committees. Collectively we serve on the First Judicial District Access to Justice Committee, the Office of Dispute Resolution Advisory Committee, are members of the National Association for Community Mediation, attend the Statewide ADR Conference, participate in Conflict Resolution Month and maintain professional level memberships with the Mediation Association of Colorado and the International Association for Conflict Resolution.

## *Collaboration with University of Denver's Conflict Resolution Institute*

In 2010, JCMS began collaborating with the University of Denver's Conflict Resolution Institute to offer their graduate students a more in-depth practical experience in mediation. This partnership allows students to become volunteers who gain valuable experience mediating in the courts as well as co-mediating with more experienced mediators to handle neighbor-neighbor, parenting and other types of complicated cases. Each year approximately 10 students join our team of volunteers. This partnership has been a productive one for both JCMS as well as the University and its student mediators.

“Thank you all for your commitment to organizing and implementing this great program. I am grateful to be a part of the JCMS team - it allows me to contribute my skills, be challenged and continue to learn & grow. I always appreciate the easy access, support and professionalism consistently extended.”

Lesley Geraci  
JCMS Volunteer

## The Clients We Serve

Jefferson County agencies, Courts, non-profit family service agencies, R-1 Schools and municipalities refer cases to JCMS. We keep growing as more departments discover that mediation can conserve staff resources, serve the public, and be effective in nearly any kind of conflict. Figure 2 below illustrates the sources of JCMS cases during 2015.

We offer a wide range of services, and some of our programs have been created in response to specific needs expressed by our clients. Examples of such programs include our employee workplace mediation program, our work with Child Support Services, and our assistance at protection order hearings.

**Figure 2: Referring Agencies in 2015**

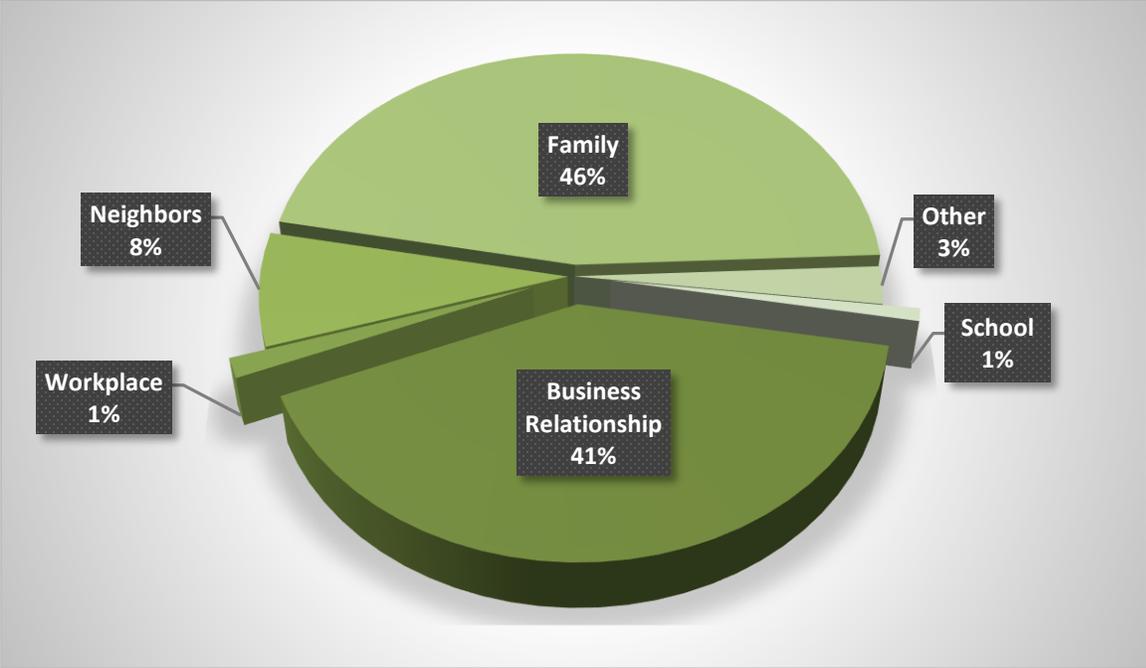
Referring Agencies	Total Cases
Action Center	21
Animal Control	17
Arvada	17
Child Support Services	546
Children Youth and Families	13
Clerk and Recorder	1
County Attorney	1
County Civil Court	297
District Attorney	9
District Court	4
Golden	5
Human Resources	2
Human Services	10
Jefferson Center for Mental Health	4
Juvenile Assessment Center	4
Lakewood	16
Littleton	1
Mediation Services	3
Parks	4
Planning and Zoning	8
Protection Order Court	158
Public Health	1
School District	5
Sheriff	21
Small Claims Court	307
Westminster	2
Wheat Ridge	12

## *Mediation Participants*

Our services touch thousands of people every year. In addition to the referring agencies and their staff, we interact with the citizens that they send to mediation. In 2015, JCMS contacted or attempted to contact 3,426 people about participating in mediation. Of those, only 494 people chose not to participate in mediation or did not respond to our attempts to reach them. The other 2,932 people agreed to participate in mediation. That means 86% of the people we contacted felt that mediation could help their situation.

We help a wide variety of people. Figure 3 below shows the types relationships of all those we contacted about mediation. Forty-six percent of parties were family members, making up the largest portion of our clients, while forty-one percent were in some type of business relationship.

**Figure 3: Relationships of Clients in 2015**



“Keep up the great work, our families, children and communities really do appreciate it.”  
Alvin Tafoya  
Program Manager, Child Support Services

## Types of Cases

Our cases reflect the amazing variety of situations in which humans can come into conflict. Figure 4 shows the types of cases we handle, as well as the total number of cases in each category.

**Figure 4: Types of Cases in 2015**

<b>Case Type</b>	<b>Total Cases</b>
Animal Control	29
Citizen-Law Enforcement	2
Consumer	73
Contract	146
Domestic Partnership	5
Employer - Employee	10
Family	12
Group	1
Intern Administration	3
Landlord - Tenant	329
Liability Claim	46
Neighbor - Neighbor	62
Ombuds	4
Parenting/Support	559
Patient - Provider	4
Permanent Protection Order	157
Planning & Zoning	4
School Related	6
Truancy	1
Vehicular/Traffic	20
Victim/Offender Reconc Juv	4
Victim/Offender Reconciliation	1
Workplace-Employee-Employee	7
Workplace-Employee-Supr/Mgr. employee	4

