

CITIZEN
DISPUTE
CENTER

Neighborhood Justice Centers

An Analysis of Potential Models

by

Daniel McGillis

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Prepared for the National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice by Abt Associates Inc., under contract number J-LEAA-030-76. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Cover design by Candace Cain

October 1977

Office of Development, Testing, and Dissemination
National Institute of Law Enforcement
and Criminal Justice
Law Enforcement Assistance Administration
U.S. Department of Justice

Table 2.1
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES	CITIES					
	Boston	Columbus	Miami	New York City	Rochester	San Francisco
<i>Project Name</i>	Boston Urban Court Project	Columbus Night Prosecutor Program	Miami Citizen Dispute Settlement Program	Institute for Mediation & Conflict Resolution Dispute Center	Rochester Community Dispute Services Project	Community Board Program
<i>Start-up Date</i>	9/75	11/71	5/76	6/75	7/73	In planning stages
<i>Community Served Name</i>	Dorchester District, Boston, Massachusetts	Franklin County, Ohio	Dade County, Florida	Manhattan and Bronx, New York	Monroe County, New York	Selected Sections of San Francisco
<i>Population</i>	Dorchester: 225,000	County: 833,249 Columbus: 640,025	County: 1,267,792 Miami: 334,858	Manhattan: 1,530,233 Bronx: 1,471,701 Total: 3,010,934	County: 711,917 City of Rochester: 296,233	San Francisco: 715,674
<i>Sponsoring Agency Name</i>	Justice Resource Institute (non profit)	City Attorney's Office, Columbus, Ohio (Contractor: Capital University Law School)	Administrative Office of the Courts	Institute for Mediation & Conflict Resolution (non-profit)	Rochester Regional Office of the American Arbitration Association (non-profit)	Community Board Program (non-profit)
<i>Source of Funds</i>	Law Enforcement Assistance Administration	Originally Law Enforcement Assistance Administration. Now city funded	Law Enforcement Assistance Administration	Law Enforcement Assistance Administration	Law Enforcement Assistance Administration	Foundation Funds
<i>Location</i>	Private storefront near the court	Prosecutor's office	Government building which also houses court & district attorney	Office building in Harlem, not near court	Downtown office building near the court	Likely to have offices in the neighborhoods
<i>Case Criteria</i> General Rationale	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants and bad checks	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants

Table 2.1 (continued)
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES \ CITIES	Boston	Columbus	Miami	New York City	Rochester	San Francisco	
<i>Case Criteria (continued)</i> Types of Cases	36% family disputes; 20% neighbor; 17% friends; 10% landlord/tenant; 17% miscellaneous	39% interpersonal disputes, 61% bad checks	Statistical data are not currently available. Many assaults, harassments, neighborhood problems, domestic problems	Statistical data are not currently available. Cases include both misdemeanors and felonies	Approximately 2/3 are interpersonal criminal matters, 14% city regulations, 6% bad checks & miscellaneous. May begin to process family court cases	Not Applicable	
<i>Referral Sources</i> Walk-ins	See Other	(to prosecutor)	20% approximately	6%	1975 14%	1976 18%	(likely to be high)
Police	2.2%		20% approximately	42%	-	1%	(likely to be high)
Prosecutor	See Bench	Most cases received through this office	60% approximately		6%	11%	
Clerk	33.4%			62%	66%	70%	
Bench	67.4% (including district attorney)	10-16% approx.			11%		
Community Organizations	See Other				-	-	"Third party" referrals will be encouraged
Other	7%				2%	0%	
<i>Screening/Intake Procedures</i>	Staff member attends morning arraignment sessions; staff also answer calls from bench. Interviews conducted at court or project office	Staff members of district attorney's office & intake staff of project refer disputants to project. Respondents are requested to appear at hearing or face possible charges	Intake staff are located at the project office & interview clients referred to the project from other criminal justice agencies	Cases are received from intake workers at summons court, criminal court, & police desk of district attorney's office	The project intake worker screens and refers cases at the clerk's office. Walk-in cases are screened at the project's office		Currently being developed

Table 2.1 (continued)
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES \ CITIES	Boston	Columbus	Miami	New York City	Rochester	San Francisco
<i>Resolution Techniques</i>						
Type	Mediation	Mediation	Mediation	Mediation followed by imposed arbitration if mediation is unsuccessful. Only 6% of cases have required imposed arbitration	Mediation followed by imposed arbitration if necessary. In 1976 40% of cases heard required an imposed arbitration award	Mediation
Enforceability of Resolutions	Court cases continued pending follow-up after mediation	Disputants are informed that case charges will be filed if case is not satisfactorily resolved. Respondents are occasionally placed on prosecutorial probation	Disputants are informed that case charges may be filed if case is not satisfactorily resolved	Arbitration agreements are prepared at the end of all hearings & are enforceable in the civil court	Arbitration agreements are prepared at the end of all hearings & are enforceable in the civil court	Peer pressure
Time Per Hearing	2 hours	30 minutes	30 minutes	2 hours	One hour and 45 minutes	Not Applicable
Availability of Repeat Hearings	Rarely more than two	Rarely used	Very rare	Most cases are completed in 1 session. Small number require two	Rarely used	Not Applicable
Use of Written Resolutions	Yes	Rarely used	Yes	Yes. Resolutions are binding	Yes. Resolutions are binding	Yes (unsigned ones are planned)
<i>Hearing Staff Qualifications and Training</i>						
Type	Diverse group of community members	Law students	Professional mediators	Diverse group of community members	Diverse group of community members	Diverse group of community members
Form of Recruitment	Widespread advertising, group contact	Contacted by staff at Capital University Law School	Through community contacts	Contacts with community groups and agencies	Contacts with organizations	Widespread effort to contact. Community meetings
Number Used Per Session	2-3	1	1	1-3	1	5
Rate of Payment	\$7.50 per night	\$3.75 per hour	\$8-10 per hour	\$10 per session	\$25 per case	Not determined yet (may be same as jurors)

Table 2.1 (continued)
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES \ CITIES	Boston	Columbus	Miami	New York City	Rochester	San Francisco
<i>Hearing Staff Qualifications and Training (continued)</i> Training	40 hour training cycles originally conducted by IMCR, and now by local staff	12 hours of training conducted by the Educational and Psychological Development Corporation	Discussions and co-mediation with experienced mediators	60 hours of training conducted by IMCR	40 hours of training conducted by AAA	2 day training cycles are planned
<i>Follow-up Techniques</i> Appeal/Rehearing Availability	Yes, but rare	Rarely used. Disputants can return on new charges	Yes, but rare	Only if both parties agree. Parties can appeal under state law if they feel award was arrived at fraudulently	Yes, if both parties agree	Probably appeal to new board
Follow-up Contacts	Disputants are contacted two weeks after hearing and again three months later	Disputants are contacted 30 days after hearing to see if resolution is being maintained	No. Project plans follow up in summer of 1977	Yes. 30-60 days post hearing to see if resolution is being maintained	Assist in maintaining resolution if contacted. No systematic re-contact	Some follow up planned
Case Preparation for District Attorney/Court	No	Yes. Charging material is prepared and filed if necessary	Court is contacted regarding outcome	No	No	No
<i>Overall Costs and Unit Costs</i> Annual Operating Budget	\$105,268****	\$43,000	\$150,000	\$270,000	\$65,000*	\$187,500
Total Annual Referrals	350	8,429** (1976)	4,149 (1976)	3,433***	663 (1976)	Not Applicable
Cost/Referral	\$300	\$6.69 plus in kind costs	\$36.15	\$78.65	\$98.03	Not Applicable
Total Annual Hearings	283	3,478 (1976)	2,166 (1976)	640***	457 (1976)	Not Applicable
Cost/Hearing	\$372	\$12.38 plus in kind costs, approximately \$50	\$68.25	\$418 (recently \$270)	\$142	Not Applicable

Table 2.1 (continued)
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES	CITIES					
	Boston	Columbus	Miami	New York City	Rochester	San Francisco
<i>Goal Achievement</i>						
Total Annual Referrals	350	6,429 interpersonal disputes in 1976; 10,146 bad checks; total = 16,575	4,149 (1976)	3,433 extrapolated from 16-18 months through November, 1976	663 (in 1976)	Not Applicable
Percentage Having Hearing	71%	54% of interpersonal disputes	54%	46% hearing scheduled, 19% held due to clients resolving disputes	60% (in 1976)	Not Applicable
Percentage of Hearings Resulting in Resolutions	89% (i.e., written agreement)	Not Applicable	Project reports 97%	100%: 95% mediated, 5% arbitrated	100% due to arbitration provision. 60% mediated agreement; 40% arbitrated agreement	Not Applicable
Percentage of Failures to Uphold Resolutions	15%	10% (survey of 892 1976 cases)	Not Available	9% according to a follow-up	Unknown	Not Applicable
Percentage of "Resolved" Cases Returning to Court	Unknown	2.2%	Not available	Less than 1%	5% seek enforced agreement	Not Applicable
<i>Project Organization</i>						
Total Number of Project Staff	4	Approximately 1 full-time equivalents	8	10	6	6%
Administrative	Supervisor	Coordinator, Director	Program Director, Administrative Officer	Executive Director, Center Director, Summons Court Supervisor, fiscal officer	Project Director, Coordinator, Tribunal Administrator	Project Director, Program Manager
Intake	2 case coordinators	6 senior clerks, 6 clerks	3 intake counselors	Intake Coordinator, Intake Worker, Police Liaison	Intake Worker (partly by Tribunal Administrator)	2% organizers
Social Service	Case coordinators provide referrals	6 social work graduate students	Social worker	Social worker		