## We Get Results

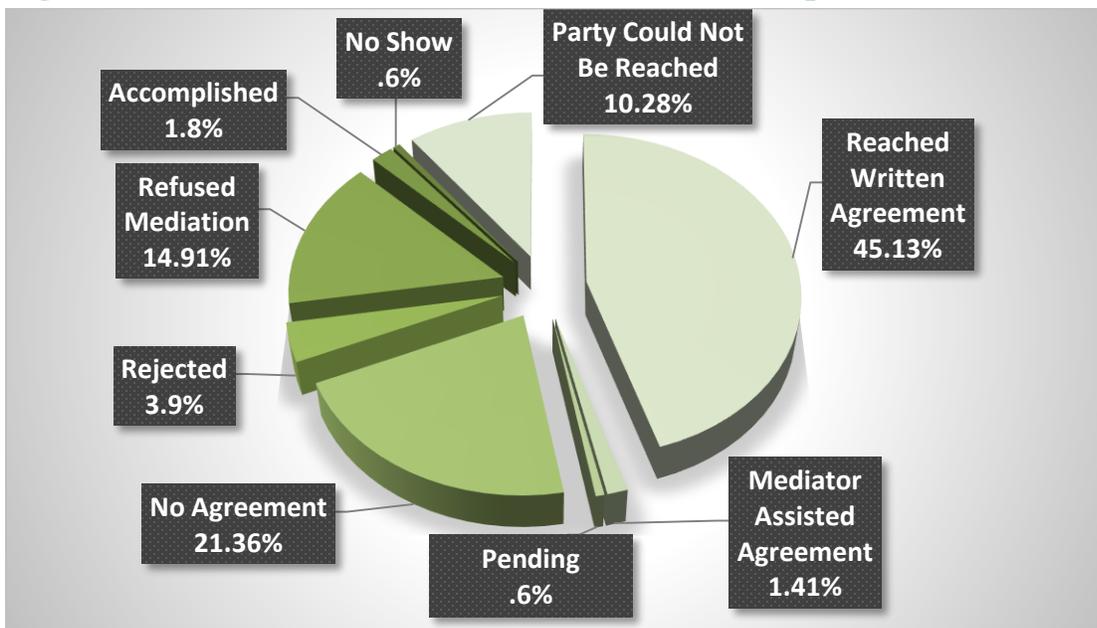
Figure 5 shows the raw data for the 1,489 cases referred to JCMS in 2015, while Figure 6 shows the results in percentages. In some cases, the parties did not go to mediation. We determined that 58 cases were not appropriate for mediation. In 222 cases, at least one party refused to mediate. We closed 9 cases after a party or parties failed to show up at a scheduled mediation. Of the 1,038 cases actually mediated, 693 resulted in written agreements or informal resolution, and 318 resulted in no agreement.

See figure 1 above for the details on the more than \$210,000 we saved the County in 2015.

**Figure 5: Results for All Cases Received 2015 – Raw Data**

Success	Total Cases
Reached Written Agreement	672
Mediator Assisted Agreement	21
Pending	9
No Agreement	318
Rejected	58
Refused Mediation	222
Accomplished	27
No Show	9
Party Could Not Be Reached	153
<b>Total</b>	<b>1489</b>

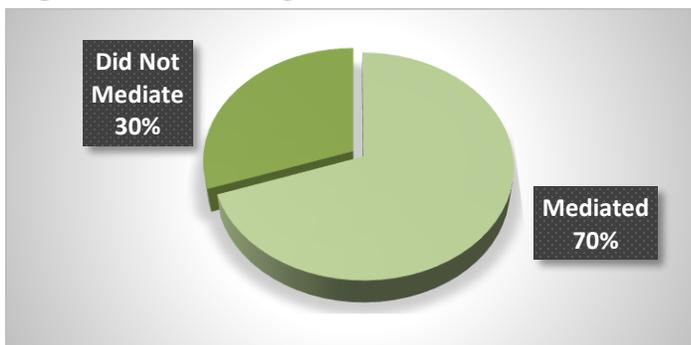
**Figure 6: Results for All Cases Received in 2015 – Graph**



JCMS staff spends a great deal of time talking to parties about the benefits of mediation. In 2015, in 70 percent of cases, when we contacted people about mediation, all parties were willing to try it. In 30 percent, one or more of the parties chose not to participate in the process, or we rejected the case as inappropriate for mediation. See Figure 7, below.

Mediation is a voluntary process, and there are many reasons that a person might choose not to participate. Often parties do not agree to mediate because we simply were unable to make contact with them about our program. In other cases we hear that people have tried mediation before (either with our program or another resource) and do not feel it will be helpful this time. Sometimes they prefer another option over mediation.

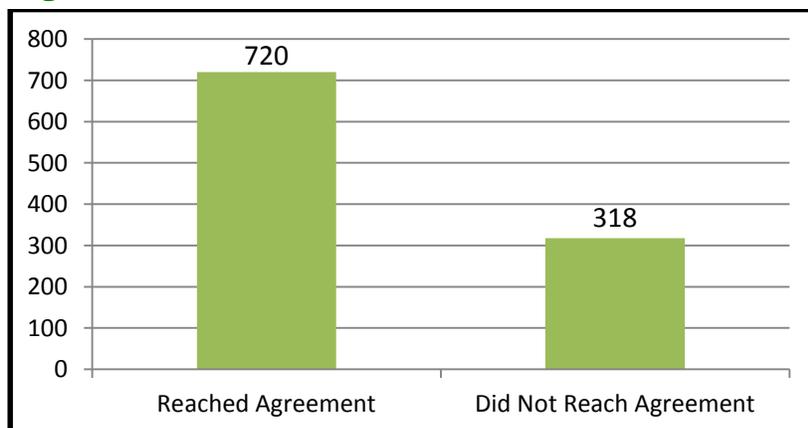
**Figure 7: Percentage of Referred Cases that Went to Mediation**



Mediation programs around the world report high success rates, and JCMS is no exception. After everyone agrees to participate, we assign the case to volunteers to schedule mediation. In 2015, when people met for mediation, 69 percent reached resolution and made written agreements or informal settlements, as shown in Figure 8.

The success rates varied depending on the type of case. Landlord-tenant cases had a success rate of 65 percent, while 68 percent of child support cases resulted in agreement.

**Figure 8: Results of Cases Mediated in 2015**



## *Quick Turnaround Time*

Compared to a court case, which can take months to conclude, JCMS cases were completed very quickly. Figure 9 shows the average number of days cases took to move through our process. On average it took eight days from the date we received the case to contact the parties and assign the case to mediators. Once the case was received by mediators, it took an average of eighteen days for the mediation to be completed and the case closed by our office. For all 1,489 cases received in 2015, whether mediated or not, the average time from the date we received the case to the date we closed the case was twenty-three days.

**Figure 9: Case Duration Data**

Average Time from Case Received to Case Assigned to Mediators	8 Days
Average Time from Case Assigned to Mediators to Case Closed	18 Days
Average Time-All Cases (mediated or not) Case Received to Closed	23 days

## *Telephone Contact Data*

In 2015, JCMS staff members handled over 4,000 phone contacts with parties, agencies and other interested individuals. Figure 10 shows the monthly tallies of phone contacts. This chart only represents actual contact with individuals.

**Figure 10: Phone Call Data**

Month	Info Only	Referral List	New Case	Mediator Contact	Party Contact	Other Agency	Totals
January	28	4	2	43	76	18	171
February	33	10	3	49	210	8	313
March	27	8	0	40	276	5	356
April	51	8	5	45	216	8	333
May	58	10	3	61	171	8	311
June	70	17	2	59	228	23	399
July	39	29	49	41	239	8	405
August	64	33	28	13	271	26	435
September	50	17	21	22	220	3	333
October	76	12	26	17	158	9	298
November	62	6	13	14	184	12	291
December	83	13	8	15	215	22	356
<b>GRAND TOTAL</b>	<b>641</b>	<b>167</b>	<b>160</b>	<b>419</b>	<b>2464</b>	<b>150</b>	<b>4001</b>

Codes:

Info Only: Gave information about mediation or direction to other services

Referral List: Sent list of mediation providers to party who didn't qualify for a JCMS case

New Case: Took in a new case

Mediator Contact: Assisted mediators by answering questions, scheduling meetings, etc.

Party Contact: Spoke with parties to discuss mediation or give status updates

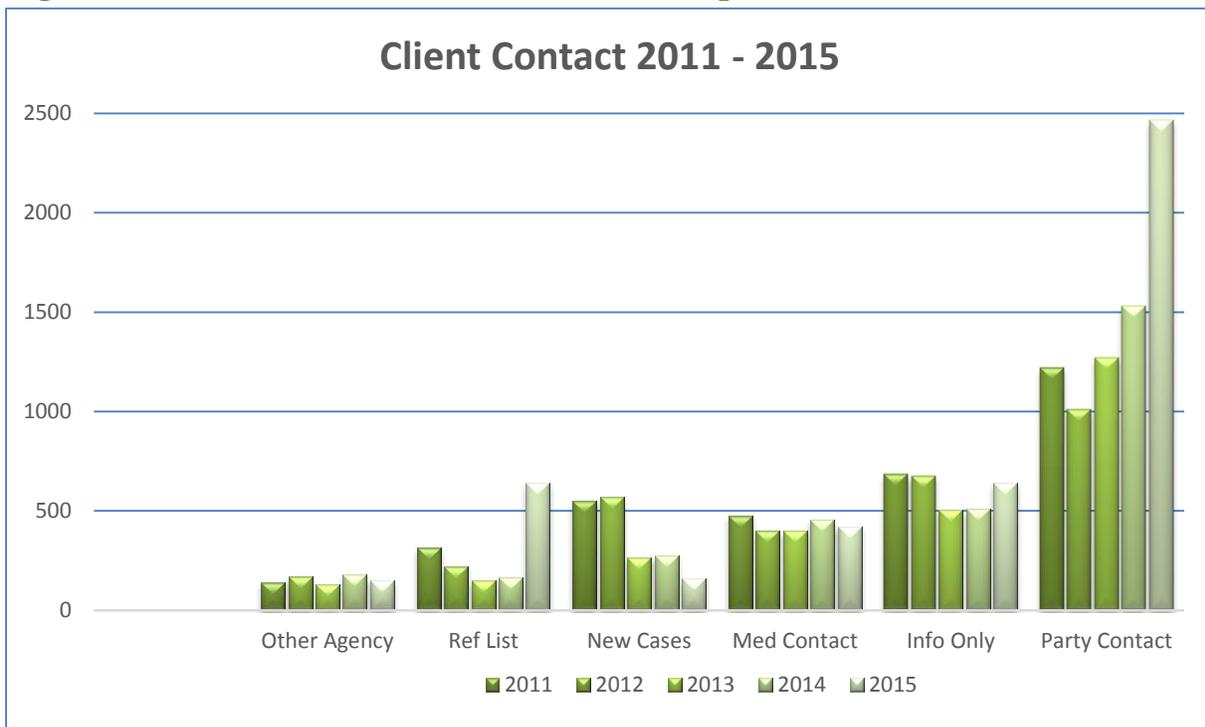
Other Agency: Spoke with another County agency regarding mediation information or referrals

Analysis of five years of phone call data has shown interesting trends and helped to validate some of our organizational changes. Figure 11 below shows the changes in actual contact with clients from 2011 through 2015.

The most notable change is shown on the party contact totals. In 2015 we began using skilled interns to assist with calling parties to offer mediation. This chart shows that our ability to reach clients increased dramatically after making this change. The contact with parties also helps to explain why a greater percentage of our cases actually went to mediation in 2015 than in 2014.

This chart also shows that our contact with referral agencies, our volunteer mediators and community members who call us for general information has remained consistent. We saw a decrease in new cases taken over the phone as we increased our use of technology and other methods to simplify requests for mediation.

**Figure 11: Client Contact Data – Number of People Contacted**



## Child Support Services Summary

Jefferson County Child Support Services (CSS) is constantly working to increase collections from non-custodial parents who are ordered to pay child support to custodial parents. JCMS offered to mediate these cases, and CSS caseworkers have been delighted that they can offer a resource to people whose issues go beyond payment of child support.

This interdepartmental collaboration has had far-reaching benefits for the County and participants. Fathers may protest, “I don’t get to see my kids, so why should I pay child support?” Now there is some help for them, too. The courts are pleased to be relieved of some parenting-time motions and contempt cases for non-payment. Instead of further crowding the jails, Justice Services diverts delinquent payers to work crews, providing services to the County. Children get to know both parents, and when a parenting plan is filed through CSS, parents do not incur a filing fee. Finally, the custodial parents and their children are receiving much-needed child support, so that fewer families need public assistance.

JCMS received 546 referrals from CSS in 2015. CSS reported that the rate of payment increases when the parents agree to participate in mediation. At an average payment of \$255 per month for child support, our 167 successful cases helped CSS collect at least an additional \$511,020.

In 2008, CSS expanded their referrals to include contested child-support modifications. If the custodial and non-custodial parents do not agree on the appropriate amount of child support, mediation can help them discuss a fair amount. If an agreement is reached, it can be implemented immediately instead of after a lengthy court process that increases conflict between the parents. JCMS now provides mediation services for Jefferson County Child Support Services (CSS) in parenting time and child support modification cases. This helps CSS, the taxpayers, the courts, the parents and the children.

Figure 12 shows the results of the cases referred by CSS in 2015. We received 546 cases, 253 of which were assigned to mediators. 293 did not go to mediation, including 3 cases in which one or more parties failed to show up for the scheduled meeting. Of the 253 cases mediated, 167 cases resulted in agreement and 78 did not result in agreement. Our volunteer mediators met one or more times with parties to these cases, for a total of 328 meetings.

This figure also shows the average number of days cases took to move through our process. On average, it took 20 days from the date we received the case to contact the parties and assign the case to mediators. Once the case was received by mediators, it took an average of 46 days for the mediation to be completed and the case closed by our office.

For all 546 CSS cases received in 2015, whether mediated or not, the average time from the date we received the case to the date we closed the case was 65 days. Additionally, 328 meetings were held by volunteers and 2,328 hours of volunteer time.

**Figure 12: Results of Child Support Cases Referred**

Total Cases Referred	546
Cases Assigned to Mediators	253
Reached Agreement	167
No Agreement	78
No Show	8
Refused by One or More Parties	138
Rejected by JCMS as Inappropriate	30
Pending at Time of Report	6
One or More Parties Could Not be Reached	119

One of our caseworkers received a \$15,000 lump-sum arrears payment through our collaboration with Mediation Services. The caseworker said, 'A lot of my lump sums have happened due to Jeffco Mediation. I have really had success with their services.' Excellent! Another family will start the New Year off right.