Table 2.1 (continued)
Major Characteristics of the Six Sampled Dispute Processing Projects

FEATURES \ CITIES	Boston	Columbus	Miami	New York City	Rochester	San Francisco
Project Organization (continued)						
Mediation	Approximately 50	Approximately 30	Approximately 20	Approximately 50	Approximately 70	Will train approximately 50
Clerical	Administrative Assistant	None	1 secretary, 1 receptionist	Receptionist, Administrative Assistant	Administrative Assistant, Receptionist	Evaluator
Project Models	IMCR Dispute Center		Columbus Project Rochester Project	Rochester Project, Columbus Project, Jewish Conciliation Boards, Bronx Youth Project	Philadelphia Arbitration As An Alternative Project	Denzig's model of Community moots
Additional Services Provided	Disposition program/victim service component	Problem drinker's group, battered wives' group			Community Group Dispute Resolution, training programs	Community Group Dispute Resolution

NOTES:

- * Total budget is \$126,723, including additional components (community group dispute resolution and community organizational training).
- ** Interpersonal disputes only - bad check cases add an additional 10,106 referrals but involve very little project case processing time.
- *** Extrapolated from aggregated data on initial 18 months of referrals through November 30, 1978.
- **** Based on portion of larger Urban Court Budget attributed to the mediation component; case figures are estimates for the corresponding years (6/77 - 6/78).

Table 2.2
Referral and Hearing Costs and Related Attributes

Site (No. Referrals/ No. Hearings)	Cost Per Referral	Cost Per Hearing	Sponsor	Primary Source of Referrals	Resolution Technique	Hearing Staff	Number Per Session	% Repeat Hearings	Hours Per Session	Follow- up Con- tacts	Hours Mediation Training
Boston (350/283)	\$300.00	\$372.00	Private	Bench	Mediation	Citizen	2-3	16%	2.0	2	40
New York City (3433/649)	79.00	416.00*	Private	Summons Ct.	Arbitration	Citizen	1-3	2%	2.0	1	50
Rochester (663/457)	98.00	142.00	Private	Clerk	Arbitration	Citizen	1		1.75	0	40
Miami (4149/2166)	36.00	69.00	Court	Prosecutor	Mediation	Profes- sionals	1		.5	0	
Columbus** (6429/3478)	6.69	12.36 (20. incl in-kind costs)	Prosecutor	Prosecutor	Mediation	Student	1		.5	1	12

* Based on recent caseload increases, the project projects a reduction in hearing costs to \$270.

** Figures presented are for interpersonal disputes only. The Columbus project also processes many bad check cases, but procedures for these cases are non-mediational.

Table 3.2
Referral Sources by Criminal Charge
(March 1 - May 8, 1977)

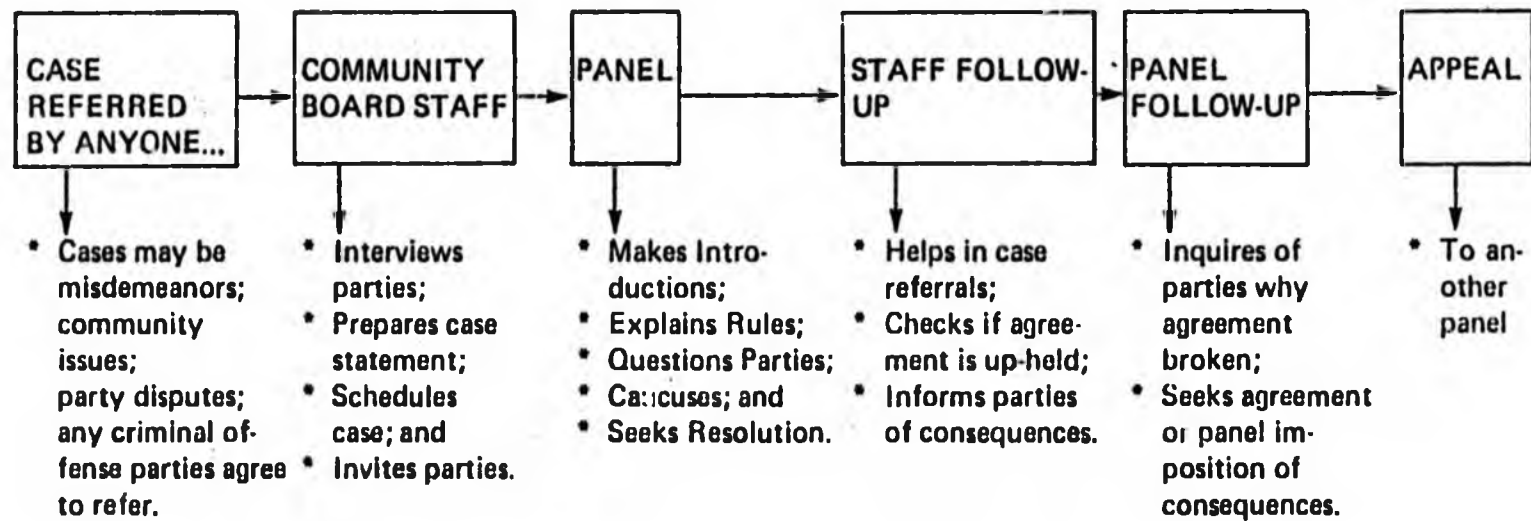
CRIMINAL CHARGES	Bench/DA	Clerk	Other
Assault & Battery	16	7	-
Assault & Battery with a Dangerous Weapon	18	5	-
Mal. Destruction	8	2	-
Threats	10	6	-
Larceny	3	-	1
Trespass	1	-	-
Breaking & Entering	2	-	-
Breach of Contract	2	-	2
Contributing to Del.	2	1	-
Annoying Phone Calls	3	-	-
Runaway	1	-	-
Disturbing the Peace	-	1	-
C.H.I.N.S.	-	-	1
Biting Dog	-	-	1
Harassment	-	-	1
	66	22	6

Table 3.3
Nature of Disputants' Problems in 1975

DISPUTANTS' PROBLEMS	Number of Cases	Percentage of Cases
Harassment	215	50
Assault	70	16
Property Dispute	35	8
Dog or Other Animal	24	6
Bad Check	23	5
Other	22	5
Criminal Mischief	18	4
Contract Problem	18	4
Criminal Trespass	1	< 1
No Information	1	< 1
Total	427	

The project's case criteria have remained quite stable over time, and the distribution of cases received by the project is relatively stable. The project does not have a means for accurately estimating whether the cases selected by the project would have penetrated deeply into the criminal justice system. Clearly many of the matters involve events which are technically chargeable as criminal offenses, but it is not clear what proportion of these cases would have been removed from the system by screening clerks who operate the clerk of court's pre-warrant screening project. This project involves interviews with plaintiffs and defendants prior to the preparation of a warrant, and efforts are made to resolve the cases at the pre-warrant stage by the clerk's office.

Figure 3.1
Visitacion Valley Planning Committee's
Community Board Program Model:



A. The Boston Urban Court Program

Ms. Lois Gehrman
Boston Urban Court Program
560A Washington Street
Dorchester, Massachusetts 02124

B. The Columbus Night Prosecutor Program

Mr. Lawrence Ray
Night Prosecutor Program
City Hall Annex Building
67 N. Front Street, Room 400
Columbus, Ohio 43215

C. The Miami Citizen Dispute Settlement Program

Ms. Linda Hope
Citizen Dispute Settlement Program
1351 N.W. 12th Street
Miami, Florida 33125

D. The New York Institute for Mediation and
Conflict Resolution Dispute Center

Ms. Ann Weisbrod
IMCR Dispute Center
425 W. 144th Street
New York, New York 10031

E. The Rochester American Arbitration Association
Community Dispute Services Project

Mr. Theodore Kantor
Community Dispute Services Project
36 W. Main Street, Suite 410
Rochester, NY 14614

F. The San Francisco Community Board Program

Mr. Raymond Shonholtz
Community Board Program
149 Ninth Street
San Francisco, California 94103

Red report
loaned to
Dorothy Newman
333 - 2489

Leg. role to
give \$, not authority
for Citizen Resolution
Centers -

LEAA \$ only for
areas of 200,000+
and other limitations -

Community Board Program



The Community Board Program

Many San Francisco residents put up with neighborhood problems because there is no real way to solve them. When quick action is needed on minor criminal incidents and community disputes, where can people go? In two San Francisco communities—Bernal Heights and Visitacion Valley/Sunnydale—neighbors are solving such problems through the Community Board Program.