Debbie Moss, Former Program Director  
Child Support Services

Figure 13 shows the percentage of cases referred by Child Support Services that went to mediation. In 46 percent of cases referred by CSS all parties agreed to mediation. The 53 percent of cases that did not go to mediation includes cases where JCMS was unable to reach one or more of the parties.

**Figure 13: Percentage of Child Support Cases Mediated**

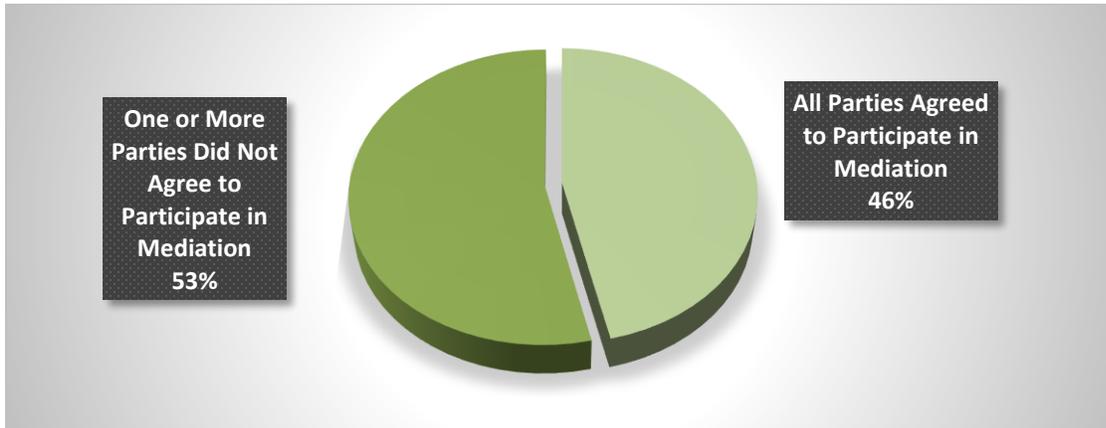
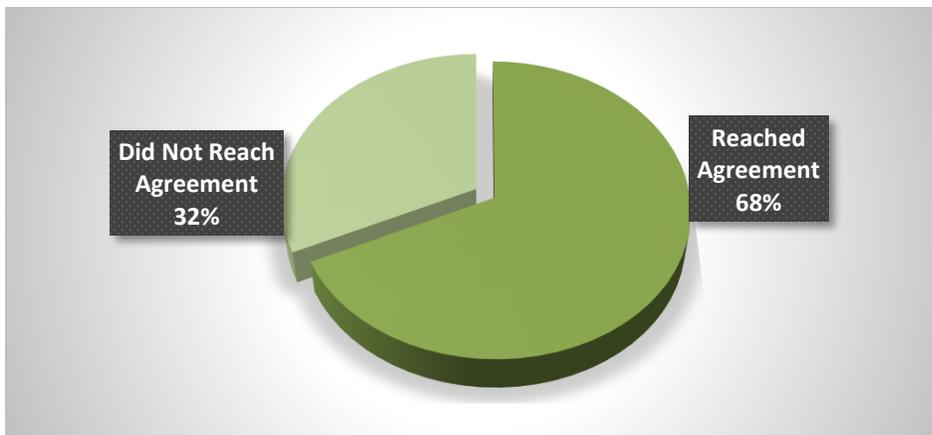


Figure 14 shows the results of cases referred by Child Support Services. 68 percent of the referred cases that went to mediation reached an agreement.

**Figure 14: Results of Mediated Child Support Cases**



## Protection Order Conditions Conference (POCC)

JCMS provides trained, volunteer facilitators to several judges on the days that they are hearing requests for permanent protection orders. These facilitators are trained in domestic violence issues, as well as conflict resolution techniques. JCMS strives to provide facilitation teams with a male volunteer and a female volunteer to create a gender-neutral environment when appropriate. This service is provided without any charge to the court's budget.

Mediators use the Protection Order Conditions Conferences process. Parties are separated into different rooms, and the facilitators coordinate a discussion between the parties in shuttle fashion. This allows the parties to convey their concerns and needs to each other, and in many cases, negotiate the terms and conditions of an eventual permanent or extended temporary protection order, without the direct or implied coercion, fear and intimidation that a face-to-face mediation would potentially entail. Parties can safely negotiate conditions that more precisely meet their needs, with the assistance of trained neutral mediators who use typical conflict resolution techniques.

In domestic cases, the facilitators discuss issues such as retrieval of personal property by the restrained party, exchange of children and parenting time. In neighbor-neighbor cases, the facilitators work on ways for the parties to co-exist, given that they often live next door to each other and will continue to see each other. In student situations, the facilitators work with teenagers and their families to find solutions that will enable the students to continue their high school education peacefully. These discussions often result in a written agreement, which the parties can ask the judge to incorporate into their permanent protection order or into the continuation of the temporary order. The judge usually does not have time, and may not feel it is appropriate, to discuss issues apart from statutory requirements with the parties. The facilitators are often able to foster communication between the parties that leads to agreements that make their lives more manageable.

Figure 15 shows that of the 158 cases assigned to mediators, 107 cases, or 68 percent, resulted in agreements, and 49 cases, or 31 percent, did not.

**Figure 15: Results of Protection Order Conditions Conferences**

Total Cases		158
Cases Assigned to Mediators		156
Refused/Rejected		2
Reached Agreement	(68%)	107
No Agreement	(31%)	49

# Small Claims Court

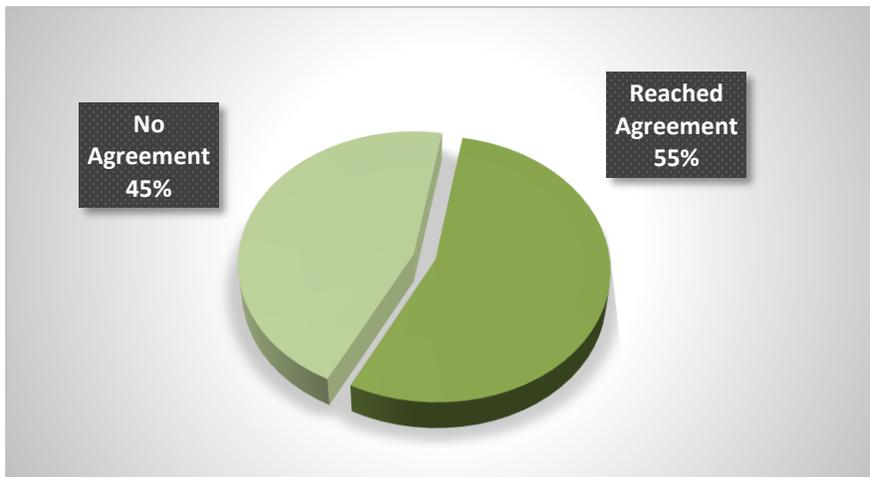
JCMS provides mediators for Small Claims Court. The mediators offer the disputants facilitated settlement conferences. If mediation does not settle the dispute, the parties proceed to have their cases heard by a magistrate. Some people choose to try mediation before they even file a Small Claims case, which saves even more court time.

**Figure 16: Small Claims Court Cases**

Total Cases	307
Cases Assigned to Mediators	290
Reached Agreement	159
No Agreement	131
Refused or Rejected	14
One or More Parties Could Not be Reached	3

Figure 17 shows the results of our Small Claims Court mediations. Fifty-five percent of mediated cases resulted in agreements. This is in line with national averages for such cases.

**Figure 17: Success of mediated Small Claims Court Cases**



## County Civil Court

JCMS provides mediators for County Court cases besides those in Small Claims and Protection Order courts. In Division H court, the type of mediation offered is a “facilitated settlement conference,” which means that mediators are more directive and use more reality checking than in typical mediations. Since the parties are already in the court process, they may be rigid in their positions. The mediators must make relatively rapid assessments as to whether an agreement is possible and, if so, must try to reach a settlement quickly. If mediation does not settle the dispute, the parties will go back to the court to have their cases heard by the judge.

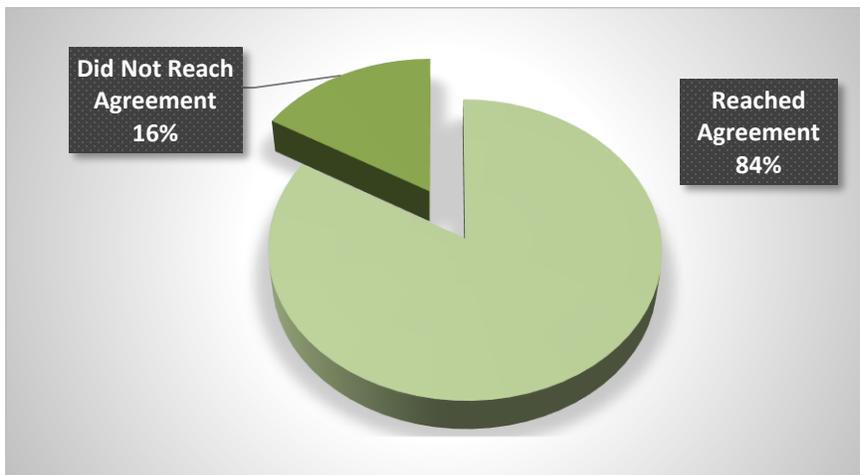
See Figure 1 above for details on how we saved the County Courts more than \$47,000.

**Figure 18: Data for County Court Cases Mediated on Hearing Date**

Total Cases Referred	297
Reached Agreement	234
No Agreement	46
One or More Parties Could Not be Reached	5
Pending at Time of Report	1
Refused or Rejected	11

Figure 19 shows the success rate in County Court Mediations. Eighty-four percent of these cases resulted in agreements.

**Figure 19: Results of County Court Cases Mediated**



“I wanted to let you know that while we did not reach an agreement during the session with you, your work provided the basis to develop a settlement shortly after. Neither party will be filing a claim.”

Anonymous  
Mediation Participant

# Workplace Mediation

## Workplace Mediation for Jefferson County Employees

Conflict can stimulate changes and progress, but unresolved conflicts can disrupt how a team functions. Increased caseloads, changes in operations, staffing cuts and personality differences can create stress. Whatever the cause, mediation can improve communication, decrease tension and improve the team's ability to work together.

The costs of employee discord can be enormous. Recent research by various corporations and government agencies shows that:

- An average manager spends 24 percent to 60 percent of his or her time dealing with employee conflict.
- The effects of conflict include wasted time, reduced decision quality, more absenteeism, lowered motivation, higher health costs and inconvenient rearrangement of work groups to separate disputants.
- Conflict is a major factor in employee turnover, but in today's economy, many people are afraid to leave their jobs so they just endure the stresses of conflict as well as they can.

**The Good News:** Governments and businesses that use mediation show dramatic results. With lower conflict, employees take fewer days for illnesses and absences and improve their morale and productivity. JCMS successfully resolved 5 cases during 2015, resulting in a savings of \$58,330 at a minimum (many cases involved three or more employees, and in a few, the whole team or department was involved). Clearly, significant growth in this area has the potential to save the county vast sums of money.

### *Example of a Workplace Case:*

Average pay for Jefferson County employees is about \$50,000 (about \$25.00 per hour). If two \$25/hour employees spend 10 minutes a day bickering ( $1/6$  of  $\$25 \times 2 = \$8.33$  x 5 days per week, x 50 weeks per year), it consumes \$2,083 per year of their pay. Then each spends 10 minutes talking to the manager – another \$2,083. Their manager earns \$40/hour and spends 20 minutes per day listening to complaints ( $1/6$  of  $\$40 \times 2 = \$13.33$ ) - another \$3333 per year. The two also spend 10 minutes talking to co-workers about each other ( $1/6$  of  $\$25 \times 4 = \$16.66$ ), and it costs another \$4,167 per year for the four workers. Conflicts can go on for years, and this one unresolved conflict will cost \$11,666 per year, not including the effect on the department and its service quality. There are about 55 departments and divisions in the County, so just one conflict in each unit will cost the County more than \$641,630 each year. Disputes between employees and supervisors cost even more: leadership may be challenged or passively resisted, and the team's work will suffer.

“We continue to be pleased with your mediation services and will certainly recommend your services and utilize them again whenever we find the need for facilitation in the future.”

Anonymous

Facilitation Participant

## Mediation in Jefferson County Schools

*What we were hearing from parents, teachers, and assistant principals:*

“My son is out of control - he won’t talk to me, and I don’t know what to do with him.”

“She’s really not a bad kid, but she’s so disruptive in class that the other kids can’t learn.”

“Our kids are falling through the cracks, and the parents just don’t want to be involved.”

Principals worry that we are losing our children. Some parents would rather leave the problems to someone else. Judges say that by the time children get to court, it may be too late to help them. Teachers are overloaded, and school administrators may have no option but discipline for children who cause problems.

*What we are doing:*

We wanted to help these children and ease the burden on schools, so we began our School Mediation program in 2005. The results are impressive: when parties come to the mediation table, they usually resolve their differences.

Our experienced child and family mediators are trained in family dynamics and risk/threat assessment, and they enjoy working on these cases. They love to see children succeed, and they have the skills, talent and time to help people solve problems.

It is in everyone’s interest to help schools do their job well and to relieve them of problems they are not equipped to handle.

We also handle cases involving conflicts between teachers, parents, administrators and other school staff. If it involves conflict, we can help!