Community Boards is this country's first community based, non-governmental approach to solving neighborhood conflicts. Five-member panels conduct community hearings dealing with vandalism, theft and assaults and noncriminal incidents—howling dogs, cars parked illegally in driveways, consumer complaints, landlord/tenant conflicts—in neighborhoods where the problems occur. Community Board panelists are selected by their neighbors and receive training in solving neighborhood problems. Everyone affected by a case—disputing people, panelists and community members—meets in a neutral forum, tries to understand what happened and why, then suggests ways to resolve the problem. Program staff and the community cooperate to see that resolutions are carried out.

How Community Boards Work:

- A community person—resident, merchant, school teacher, minister or anyone with a neighborhood-related problem—phones the local community Board office and reports what happened. Agencies—for example, the City's juvenile probation and police departments—may also refer people to neighborhoods with Community Board panels. Participation in the Program is voluntary.

- Community Board staff visit those involved, explain how hearings work and encourage them to use the Program. Hearings aren't always necessary. If a problem is brought to a person's or group's attention, they may agree to solve it on their own.

- If people want a hearing, Community Board staff arrange a meeting time and place. Neighborhood residents are welcome to attend the evening sessions. There are four parts to a panel hearing:

(1) Each participant explains the problem from his/her viewpoint.



Visitacion Valley neighbors participate in Community Board hearing.

(2) Panelists and participants clarify problem(s). The panel encourages the parties to discuss with each other the nature of their problem and to take a share of responsibility in it.

(3) The panel helps them discuss possible resolutions. Panelists don't judge guilt or innocence or fix blame.

(4) Participants reach final agreement.

- Resolutions have taken many forms. Here are two examples:

A typical case from Visitacion Valley involved three young boys, ages nine, ten and twelve, who broke into a school and stole several items. At the hearing, the panelists encouraged them to explain why they had broken into the school and to accept responsibility for what they had done. In the course of the discussion with their parents and the school principal, the boys suggested a resolution. They agreed to apologize to the class whose things were stolen and work with the school janitor an hour a day for six weeks to repay the school for the broken window.

Another case involved neighbors on a Bernal Heights street. They complained about a young man next door who enjoyed repairing his family's automobiles on the block. He worked on them late at night and the noise disturbed the residents. The autos also were taking up limited parking spaces on the block and leaking oil. Neighbors would phone police and police would ticket the cars. At the hearing, the man, his family and neighbors explained the reasons for their conflict. The panel helped them decide on a workable agreement. The neighbors, who had never spoken directly to the man or his mother about the problem, agreed to talk to them instead of police in the future. The man agreed to park two of the four autos away from the block and two in front of his house. He also said he would clean the oil slicks, use oil pans on future jobs and not make noisy repairs after 10 p.m. The neighbors said they would watch the cars parked away from the house for vandalism.

- Other resolutions have included service agency referrals (such as family counseling or job

[Please Turn Flap]



Panel training session at Paul Revere School, Bernal Heights.

training programs), verbal apologies, landlord/tenant agreements, community service as repayment for theft or vandalism and agreements about one or both parties' future conduct. Agreements benefit the entire community and attempt to solve problems before they grow worse.

Other Advantages Of Community Boards:

- Community Boards allow neighborhood residents, who are affected by a problem and have the most stake in seeing it resolved, to handle the conflict themselves.

- Panels allow an open exchange among people trying to solve their own problems. Such direct exchanges among parties do not occur in the traditional court system.

- People reluctant to phone police about neighborhood incidents can report them to a community source. They don't have to worry about starting a police record on someone they know.

- Conflicts are dealt with before they become explosive.

The Community Board Program Is Supported By:

- Neighborhood churches, community organizations and block clubs.

- San Francisco law enforcement and legal service agencies.

- Local and national private foundations which exclusively fund the Program.

For Further Information Contact:

The Community Board Program Raymond Shonholtz, Executive Director

Central Office [415] 552-1250
149 Ninth Street
San Francisco, CA 94103

Bernal Heights Office [Se Habla Español]
907 Cortland Avenue [415] 285-4688
San Francisco, CA 94110

Visitacion Valley Office [415] 239-6100
161 Leland Avenue
San Francisco, CA 94134

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Exemplary Criminal Justice Project Reduces Juvenile Recidivism

The Community Arbitration Project (CAP) in Anne Arundel County, Maryland, is one of 29 outstanding criminal justice programs throughout the country that have been designated Exemplary Projects by the Law Enforcement Assistance Administration.

Designed to alleviate the heavy backlog of cases in juvenile court while still impressing upon young offenders the consequences of their behavior, the CAP has had an impressive record. In the first two years of the project, 4233 youths participated. Nearly half of their cases were adjudicated informally; only 8 percent were referred to the State's Attorney. Using an experimental design, recidivism rates for CAP clients were found to be one-third

lower than for a comparable sample of traditionally processed juveniles (9.8% CAP; 14.3% traditional processing).

Young offenders participating in the program receive a hearing in a courtroom setting before an experienced arbitrator and in the presence of their parents and their victim. Juveniles who admit their offense, and thereby choose not to proceed with traditional juvenile intake, may be assigned a prescribed number of hours of community work and/or restitution, counseling or an educational program. If the youth performs satisfactorily for 90 days, the case may be closed.

The Exemplary Projects Program is a systematic method of identifying outstanding criminal justice pro-

grams, verifying their achievements and publicizing them widely. The goal of the program is to encourage widespread use of advanced criminal justice practices.

For the past six years, Abt Associates has been involved in initial screening and validation of projects applying for exemplary status. Criminal justice specialists conduct on-site reviews of applicant projects and document their findings for LEAA. Selection of the 1979 designees will be made by the Exemplary Projects Review Board at its annual August meeting.

Source: Contract for the Exemplary Projects Program with the Law Enforcement Assistance Administration, Dr. Robert Rosenblum, project director.

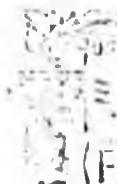
Editor's Note: *Findings* is a monthly publication of Abt Associates Inc. We welcome your comments. For additional information on the research summarized in this issue or copies of the research reports, please contact: Carolyn Stewart, Director of Corporate Communications, Abt Associates Inc., 55 Wheeler Street, Cambridge, Massachusetts 02138, (617) 492-7100.

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Findings

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Citizen Dispute Centers /
Neighborhood Justice Centers

funded by the LEAA

Kansas City, Atlanta, Los Angeles

18 month experiments in above cities

landlord - tenant disputes

family disputes (domestic violence?)

neighbor disputes

small claims

consumer - merchant disputes

assault & battery

Courts ask "what happened?"
Centers ask "what and why?"

Center Organization:

- 1) governing board
 - 2) staff
 - 3) mediators
 - 4) arbitrators
- } trained, volunteers

open weekends & evenings

referrals from:

- 1) courts
- 2) local prosecutors
- 3) police
- 4) other agencies (AWAKE?)
- 5) self-referrals

LEAA guidelines: (get all)
1) economic, social &
racial cross-section
of the population

started in March 1978
3 centers heard 400 disputes
in 1st 2 months

all funds from LEAA?

state? local level?

free services?

number of Alaska's cases
that could be handled here
Magistrates?

District Courts?

State Troopers?

Local Police?

Supreme Court?

"Night Prosecutor Program"
in Columbus, Ohio

get copy → The Neighborhood Justice Centers:
An Analysis of Potential Models

established in 1971 by the law
school & Columbus city attorney.

FEAA grant 1972

project now part of city's budget

city prosecutor does screening

disputes, bad checks, consumer
complaints

Law students as mediators

Miami (Dade County)

New York City

Los Angeles

Boston (FEAA \$)

Am. Bar Assoc. → Special Committee
on Resolution of Minor Disputes -
headed by Sandy O'Alemberte of Miami

various organizations:

- 1) under supervision of the court
- 2) state attorneys
- 3) local bar associations
- 4) private non-profit

\$:

[\$40,000 - \$130,000 a yr]

- 1) LEAA grants
- 2) Community Employment Training Act [CETA]
- 3) state \$
- 4) local \$
- 5) American Bar Association

the Florida Supreme Court
established a Special Advisory
Committee on Dispute Resolution
Alternatives by Admin. order Jan. 1978
(follow - Ins aided)
includes the judiciary, legislature,
state attorneys, etc.

Anchorage -

Jan. 1977 - at Judicial Council
LESA grant - how much?

Report distribution?

looked at small claims &

6-19-79
Roger Lewis
LTP

Bruce Botello -
Ray Pruett -

rejected by Court System

Court System - Bush capt.

~~Ray Pruett~~

Susan Miller - Anch.
Magistrate Supervisor

By Michael L. Bridenback,
Kenneth R. Palmer, and
Jack B. Planchard

Citizen Dispute Settlement: The Florida Experience

IN RECENT YEARS state and federal courts have been called on to resolve ever-increasing numbers and types of problems and disputes between individuals, groups, and organizations. This escalation in litigation has resulted in overburdened court systems and intolerable claims on costly and time-consuming procedures and formal adjudicatory mechanisms not necessary to the successful resolution of relatively simple cases. Unfortunately, the response from state court systems has too often been an automatic cry for a greater commitment of the type of resources needed for the handling of more serious criminal and civil cases. The problems peculiar to the filing and resolution of cases more appropriately classified as "minor" have been largely ignored.

The impact of the growing number of minor disputes on the total workload of any state court system is difficult to assess with precision, but it appears to be significant. For example, in 1977, there were approximately 898,000 new case filings (excluding traffic) in Florida state courts. Of this total, 48 per cent were misdemeanor and small claims filings. Misdemeanor cases comprised 74 per cent of the total criminal caseload, and small claims cases represented 42 per cent of all civil cases filed in that year.

While, of course, not all misdemeanor and small claims actions can be categorized as minor in terms of their relative severity, complexity, or financial implications, a sizable percentage (estimated at 75) can be. In addition, although "minor" in terms of the call on scarce judicial resources, these disputes are regarded as extremely important to the involved parties. Florida's experience suggests that these cases often may remain in the system for an inordinate time owing to scheduling problems and backlogs caused by the over-all increases in caseload. And when they finally receive attention, they are dealt with less thoroughly than may be desirable because of limited resources. Often a finding of guilt, innocence, or liability fails to resolve the true problem between disputants and, more specifically, the reasons for the dispute. This is especially true with respect to various small claims actions in which complainants,



Photograph by Herold J. Lambert

even with judgments in their favor, may encounter considerable difficulty in receiving the compensation provided for as a result of the court's disposition.

When there is an ongoing relationship between the disputants (family members, neighbors, landlord and tenant, for example), the problem is likely to reoccur or become even more aggravated if the underlying causes are not dealt with. There is usually little preventive benefit in handling these cases through regular court processes. Because of delays, costs, and uncertainty of results, many disputants may simply choose not to pursue a resolution in the courts at all. The tensions generated by

the dispute grow and can erupt in violent "self-help" or other antisocial conduct.

A more recent and innovative response to this problem has been the development and implementation of citizen dispute settlement programs throughout the country. Many of the pioneer efforts were patterned after the night prosecutor program in Columbus, Ohio, which in turn was based on the use of mediation techniques to resolve disputes arising from minor criminal actions between persons who knew or dealt with one another regularly.

The publication *Neighborhood Justice Centers: An Analysis of Potential Models* describes the Columbus pro-

gram as being operated by the city attorney's office of Columbus, and program services are provided by consultants from the Capital University Law School under contract. The program was established in November, 1971, as a joint effort of the law school and the city attorney. Law Enforcement Assistance Administration block grant funds were received in September, 1972, providing the opportunity to expand. The project is now a part of the city's budget.

tion Association's "4-A" programs were developed along similar lines and have been implemented in New York City, Rochester, and a number of similar metropolitan areas. The Boston Urban Court has also implemented dispute resolution programming.

The mediation component of the Boston program is administered by Justice Resource Institute, a nonprofit organization. The program was established in December of 1975 and is funded by the L.E.A.A. Cases are referred from a number of sources and include a wide range—family and neighborhood disputes, landlord-tenant disputes, and disputes involving friends. Once a case is accepted, a hearing is scheduled within a week of the date the parties agree to submit to mediation. Hearings are held in the storefront offices of the program. A panel of mediators, largely lay community people, hear the case with the sessions typically lasting two hours. The mediators receive training through the Institute for Mediation and Conflict Resolution. Social service referrals are available to both disputants and are offered at various stages of the process.

As the number of minor dispute resolution programs has increased, attention has turned to the manner in which information about the concept should be disseminated. The L.E.A.A. identified the Columbus program as an "exemplary project." A new initiative by the Department of Justice and the L.E.A.A., commenced in 1977, calls for the establishment of neighborhood justice centers on a pilot basis in Atlanta, Kansas City, and Los Angeles. It is the hope of the L.E.A.A. and the Department of Justice that the knowledge gained from the intensive evaluation of these efforts will facilitate the growth of the citizen dispute settlement movement.

At the same time the American Bar Association has established a Special Committee on Resolution of Minor Disputes under its Section of Administrative Law. This committee, which is headed by Sandy D'Alemberte of Miami, is charged with the responsibilities of providing technical assistance and conducting research on the requirements for and the operation of non-litigious alternatives to formal court processing of minor disputes in state court systems.

In spite of the emerging importance and popularity of the citizen dispute settlement concept, however, relatively little attention has been given the re-

The Florida Supreme Court has taken the initiative to expand citizen dispute settlement throughout the state.



gram as being operated by the city attorney's office of Columbus, and program services are provided by consultants from the Capital University Law School under contract. The program was established in November, 1971, as a joint effort of the law school and the city attorney. Law Enforcement Assistance Administration block grant funds were received in September, 1972, providing the opportunity to expand. The project is now a part of the city's budget.

Cases are referred to the project by the screening staff of the prosecutor's office and also are accepted by clerks on the project staff when the prosecutor's office is not open for business. The project processes a wide range of cases, including interpersonal disputes, bad checks, violations of city ordinances, and some consumer complaints. Once a case is accepted, a hearing is scheduled for approximately one week later. Hearings are held in the prosecutor's office in the evening, with law students serving as mediators. The students are trained in mediation techniques and attempt to resolve the disputants' problems through discussion. Disputants are often referred to social service agencies or to graduate student social workers on the staff of the project.

The successful Columbus program and similar projects in other major metropolitan areas, including Miami (Dade County), spawned a lively movement to create alternative dispute resolution mechanisms for civil as well as criminal complaints. The American Arbitra-

quirements for the development and co-ordination of a successful state-wide program. The Florida Supreme Court has broken ground in this regard by identifying those needs. Its formulations are the result of three years of monitoring of the rapid growth of and reliance on citizen dispute settlement projects at the local level in Florida.

As mentioned earlier, one of the pioneer programs evolved in Miami. Because of the success of that program and the widespread interest of Florida's judiciary, a number of programs were established throughout the state. Other fully operational projects now are located in Orange (Orlando), Duval (Jacksonville), Broward (Ft. Lauderdale), Pinellas (St. Petersburg/Clearwater), Polk (Bartow/Lakeland), Alachua (Gainesville), Hillsborough (Tampa), Brevard, and Collier counties. Palm Beach (West Palm Beach), Monroe (Florida Keys), and Volusia (Daytona) counties are in the initial stages of planning and implementation. There are at least six other Florida communities investigating the potential of these programs.

The common goals of these programs are to provide an alternative forum to the courts for citizens to work out meaningful solutions to interpersonal conflicts, to reduce the time necessary for citizens to obtain a hearing and resolution of their complaints, and to reduce substantially the cost of handling these disputes for the litigant and for courts.

In spite of the similarity in their established objectives, however, the programs vary significantly in structural organization and operating procedures. Of the ten programs now operating, four are set up under the supervision of the court, three operate under the auspices of the state attorney's office, two are supported by local bar associations, and one is supported by a private nonprofit corporation.

The funding sources also vary—there are L.E.A.A. grant funds, Community Employment Training Act funds, state or local general revenue, and funds from the American Bar Association. Some of the projects have been funded through a combination of resources, depending on their budgetary requirements.

There also are significant differences in budgetary requirements. For instance, the programs in Brevard and Alachua counties originated in prosecuting attorneys' offices and are sup-

ported through the regular operating budget of those offices. No additional funding was requested. In contrast, the Miami program has a budget of approximately \$100,000 a year obtained from the Metropolitan Dade County government. The other programs vary in fiscal requirements from \$40,000 to \$130,000 a year.

Caseloads range from approximately 400 to in excess of 3,000 a year, depending on local policies dictating the types of cases handled. While most of the programs have concentrated in the criminal area, a few have branched out into civil, domestic, consumer, and juvenile matters. The distribution of caseloads by case type varies from program to program.

And staffing is not uniform. For example, some have volunteer mediators, while others use paid professionals. Some mediators are graduate students or university faculty members with backgrounds in the social sciences or psychology. Others use a cadre of mediators comprised largely of lawyers or lay citizens trained in mediation techniques.

Two programs that exemplify the disparity are those located in Duval (Jacksonville) and Pinellas (St. Petersburg) counties. The Duval program is sponsored by the state attorney's office, while the overseer of the Pinellas program is the circuit's chief judge's office. The state attorney's budget provides funds for the Duval program, along with a \$40,000 supplement from the L.E.A.A. to operate a youth mediator program, while the Pinellas program obtains financial support from L.E.A.A. (\$131,000 a year). The Duval program operates from the state attorney's office, while the L.E.A.A.-funded program is in a branch courthouse as well as the main courthouse.