## Citizen - Law Enforcement Mediation

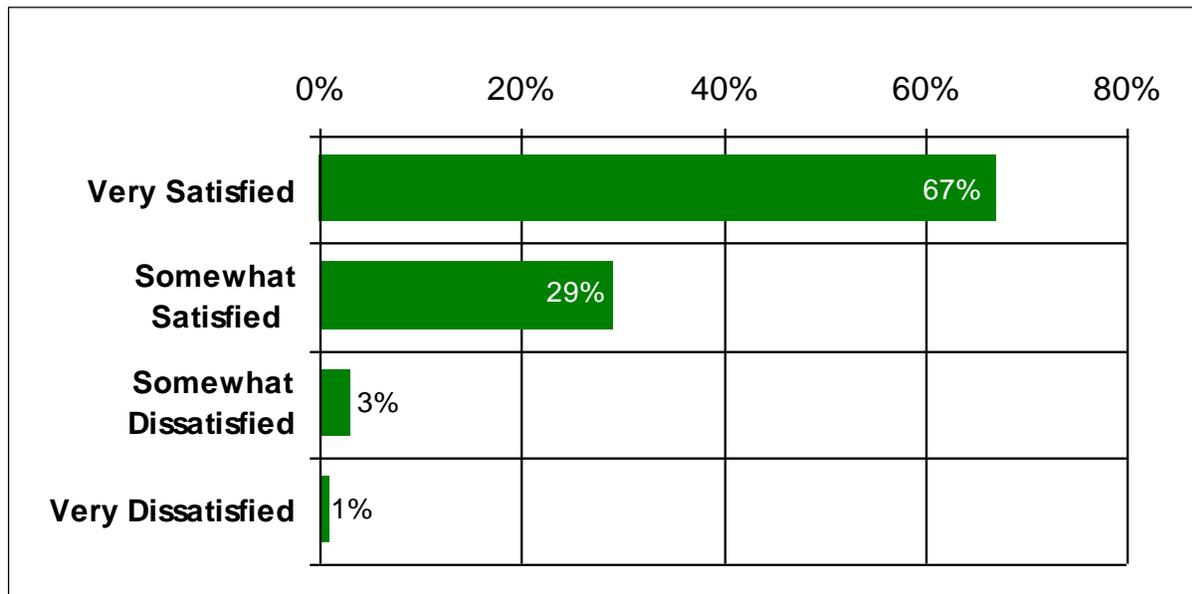
From our first case in 2007, this has been a rewarding program. Citizens who have complaints about law-enforcement personnel in Jefferson County meet face to face with the officers involved. Each participant has a chance to hear how the other felt about the encounter, and to explain his/her own thought process. The goal is to provide greater understanding and to improve relations among citizens and officers. Often the officer can explain protocols that require specific procedures. Similarly, the citizen can often provide good feedback to the officer about how to communicate his/her intentions more clearly. The Professional Standards or Internal Affairs Unit of the law enforcement entity only refer those cases in which an initial investigation has revealed no impropriety by the officer. The citizen who participates understands that any citation or charge against him/her will remain. We have had excellent results with this project, and both the City of Wheat Ridge and the Sheriff’s Office send these cases to us.

A review of all of our participant evaluations from 2011 through 2015 showed that 100% of our participants felt that it was a safe environment to discuss the issues and that all important issues were discussed. 92% of participants stated that mediation changed their view of the situation and 100% said that they would recommend mediation to others.

## Customer Satisfaction

Our clients praise the power of the mediation process. Figure 20 shows their high level of satisfaction: 96 percent reported being either “Very Satisfied” or “Somewhat Satisfied,” only 3 percent were “Somewhat Dissatisfied,” and barely 1 percent said they were “Very Dissatisfied.” A remarkable 92 percent of those who participate in mediation would recommend it to others – even if they didn’t reach agreement themselves. [Analysis of client questionnaires by Cory Stufflebeem and Ian Taylor, 2009]

**Figure 20: Customer Satisfaction**



### **Recent Trend:**

We are seeing a new development: clients now call because their friends, co-workers or neighbors used JCMS, and said it really helped. Sometimes a phone call from our staff to the other party in a dispute will prompt people to settle a dispute on their own. These new clients never had to burden other County agencies with their conflicts.

## Our Mediators

At the heart of the success of Jefferson County Mediation Services are the mediation professionals who donate their time and energy to the program on an ongoing basis. The number of volunteer mediators has expanded from just 20 when the program began in 1994 to about 240 today. In 2015, they gave a total of 4,804 hours to Jefferson County.

### *Backgrounds and Qualifications*

Our volunteers come from diverse educational and employment backgrounds and provide a large wealth of experience and expertise. They include:

- Lawyers and paralegals
- Businessmen and consultants
- Technicians
- Educators
- Medical professionals
- Psychologists and counselors
- Government workers
- Scientists
- Human Resource Professionals

Because our program is so comprehensive and varied, it attracts volunteer mediators across metro Denver and Colorado. Each mediator brings an individual set of talents, personality and experience. Personal traits, aptitudes, training and life experiences make each mediator a unique asset to this outstanding service.

Each volunteer must complete a 40-hour mediation training course (or equivalent) prior to joining the program, attend our orientation and pass a background check. Background checks are repeated every three years.

JCMS volunteers share a desire to help citizens resolve conflict without violence. They also view the program as a credible way to build skills and experience that are recognized by our state's professional organization, The Mediation Association of Colorado. Mediators commit to serve for one year at a time; however, nearly half of our current volunteers have served for four or more years. Their contributions are immense: without the dedication, skill and hard work of each of these mediators, JCMS could not have attained the remarkable level of quality that it offers today.

The community benefits from an increasing pool of mediators experienced in the variety of cases amenable to mediation. Some of our volunteers have gone on to establish or run community mediation services elsewhere, so the benefits continue to spread, giving citizens a viable alternative to other, more expensive, destructive and time-consuming means of conflict resolution (e.g., litigation).

## *2015 Events and Meetings*

Our goal is for our volunteers to have a true community experience. In addition to regular volunteer trainings, JCMS offers quarterly “happy hour” events and an annual volunteer recognition event. Our volunteers support JCMS and we support them.

Here is a list of events and continuing education opportunities that we offered in 2015:

- January 20: Volunteer Colloquium  
Service Animals and Related Lease and Tenancy Issues  
Presenters: Gabriela Sandoval, Attorney, concentrating on Child and Animal Welfare Law, and Alison Butler Daniels, Supervising Attorney, the Legal Center for People with Disabilities and Older People
- February 10: JCMS Advisory Group Meeting
- March 12: DU student volunteer orientation
- March 17: Volunteer Colloquium  
Brain Processes and Micro Expressions: Getting from fight or flight to creative problem solving  
Presenters: Tonya Dalhaus, MA, Micro Expressions Practitioner’s Certification, Center for Body Language, Belgium, and Julie Carter, JD, JCMS Mediator Coordinator
- March 25: Volunteer Networking Happy Hour: Buffalo Rose
- April 21 & 27: New Volunteer Orientation
- May 12: Advisory Group Meeting
- May 19: Volunteer Colloquium  
Drafting a Solid FED Stipulation  
Presenter: Judge Tammy Greene, Jefferson County Court
- June 30: Volunteer Networking Happy Hour: Mountain Tap Bar and Grill
- August 11: Advisory Group Meeting
- September 1: Volunteer Recognition Event
- October 27 & Nov 2: New Volunteer Orientation
- November 10: Advisory Group Meeting
- November 10: Volunteer Networking Happy Hour: Colorado Plus
- Nov. 17: Volunteer Colloquium  
Tips for Mediating a Solid Parenting Plan  
Presenter: M. Arden Hauer, MA, JD
- December 5: Volunteer Training – Using Conflict Coaching During Mediation  
Presenter: Robin Amadei, Common Ground Mediation Center

Our staff consists of a full-time Executive Director and six part-time staff. Together, we handle the myriad details involved in running such a large and varied service. Each week, we answer or return over 70 calls, open and close over 30 cases, provide information and referral lists to people who do not qualify for our free services, and field inquiries from other agencies. We contact parties to persuade them to try mediation, respond to numerous e-mails, schedule mediation sessions and manage our database. With our combined experience and expertise, we serve as a valuable resource for our volunteers, discussing their cases, answering their questions and arranging advanced mediation training. We make presentations to other agencies, attend meetings and schedule volunteers to mediate for various judges and magistrates. It's not just a job to us - we are committed to serving our clients in any way we can.