According to a recent study conducted by the Florida State Courts Administrator, the type and volume of cases handled by these two programs also differ substantially. Duval disposes of 50 to 60 cases a month, of which 83.6 per cent are criminal. The five primary types of disputes dealt with are assault and battery, assault, animal nuisance, criminal mischief, and neighborhood. In contrast, Pinellas handles 150 to 160 disputes monthly, consisting of 72.6 per cent civil cases. The five major types of cases are landlord-tenant, recovery of property or money, neighborhood disputes, assault and battery, and consumer problems.

The primary referral sources also differ in that 98.9 per cent of the Duval cases are referred by the state attorney, while only 17.5 per cent of the Pinellas cases originate from this source. In addition, the disputants involved in the Pinellas program are referred by a wider diversity of sources (law enforcement 23.5 per cent, clerk of court 10 per cent, and city hall 9.3 per cent).

The mediators utilized to settle disputes do not differ substantially in their professional backgrounds and areas of expertise, but those working for the Pinellas program receive \$8 to \$10 an hour for their services, while in the Duval program they are volunteers.

In fact, these variations demonstrate the flexibility of the citizen dispute settlement mechanism as a viable alternative for almost any jurisdiction. As a result, the Florida Supreme Court announced in 1977, as one of its major priorities, the need to investigate and evaluate existing programs in order to determine how and why they are successful and how their continued growth and expansion could be encouraged and supported.

Florida's Judicial Planning Committee, with the support of the staff of the Office of the State Courts Administrator, identified several immediate problems and needs:

- There was a lack of definitive guidelines to assist in the development of programs based on the experience of those that already existed.
- There was a lack of mechanisms for co-ordination and technical assistance to provide support and encouragement for the development of programs.
- There was a need to ensure that new programs be developed in co-operation with, rather than in conflict with, established state-wide procedures.
- There was a need to develop streamlined methods for screening disputes appropriate for citizen dispute settlement programs.
- There was a need to develop improved training for program staff.
- There was a need to provide better information about the citizen dispute settlement concept not only to courts and the criminal justice community but also to the public.
- There was a need, because of limited funding sources, to develop strategies for financing programs and improving their cost effectiveness.

Based on these preliminary findings, the Florida Supreme Court established

a Special Advisory Committee on Dispute Resolution Alternatives by administrative order in January, 1978. That committee now functions under the leadership of Justice Joseph W. Hatchett and includes representatives of the judiciary, the legislature, various state attorneys' offices, local government, and other affected public, consumer, and citizens' groups.

The supreme court also has instituted a state-level project believed to be one of the first of its kind in the country. This project will provide a research, technical assistance, and training mechanism for C.D.S. programs through the Judicial Planning Coordination Unit of the Office of the State Courts Administrator.

The advisory committee plans to address the following:

- **A thorough assessment of the existing programs.**

The assessment will have two major thrusts. The first will involve documentation of the manner in which the individual programs are organized, staffed, operated, and funded. The second thrust will gather data on a large sample of cases handled by the various programs over the last year. The objective will be to document the impact of the programs in terms of the effective disposition of their caseloads.

A unique characteristic of the planned research is that the research methodology will be developed and executed as a co-operative venture between those working at the state and local levels. The study will provide data and information that the staff of the individual programs themselves feel they need to monitor and evaluate their own efforts.

- **The preparation and dissemination of guidelines for the establishment of C.D.S. resources in new jurisdictions.**

This will be one of the primary products of the study. Subjects to be covered by the guidelines will include: (1) the identification of problems and obstacles to program planning and implementation and solutions to them; (2) selection of program objectives; (3) program organization; (4) staffing; (5) workflow or paperflow and the relationship to court and other dispute resolution procedures; (6) operating procedures; (7) referral resources; (8) operating hours; (9) program location and facilities requirements; (10) budgetary requirements, funding alternatives, and application procedures; (11) training requirements and offerings;

and (12) consulting or technical assistance resources.

- **The establishment of the capability to provide direct consultative technical assistance to local dispute resolution programs.**

The primary consulting resources will be individuals in other C.D.S. programs. Additionally, consultants from the American Bar Association, the neighborhood justice center program, and programs in other states may also be relied on.

- **The development and implementation of a comprehensive orientation and training program.**

Orientation and training are two aspects of program administration at the local level that may be well suited to development on a state-wide basis. First, the development of training by program personnel on mediation techniques is often regarded as a lower priority than other local funding requirements. Thus paid mediators are recruited from such fields as social work, the law, and the ministry on the basis of an assumption that they have expertise in handling mediation settings. Lay persons recruited to serve as hearing officers on a voluntary basis may have no such skills. Finally, while training on the techniques employed in the mediation hearing may be too costly for a local program, the subject matter is relatively universal and may be developed state-wide and offered regionally.

Of equal concern is the general lack of knowledge of judges, prosecutors, public defenders, law enforcement officials, and others on the role and function of C.D.S. programs. The committee will meet this need by developing local orientation procedures as well as ensuring the integration of C.D.S. materials into the continuing education programs offered by the various bar and professional associations.

- **The development and pilot testing of alternative public information or education strategies.**

As in the area of orientation and training, it is the committee's view that various public education strategies and materials directed at promoting public awareness of and reliance on C.D.S. programs might be more cost effective if developed state-wide. The subject matter is fairly standard and yet the cost of launching a sound public education effort may be prohibitive for any single program.

- **The assessment of C.D.S. programs compared to other judicial and nonju-**

dicial dispute resolution alternatives.

Finally, the committee will assess the relationship between C.D.S. programs and other types of dispute resolution procedures, including criminal, small claims, juvenile arbitration, and administrative procedures, the latter having recently been provided for by act of the Florida legislature, as well as those associated with domestic relations cases.

The committee will also document methods to ensure that new programs are integrated as smoothly as possible into the local environment.

- **The establishment of the capability to monitor the activities and growth of citizen dispute settlement and related programs on a continuing basis.**

The Dispute Resolution Alternatives Committee, in concert with staffs of local programs, has undertaken an ambitious task. If it succeeds, substantial benefits will be realized by each of the programs in existence as well as those that will be established. The committee's existence and mandate attest to the Florida Supreme Court's commitment that there is a legitimate role for citizen dispute settlement resources at the local level. If operational problems cannot be solved satisfactorily by local projects individually, the state can make a meaningful contribution by filling the void. At the same time, every effort must be made not to centralize control of the local programs because of the need to tailor them to the unique requirements of their individual jurisdictions.

It is expected that through this partnership, citizen dispute settlement programming will continue to develop and grow as a complementary alternative to the more formal judicial and nonjudicial dispute resolution processes available in Florida. It is the hope of the supreme court that Florida, through this initiative, will contribute vital experience and knowledge to the other states. ▲

(Kenneth R. Palmer is the judicial planning administrator in the Florida State Courts Administrator's office. Michael L. Bridenback is a staff associate in that office and is serving as staff director of the Florida Supreme Court's Special Advisory Committee on Dispute Resolution Alternatives. Jack B. Planchard also is a staff associate in the court administrator's office and is associate staff director of the special committee.)

Interim



Neighborhood justice centers: settling out of court

With court dockets jammed, do we need more judges or another, less costly way to resolve minor disputes?

By Pat and Bill Allgood Jr.

ATENANT and landlord in Atlanta were at odds over an amount of rent due. In Los Angeles a mother suspected her nineteen year old son of taking money from her; he thought she was unfair in raising his rent. In Kansas City two neighboring families squared off in a brawl in which a lead pipe, a cue stick, and a rifle were brandished.

These cases were heard and resolved, not in a court but in a Neigh-

borhood Justice Center—an experiment in the three cities to see whether mediation or arbitration can be used to resolve such conflicts. Funded for eighteen months by the US Justice Department's Law Enforcement Assistance Administration (LEAA), the centers hope to learn whether they can help unclog courts, and whether they can handle some problems the courts cannot.

The Kansas City Neighborhood Justice Center dealt with the altercation between neighboring families.

The dispute, which started as a fight between the children and grand-children and grew to involve the adults, had a history of police calls. It was a long-standing argument that included a series of telephone harassments and two attempts at hit and run accidents. Three mediators spent six and a half hours hearing from twelve disputants before an agreement was reached, preventing a possible tragedy and allowing the two groups to co-exist until one of the families was able to move away.

"I would say this is the kind of case a Neighborhood Justice Center is much more effective in handling than a court could ever be. Most people like to get a hearing, even if the results aren't what they expected. They are at least getting someone, a neutral person, to hear them. I think this is what the centers can provide," US Attorney General Griffin Bell says.

Atlanta's first case was the landlord-tenant dispute that ended in a mutual agreement. Although not completely satisfactory to either side, the agreement eased tensions.

The tenant had made some \$800 worth of improvements on his apartment, for which the original landlord had agreed to reduce the monthly rent until the sum had been reimbursed. However, the apartment complex was sold and the new owner did not feel obligated to abide by the agreement. The tenant insisted he was entitled to reduced rent until the entire amount had been paid. The new landlord threatened eviction.

Through mediation the issue was resolved by the landlord agreeing to let the tenant continue to pay the lower rent if the tenant would move out in a specified time, with any balance on the improvement to be returned to the tenant.

"Our experience has shown that we are very effective mediating virtually every kind of dispute that does not involve absolute right or wrong, absolute guilt or innocence," Atlanta's NJC Executive Director Linwood Slayton Jr. says. "As long as there is some room for movement between the parties to settle a conflict, then we think we can mediate it.

"We are effective in disputes involving landlord and tenant, family members, neighbors, small claims, some types of consumer-merchant disputes, and assault and battery.

"We have no time constraints here. However long it takes the disputants to resolve the problems themselves, that's how long we'll mediate."

In most cases there is an ongoing relationship between the disputants, a problem that can be negotiated, and a willingness to mediate the problem. In no instance is there any legal sanction to settle the dispute in this manner. No summons or subpoena—only the power of persuasion—compels anyone to appear.

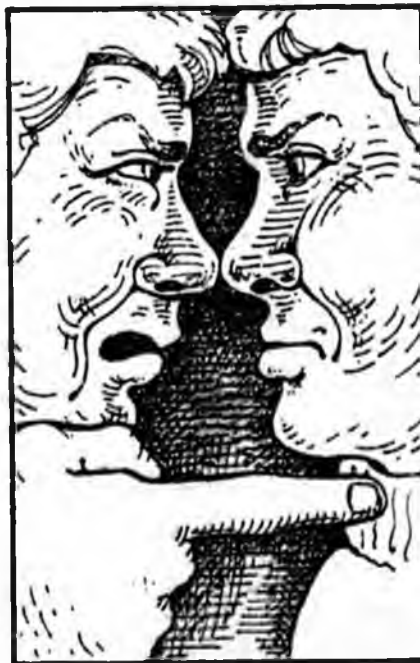
A person with a complaint who comes to a center on his own initiative or is referred by some agency provides a center staff member with the particulars of the dispute. The staff then gets in touch with the other disputant, who is persuaded to come in to mediate the problem.

The mediators are in control. For a few minutes they let the parties vent

their pent-up emotions—something the courts don't allow. With this pressure relieved, the mediators ask questions to clarify the issues and pinpoint areas of agreement and disagreement. Mediators' suggestions may help the parties come to a resolution. If necessary, the mediators will talk separately with the disputants.

"Once we can focus on the problem and get some sort of consensus between the parties as to the reason for the dispute, then we try to see what it is they can do to address the causal factors," Slayton says.

Courts, on the other hand, are concerned only with the issues involved in the immediate dispute. Courts ask only "what" happened. The Neighborhood Justice Centers are also concerned with "why" it happened.



"Mediators are not judges or a jury; they are peacemakers and intermediaries. They don't have the power to force an agreement. They don't have the power to have someone arrested. But they do have the power of persuasion," says Atlanta NJC Deputy Director Edith Primm.

IN AN EFFORT to remove the stigma associated with going to court or being involved with the police, each center is located within the area to be served. The Los Angeles center is in a storefront at a busy intersection near the one high school that serves its community. Atlanta's center is also near a high school in a renovated brick house in a neighborhood shopping district. Kansas City's center is in a bank building within a few blocks of the police station.

The three Neighborhood Justice

Centers are organizational—similar with a governing board, a professional staff, and trained mediators or, in the case of Kansas City, mediator-arbitrators. They are all open evenings and weekends. Ranging from the formal, carefully circumscribed arrangement of Kansas City to the open-ended, informal arrangement of Los Angeles, the three centers receive complaints from a variety of sources. Primarily these are the courts, local prosecutors, police, other agencies, and self-referrals.

A private, nonprofit organization, the Atlanta Neighborhood Justice Center board consists of thirteen concerned citizens—seven from the justice field, four from the legal community, and two from citizens' groups. The Kansas City mayor appointed the twenty-three board members for that city's center, which is under the auspices of the city's community services department. Sponsored by the Los Angeles County Bar Association, the board of directors of the Los Angeles center is a special committee of the bar association composed of people who live in the community the center serves, including local public officials—a police sergeant, a prosecutor, and lower-level deputies.

The Atlanta center's primary target area includes fifteen neighborhoods totaling 70,000 people. The center receives 66 percent of its cases from courts, 16 percent from police and other agencies, and 18 percent from self-referrals.

Kansas City's center receives 85 percent of its caseload from the twenty-three square mile central police patrol district, which serves as its target area. The remaining 15 percent come from other agencies, such as courts, and a few self-referrals.

On the other hand, 80 to 85 percent of the Los Angeles center's cases are self-referrals, and the remaining 15 to 20 percent are from the police department. This center serves the two contiguous districts of Venice and Mar Vista with a population of 90,000.

One of the few LEAA guidelines is that each center's target area contain a representative economic, social, and racial cross-section of the population. The program "is not a poverty program," Atlanta's Slayton emphasizes. "Our service is open to anyone—irrespective of income."

In operation since March 1978, the centers collectively heard more than 400 disputes in their first two months. As parts of an experimental program, they not only provide service to the people who come to them for help, but they also test mediation and arbitration methods for possible use in other cities.

Ultimately, if the pilot program is successful, the US Justice Department intends to encourage the independent development of similar projects by other communities.

"Although this is a demonstration to see what works and doesn't work," Slayton says, "we are also trying to solve the very real problems of people. Our concern, as we see it, is to mediate people's problems and hopefully resolve them. If in doing this we also impact favorably on court caseloads, then we are that much to the good."

Maurice Macey, executive director of the Kansas City NJC, says, "One of our goals certainly is to provide the Kansas City police department with an alternative to dealing with certain kinds of cases that come to its attention, particularly domestic

us. A lot of people, for whatever reason, are really turned off by the formal judicial system, and when given an alternative for rather complex, very personal matters, they prefer to come in, talk about it, and get it settled with the help of a third person."

WHILE CONSIDERED by some to be a pet project of Attorney General Bell, the NJC concept has much support from the American Bar Association and is an idea for which Chief Justice Warren Burger has crusaded. This high-level concern stems from the increasing awareness that the traditional judicial process with its adversarial role is in many instances too costly and too time consuming, and the "winner vs. loser" results are often detrimental to continuing relationships.

The chief justice recently said, "We should get away from the idea that a court is the only place in which to settle disputes."

Americans rely on the formal courts for disputes and an estimated ten million new civil cases are initiated each year in the US. Assistant Attorney General Daniel Meador says, "In some cities the situation is getting so bad that unless something drastic is done to relieve the crowding, they may face the same problem as Los Angeles, where after June 1978 they didn't know when they'd hear another civil case because there are so many criminal cases that take priority."

There are significant delays in the processing of both civil and criminal cases in the courts. For example, it takes approximately two years to process personal-injury cases in most parts of the US, and in some major cities it takes four years.

Since 1970 the number of civil cases filed in federal courts has increased 50 percent, and those cases still pending have risen 63 percent. In 1977 there were 386 civil cases per federal judge, compared to 232 in 1970. This increase has occurred even with an increased number of judges.

Macey points to the high case level per judge in the Kansas City Municipal Court as being one of the reasons that Missouri city was selected for a Neighborhood Justice Center.

When America was basically rural and the local community was essentially an extended family group, these minor disputes were traditionally handled through non-judicial avenues such as the justice of the peace, the school, the church, local leaders, town elders, and the policeman on the beat. Attorney General Bell, his father once a justice of the peace in a small Georgia town, notes that "the influence of these groups

upon dispute resolution is fading from the American scene. Many of the problems they dealt with remain, however, and are left without effective forums through which their resolution may be sought."

"When a party has the choice of arbitration or adjudication, the most relevant factor in the decision is the relationship of the disputing parties. Where there has been a significant past relationship or anticipation of a continuing future relationship, arbitration is more likely to be selected," reports a study by A. Sarat and J. Grossman. "Response by former disputants indicated that in four times as many arbitrated cases as adjudicated cases it was easier for the parties to get along with each other in the future."