### *Mark S. Loye, M.S., M.P.A.*

Mark is the Executive Director of JCMS and helped to start the program in 1994. He has over 28 years of professional experience in dispute-resolution, with extensive training and experience in mediation and facilitation. His work has included multiparty environmental and land-use, business, organizational, EEO/workplace, neighbor-neighbor, divorce and child custody, real estate, task force and group facilitation. He has a B.A. in biology from Stanford University and earned graduate degrees in ecology from Cornell University, and in Public Administration from the University of Denver. He is an EEO mediator for the U.S. Postal Service, where he has handled over 130 cases. Mark is a professional member of The Mediation Association of Colorado, and is a member of the international Association for Conflict Resolution, the National Association for Community Mediation and the Society for Range Management. In early 2011, he was appointed as the Community Conflict Resolution Representative to the Advisory Committee for the Colorado Office of Dispute Resolution. He currently serves on the First Judicial District Access to Justice Committee, a group committed to maximizing availability of all aspects of the legal system to all citizens.

### *Helena Jo Goldstein, Esq.*

Helena is the Program Director and has been with JCMS since 2001. She has a B.A. in History from the University of Michigan, and earned her Juris Doctor at Northeastern University School of Law. She was an attorney in private practice in Boston, specializing in domestic law and tax issues, before her appointment as General Counsel for the Cambridge (MA) Housing Authority. Under the auspices of the Council of Large Public Housing Agencies (CLPHA), Helena traveled nationwide as a trainer on EEO issues for housing authorities. She also served on the Massachusetts committee that rewrote the state regulations for housing authorities. After relocating to Colorado in 1993, she pursued a career in mediation. She has advanced training in Workplace Mediation, Team Decision Making Facilitation, and Parenting Coordination and Decision Making. She has co-taught courses for mediators on Intimate Partner Violence. She is a professional member of the Mediation Association of Colorado, and serves as a mentor to many of the JCMS volunteers.

### ***Julia Courtney Carter, Esq.***

Julie is the Mediator Coordinator and has been with JCMS since 2000. She has a B.A. in Sociology and Psychology from University of Colorado, and earned her Juris Doctor at University of Colorado's Fleming Law School. After working as an attorney in corporate and securities litigation and business organization, Julie became a JCMS volunteer in 1998, and mediated various types of cases before joining our staff. She received training in Restorative Justice with Longmont Community Justice Project. She has taken advanced training in workplace mediation and serves as an EEO mediator for the U.S. Postal Service. She is a member of The Mediation Association of Colorado and is a past member of the Alternative Dispute Resolution section of the Colorado Bar Association. She has been a co-instructor in Anger Replacement Training for adult paroled offenders, has taught and co-taught several training courses for mediators, and provides ongoing coaching and support to our volunteers. Julie has played a significant role in expanding and improving our programs and increasing our collaboration with other County agencies.

### ***Brian S. Beck, M.A.***

Brian has been with JCMS since 2008 and serves as Technology Coordinator. He has a B.S. from Oklahoma State University and earned a Master of Arts degree in Conflict Resolution from the University of Denver, as well as a Certificate in Alternative Dispute Resolution from the University of Denver's University College. He has been a mediator since 2003 and has mediated victim-offender, civil, divorce and custody cases. Brian has served as President for The Mediation Association of Colorado and is a current professional member of the organization. He was also appointed by the Chief Justice of the Colorado Supreme Court to serve on the Office of Dispute Resolution Advisory Committee.

### ***Natasha Alizadeh***

Natasha has been working as the Administrative Assistant at JCMS since 2011. She helps the office run smoothly by shepherding cases from the meeting notice stage to closure. She prepares files for each mediation, and processes the paperwork for case completion. She schedules mediator coverage for Small Claims Court, Protection Order Court, and County Court Division H, monthly. She also tracks the annual renewal process for volunteers. When not working at JCMS, Natasha is very involved in the Jefferson County Community. She runs the aqua fitness program for the City of Lakewood, teaches swimming classes, serves on the board for her HOA, participates in community events, and volunteers as an election judge.

### ***Beth D. Merritts, M.A.***

Beth has been with JCMS since 2015. She serves as a Conflict Resolution Specialist and provides administrative support for the JCMS team. She has a B.A. from Regis University in Communication Studies and earned a Masters of Arts degree in Communication Theory and Conflict Resolution from Regis University, College of Professional Studies. She has been a mediator since 2006, and has been a JCMS volunteer mediator since 2009. She has mediated victim-offender, community, small claims and domestic cases. Beth has over 10 years experience providing administrative support in the legal field, with experience in family, real estate, corporate, regulatory and energy law. Beth currently is an adjunct professor at Red Rocks Community College teaching Public Speaking, Career Communication, and Conflict Resolution.

### ***Rachel Johnson***

Rachel has been with JCMS since 2015 and serves the program as an administrative assistant. Rachel has a B.A. in Psychology from the University of Colorado where she also received training in Restorative Justice with the University of Colorado Restorative Justice Program. She has gone on to receive further Restorative Justice training and volunteer opportunities with the Longmont Community Justice Program. Rachel has been a mediator since 2015 and has mediated civil, victim-offender, neighbor-neighbor and family cases with JCMS and the Denver Court Mediation Services program.

## The Future of JCMS

What is next for JCMS? We are coordinating with County agencies to increase our services. Employees may be hesitant about trying mediation, so we work to increase employee acceptance and use of our workplace program. Those who have used mediation are pleased with the results, and agencies that collaborate with us are enthusiastic and committed to our joint efforts. Our caseload has grown dramatically over time, and we project that this trend will continue in future years.

We will continue to respond to the needs of any County agency that requests more specialized services. This is how we have become the largest, most diversified community mediation program in Colorado. We will continue to expand our collaboration with other agencies through facilitation of major decision-making groups. These program expansions will further the aim of saving resources for the County.

Already in 2016 JCMS is making news. The public awareness of our neighbor-neighbor and court-related mediation work has been featured in several publications. Our story can be found in the Golden Informer, Jefferson County Your Hub and will be featured in the Colorado Conflict Resolution Month promotional materials.