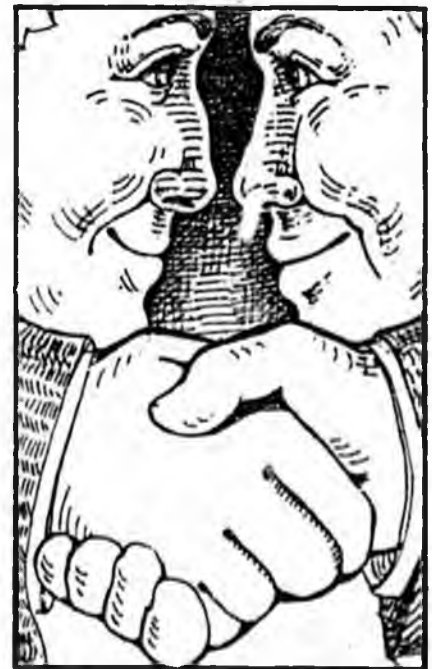
Not all mediated conflicts end in



disputes that are traditionally handled in a certain manner or not handled at all. We believe we can give individuals an opportunity to address the problems that they might be facing in domestic situations in an arena that will afford them a chance for a solution."

"Our goal in Venice-Mar Vista is to test the limits of how much of this kind of thing can be done on a community basis," says Los Angeles NJC Executive Director Joel Edelman. "Although we are working quite closely with the formal justice system, we are not attempting to be any kind of diversionary program. Our prime goal is not to relieve the caseload of the system. What we are trying to see is what kind of people with what kind of disputes come in voluntarily."

"We have been surprised at the complexity and the significance of a lot of the disputes that have come to



resolution; some disputes will still end up in court. But as Edelman points out, the Neighborhood Justice Center's success isn't measured in statistics but by the resolution of individuals' problems and their reactions to the process.

For example, Los Angeles mediated the dispute between Mrs. S. and her nineteen year old son, Bob.

Mrs. S. discovered \$60 missing, and she asked her son if he had taken it. Bob, who had been paying his mother \$100 rent, denied taking the money and refused to pay a \$30 per month rent increase.

After hours of mediation, an agreement was reached and both mother and son requested referral to a family counseling service.

Mrs. S. was so pleased with the agreement that she asked a friend to execute a sculpture and donate it to the Los Angeles center. (X)

Michael Rubenstein -

- 1) A.D. Dispute Centers
 - 2) Plea Bargaining Study
 - 3) Advisory Comm. on Sentencing
 - 4) advice on questionnaire
 - 5) crimes → arrests → trial → ~~convicted~~ → S. acquittals
-

George Nickelau - Int. Med. & Con. R.

video tape

Jeff Jefferson - wants to know what leg. is doing

(212) 628-1010

Pam R.

344-7449

Mike needs copy
of jail pop.
w/ break down
of characteristics

By Moy. & Assoc.

Paul F. Moy

(Citizen)
Neighborhood Dispute Centers

- 1) contact Jeff Jefferson - video
- 2) Consumer Protection
- 3) Small Claims Court
- 4) Battered Women's Shelters
- 5) Commission on Women
- 6) Police - local and Troopers
- 7) Criminal Justice Center
- 8) Gov's Commission on Justice - Av Gross
Susan Knighton
- 9) Judicial Council - Michael Rubenstein
- 10) Alaska Legal Services - Don Clockson

The National Center
for
Dispute Settlement



PUBLIC SECTOR EDUCATION

AMERICAN
ARBITRATION
ASSOCIATION

GAME PROCEDURE

1212-1214 Sixteenth St., N.W.
Washington, D. C. 20036
(202) 638-4370
(202) 628-1345

You are a member of either the Union or Company negotiating team. As a team, you will decide on how to divide the different roles among yourselves. Your individual role in the game is described in your role profile which is contained in the attached Data and Information Bank. This Bank constitutes the basic materials for this game. It consists of the following:

Rapids Junction Scenario	(Same for both sides)
Bargaining Issues	(Same for both sides)
Data File	(Same for both sides)
Company Profile	(Only for Company team)
Union Profile	(Only for Union team)

During the game, you will bargain on only five issues--wages, union security, vacations, seniority and contract length. The Union will make its demands on these issues known at the first negotiating session.

The negotiations will be preceded by this briefing session. One of its purposes is to enable you to clear up any uncertainties and to have your questions answered. There are some questions which may not be fully answered by the instructor because the answers might reveal too much information. If this should occur, the instructor will tell you so.

Following this briefing session, each side will retire to a caucus room where it will meet to plan and prepare for the negotiations. Each team will carefully read the Data and Information Bank and prepare its positions. As each team retires to its own caucus, it will be given a Planning Form by the instructor. As each team engages in its planning, it will also complete the various sections of the form. When each team is finished with its first caucus, it will also have completed the Planning Form, which will then be handed in to the instructor.

After completing the first caucus, the instructor will meet separately with each team to review the Planning Form. This will complete the planning preliminaries and the parties will be prepared to initiate negotiations on the following day.

The initial negotiations begin at once in the morning and continue all day, if necessary. These are the first collective bargaining negotiations between the parties and they are considered of major importance to the community, because either a strike or a settlement unfavorable to the company would have serious economic consequences to the community. This is publicly acknowledged.

The negotiations will take place in the local hotel. The Union will start by introducing its team members and very briefly state its general bargaining orientation. The Company will do likewise. Each introduction should not exceed five minutes. Then the union will submit its proposed demands and the supporting rationale. The

Company will make any response it deem appropriate, or may recess at once if it chooses to do so. The content and manner of the response are wide open.

The negotiations will continue all day. The parties can recess or caucus whenever either side desires. They can meet together in full teams or seek to isolate members of the other team in order to establish lines of communication, obtain information or explore settlement possibilities. The instructor may introduce information to either or both sides not inconsistent with the Data and Information Bank which may affect the negotiations. There are no limitations in strategies, tactics or settlements, as long as they can be supported by the bank and are not inconsistent with available data and information.

The State in which Rapids Junction is located has a labor relations law which provides for impasse resolution procedures identical to those covered in sections 16 and 17 of EO 11491. The mediation services is called the State Mediation and Conciliation Service(SMCS) and the Impasse Board is called the State Service Impasses Board(SSIB). Both are utilized by public and private employers. The instructor will act as mediator and SSIB as appropriate throughout the game and in accordance with the provisions of Section 16 and 17 and the procedures established by the agencies named therein.

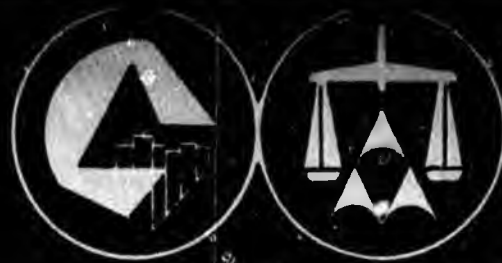
During the recesses or caucuses, either or both teams may want to review the objectives, assessments and strategies as these were initially developed on the Planning Form during the first caucus.

Each team is free to do so. The team should obtain its initial Planning Form from the instructor, but modifications must be made on a supplemental Planning Form which will be attached to the original Planning Form.

If it seems that agreement is impossible during the negotiations or by the end of the negotiating day, issues in dispute or the total package may be submitted for impasse resolution. Acting as the SSIB, the instructor will consider the submission in accordance with the requirements of Section 17 and the procedures established thereunder.

However, the primary objectives of negotiations is to use the collective bargaining process as a method for resolving differences and solving problems. The bargaining table is the meeting ground at which that become possible.

When negotiations are terminated, the teams will meet together for an evaluation. The outcome of the negotiations and the Planning Form, with whatever modifications were made, will be the bases for this evaluation.



FOR THE COMPANY TEAM

1212-1214 Sixteenth St., N.W.
Washington, D. C. 20036
(202) 638-4370
(202) 628-1545

MANAGEMENT PROFILE INFORMATION

A. WAGES

You are aware that the Union membership has voted for a fifty cent across the board wage hike. You feel such a wage hike is out of the question in light of the intense competition in the plastics industry. As it is now, you submit bids for most of the jobs you get and the lowest cost bidder is selected. I think a twenty cent increase would be reasonable. As it is, this would cost the Company almost \$50,000 annually and would cut deeply into the profit situation. However, sales are expected to increase 20% next year as a result of high economic activity in the nation and you could afford a thirty to forty cent wage increase if you really had to.

B. VACATIONS

The membership is demanding two weeks vacation for everyone and three weeks vacation for workers who have been in the Company over five years. This would cost the Company about \$16,000 and you are hardly about to agree to it. Your main concern is to keep the total cost of the monetary package (wages plus vacations) at a minimum level.

C. SECURITY

You are absolutely adamant on the union security issue - under no conditions will you allow a union shop. You feel you are being fair just in dealing with the Union but to insist that everyone who works for you join the Union is something you will not tolerate.

D. SENIORITY

The membership is demanding plant-wide seniority but you would like to see no seniority provisions established at all. At the most, departmental or job wide. You would have to come out fairly well on the other issues before you would agree to any plant-wide seniority scheme.

E. CONTRACT LENGTH

The longer the duration of contract, the longer the time until you have to negotiate with the Union again. However, the duration of contract acceptable to you will depend on how well you do on the other issues.

In general, the company team should push hard on the anxieties that exist concerning the possible relocations of some plants, and the costliness to workers of the 93 day sugar strike.