JCMS is making a major push to expand its law enforcement/citizen complainant mediation programs. The Jeffco Sheriff's Office and the Wheat Ridge Police Department are long-time partners in this endeavor. JCMS will hold a two-day training in May for mediators interested in this area of specialization. With this increased capacity, we hope to attract some or all of the other municipal police departments within the County. This effort is timely and should be greeted warmly by the citizens of Jefferson County.

Mediation can become the standard method of managing the conflict inherent in all areas of human activity, and JCMS can lead the way.

Most importantly, for a small annual investment of County funds, JCMS will continue to expand the large payoff in cost savings to governmental agencies and the courts, reduce ongoing conflict both in the community and within the County, and enhance public peace and harmony. JCMS is setting the standard for innovation and progress in conflict resolution across Colorado and throughout the Rocky Mountain region.

## 2015 JCMS Advisory Group

The Advisory Group meets quarterly to consider questions of policy and program direction. On a less formal level, the members serve as a sounding board for new ideas of JCMS staff and volunteers. These representatives of client agencies give us valuable guidance on their conflict resolution needs and feedback on the quality of our services. They also serve as advocates of JCMS to their own staff and agencies. As public managers and decision-makers, they make observations and offer insights that have been invaluable to the growth and vitality of JCMS. The Advisory Group is an evolving body, adding interested members as new client agencies and jurisdictions join those already served by JCMS.

Cynthia Ayde, Counselor, Deer Creek Middle School  
Rachel Baumel, JCMS Mediator  
Janet Bell, Citizen Liaison  
Greg Carr, Arvada Code Enforcement Manager  
Larry Cerrillo, JCMS Mediator  
Agent Michelle DeLeon, Lakewood Police Department  
Ray Fleer, Jefferson County Undersheriff  
Casie Stokes, Assistant County Attorney  
Judge Tammy Greene, County Court  
Robyn E. McDonald, JCMS Mediator  
Nicole Miller, Jefferson County Human Resources  
Kathryn Otten, Director, Justice Services Division  
Judge Jeffrey R. Pilkington, District Court  
Jennifer Rhoads, Deputy District Attorney  
Susan Rumley, Asst., Community and Workforce Development  
Magistrate Joel Schaefer, County Court  
Agent Lee Thomas, Lakewood Police Department  
Judge Todd Vriesman, District Court  
Tama Wood, Jeffco R-1 Schools  
Lindsay Wyrick-Bruner, Family Tree, Women in Crisis  
Carla Zinanti, Manager, Animal Control Section

## Volunteer Recognition Event

Each year, we hold an event to express our gratitude to all of our volunteers. They usually work with only one other mediator at a time, when handling a case, so this is a chance for them to meet their colleagues and to network and enjoy themselves in an informal setting.

The event also allows our elected officials to express their thanks to these generous people by presenting awards to the outstanding mediators in various categories.

On September 1 we held our Volunteer Recognition Event at Mount Vernon Events Center in Golden. We all enjoyed the lovely setting, good food, and great company.

## Recognition Event Sponsors

Special thanks to the following individuals and local businesses that sponsored our 2015 awards event!

240 Union  
Baker Street Pub, Belmar  
Blue Sky Café  
Bonefish Grill, Lakewood  
Café Jordano, Lakewood  
Chad's Grill, Lakewood  
Chili's, Applewood  
Chipotle, 355 S. Wadsworth  
Cinemark, Belmar  
Denny's, 32<sup>nd</sup> & Youngfield  
Egg & I, Belmar  
Grappa Italian Bistro & Wine Bar  
Jason's Deli, Lakewood  
Jose O'Shea's, Lakewood  
Le Peep, 141 Union  
Live Basil Pizza, Lakewood  
Macaroni Grill, Denver West  
Massage Envy, Arvada  
Mimi's Café, Denver West

Morrison Inn, Morrison  
Old Chicago, Lakewood  
Olive Garden, Alameda Ave  
Olive Garden, West Colfax Ave  
On the Border, Denver West  
Outback Steakhouse, Denver West  
Paciugo, Belmar  
PF Chang's, Belmar  
Pizza Hut, Union Blvd  
Planet Beach, Belmar  
Shear Productions Hair Salon,  
Lakewood  
Smallcakes, Lakewood  
SmashBurger, Belmar  
Starbuck's, Applewood  
Starbuck's, Golden  
Sunrise Sunset, Lakewood  
Wahoo's Fish Taco, Lakewood  
Woody's Pizza, Golden

## JCMS Mediators' 100 Club Honor Roll

JCMS has a large group of dedicated volunteers. Among these are some outstanding individuals who have each mediated 100 or more cases in their time with our program. The list below shows each of those mediators and the total number of cases they have handled for JCMS.

Elaine Rains – 1,424	Kathleen Schoen – 156
Jerry Schopen – 1,064	Julie Carter – 149
Joel Bogen – 707	Caroline McKinnon – 143
Randy Stein – 469	David Weinstein – 139
Anita Gilbertson – 420	David Jones – 137
Jim Gurley – 346	Ginger Matney – 133
Julie Manning – 340	Karen Kail – 133
Michael McClimans – 300	Mike Cross – 132
Francisco Terrones – 267	Marty Atlas – 130
Robyn McDonald – 257	Paul Teven – 129
Lawrence Cerrillo – 252	Daniel Horsey – 127
Richard Fullerton – 220	Tonya Dalhaus – 125
Kristin Thompson – 217	Kimberly Saviano – 124
Georgine Kryda – 217	Tom Hoffman – 124
Kitty Pring – 197	Marietta Kerby – 121
Laura Elliott – 197	Jeff Jones – 120
Floyd Borakove – 195	Scott Baroway – 118
Charlotte Pavek – 190	*Mark Allen – 112
Steven Shaver – 180	Karen Hamm – 109
Helena Jo Goldstein – 174	Fiona Lewis – 103
Billy Harris – 173	Charles Kall – 102
Irnie Pierce – 166	Walter Kowalchik – 102
Karen Tracy – 165	*Matt Jarvinen – 102
Janet Hopkins – 157	Lee Saulnier – 100

\*Volunteers who joined the 100 Club in 2015

## Long-Term Volunteers

Jefferson County Mediation Services has a long history of providing outstanding services to the citizens of Jeffco. Some of our volunteers have been around for much of our journey. The volunteers listed below are currently active and have been with the program for 10 years or more.

Carol Baker  
Michael Bowe  
Julia Carter  
Larry Cerrillo  
Mary Ann Foster  
Richard Fullerton  
Helena Goldstein  
Tom Hoffman  
Rita Hyland  
Don Jacobson  
David Jones  
Loretta Koehler  
Karen Lest

Julie Manning  
Jan Mickish  
Madelynn Orr  
Charlotte Pavek  
Debbie Plotkin  
Elaine Rains  
Tricia Reichwein  
Robin Rossenfeld  
Kathleen Schoen  
Jerry Schopen  
Wayne Smart, Jr.  
Patrick Walsh  
Rodella Wooten



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