The union's demands are listed in the Rapids Junction scenario and it can be expected that their initial presentation in Negotiating Session I will follow that outline fairly closely. Therefore, the management team will have to be ready with your response to the Union position during the

first negotiating session in the game. It should have decided which alternative on each issue you are planning to present, and have prepared the justification for this alternative. Naturally, the Company is not obligated to have a position on each issue during this session, and it can state that it is still considering any particular issue.

It will be to the Company's advantage to appear very sincere during the bargaining session and to look as though it is really making an effort to come to a reasonable, if not hard, agreement. Therefore, you will probably want to talk last in each session about those issues where you are making the greatest concession. You want to give the impression to the Union during the next caucus session that you are giving in as much to Union demands as possible.

The lawyer is the team spokesman and will be doing most of the bargaining for the Management team. However, the Lawyer, who has a reputation as a tough bargainer, might be overruled by the President during a critical discussion, thus giving the appearance to the Union team that the management of the company is really trying to satisfy Union demands even when Company cost figures would seem to indicate a tougher position. For example, if the Lawyer says that the Company can afford only a small improvement in vacation benefits, the President might then interrupt the discussion and say that he feels the men have worked hard and deserve a better vacation improvement. The Union team would then tend to think that they were getting a real concession from the Company. Such moves must be planned carefully during the caucus session to make sure that they work smoothly during the negotiating sessions.

The overall Company approach is to let the Union know in no uncertain terms that it will be forced to relocate your plant if the settlement is too costly. On the other hand, the President and Lawyer-Accountant

are very unwilling to leave Rapids Junction.

There may be differences within the Union team as to which issue has first priority, with the President of AWA Local 0001 probably more concerned with wages and vacation. The Staff representative, it appears to you, may be concerned with getting a first contract, and he might settle for a good package deal. The Chief Shop Steward is very concerned about grievances such as those described as recent problems in the shop, since he was himself involved in one of these problems. He will be looking at the issues from the problems point of view.

There are also indications that a dissident group within the shop may be encouraging another union to mount a raid and seek to replace Local 0001, Lastik Plastik Unit, as the bargaining agent.

TEAM SPOKESMAN

COMPANY LAWYER-ACCOUNTANT R. A. ARTWORTH

You are a lawyer and have been with the company for twelve years. Your task is to help the company come up with a reasonable collective bargaining agreement.

You feel most confident with respect to those issues having to do with the monetary effect of agreements on the profits of the company. You have at your disposal industrial, area and national data which you intend to use as a base for your views on the outcome of the bargaining issues. You know that a wage increase, plus a costly fringe benefit package could cause the company to fold. Therefore, you must look at the impact of these issues on the future of the company.

There are other areas in which you will be called upon for advice, but in these you are generally inclined to agree with the company owner. You feel, as he does, that the company should control the company, and the Union should only be concerned with the welfare of its members and not with the overall management of the firm. You accept the fact that the Union has a right to present itself as a voice for the workers, and you are reasonably sure that through cool-handed, but firm negotiating, the Union can be limited to this action.

You have developed a reputation over the years with other companies of forcing the Union to fight for everything that it gets. You never give away any concession and bargain very hard to save as much money for the company as you can.

COMPANY OWNER J. B. SWOPE

You are the owner of Lastik Plastik, Inc. Your company has grown only through hard work and drive. You have increased its sales and profitability by these same efforts. You believe that you have always rewarded your employees as generously as you could afford. Therefore, you feel that the leaders of the union are ungrateful employees who have been misled by outside agitators.

Nevertheless, you have accepted the fact that you will have to deal with the Union and you intend to deal with it with a firm hand. You feel that Union security is the most important issue as far as the company is concerned and you might move the company to another state rather than give a union shop. You also feel that a very costly settlement in wages and fringe benefits would mean death for the company. Although you might agree to something like that just to keep in business in the short run, an unfavorable agreement would most likely result in your moving the company to another state. You would rather have no Union at all but do intend to try and negotiate in good faith.

You are aware that your lawyer is closely concerned with the monetary effect of wages and fringe benefits on company profits. You feel secure in the fact that he is a competent staff member who can cost the various monetary packages which will come up in negotiations. You feel he can forecast accurately how they will affect company profits.

You are willing to negotiate all the issues which are being presented in the contract package but you do not intend to let the Union grow into a mighty machine which will control your company.

PRODUCTION MANAGER BART TRAB

You are the Lastik Plastik Production Manager and have held that position for eleven years. Your job in the past has been to hire, fire, assign, reassign, promote and recommend for wage increases those who you have felt were worthy. These responsibilities have sometime been trying, but you have always tried to deal with your work force fairly, regarding those men who show initiative with wage increases and other benefits. This system has allowed you to weed out the good workers from the bad.

Your motto has been, "If you want a job, look someplace else. But if you want to work, come and see me." You feel a new seniority system is undesirable in that it would limit your authority, and make your job more difficult. Since you have not had a dying need for it in the past, you don't see any advantage in establishing one now. You don't understand all of what the Union is after, but in order to produce the amount of work which the firm must produce, you must have control over your crew. This is your major concern and interest. You intend to do all in your power not to lose this control or have it split, divided and/or shared with the Union. Also, you dislike the Director of Personnel for what you consider a "bleeding heart" concern for the workers.

DIRECTOR OF PERSONNEL

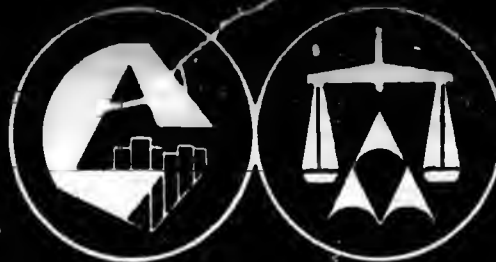
J. C. HITOWER

You have been with Lastik Plastik for only two years. During this time, you have tried to get the company to follow good human relations policies. Some of management's actions regarding recent problems in the shop make you believe that your concept of good human relations hasn't taken with the supervisors. You have tried to soften some of the company actions, but the experiences described in the Employee Grievance File suggest your lack of success.

You view the coming of the union as a potential good. It's just possible that with the union around, your supervisors will be forced to practice good human relations. You feel that a long term contract will help stabilize relations between the Company and the Union and give you a better chance to improve human relations. You also feel that workers deserve a vastly improved vacation plan, and you tend to be pragmatic about union security and seniority, which you feel are not cost items.

You know that Bart does not like you because he thinks you are a "bleeding heart". He does not go for this "human relations" bit, even though you have over and over again explained its positive effect on production and have demonstrated a cost consciousness.

The National Center
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PUBLIC SECTOR EDUCATION

AMERICAN
ARBITRATION
ASSOCIATION

Collective Bargaining Problem

1212-1214 Sixteenth St., N.W.
Washington, D. C. 20036
(202) 638-4370
(202) 626-1545

INTRODUCTION

This game is designed to allow participants to experience some of the dynamics of collective bargaining negotiations. For some, it will be their first exposure to such an experience; for others who have previously engaged in collective bargaining, this game will provide an opportunity to sharpen their skills by engaging in a simulated negotiations exercise. For all participants, it will enable them to assess and evaluate their capabilities, identify their own strengths and weaknesses, and critically examine their roles and functions in the negotiation of collective bargaining agreements. The game is not designed with a skill development objective, although this will probably be one of its outcomes.

This game is a simulation. As such, it re-creates the real-life world of contract negotiations. However, the constraints of time and the fixed educational and training objectives of the game have a precedence over all other considerations. Accordingly, some accommodations have been made with reality. Hopefully, these have not materially affected the simulation.

The game must necessarily telescope the negotiations procedure into a relatively short simulation time. Consequently, it can not encompass a complete contract package. Therefore, the game considers only five issues -- wages, union security, vacations, seniority, and length of contract.

The subject matter is not limited to public sector bargaining. First, the game is more concerned with the relevance of the preparation for and the conduct of negotiations than it is with what is being negotiated. Second, there is substantial advantage to negotiating issues which may not be within the scope of bargaining. Full attention can be focused on the attitudes and skills necessary for preparing for and conducting negotiations, rather than on the skills required to limit the scope of negotiations.

The game has at least these educational objectives:

1. exposing participants to the negotiations process and providing an orientation to and appreciation of its dynamics
2. providing participants with an understanding of the skills required for preparing and conducting negotiations
3. developing an understanding of the use of mediation as part of the negotiations process
4. exposing participants to the utilization of impasse resolution procedures, if necessary

DATA AND INFORMATION BANK

CONTENTS:

1. Rapids Junction Scenario
2. Bargaining Issues
3. Data File
4. Union or Company Profile

RAPIDS JUNCTION SCENARIO

The Lastik Plastik Company is located in Rapids Junction, a small midwestern city with a population of 18,629.

Rapids Junction is a light industry town with nine factories. These factories are:

<u>Company</u>	<u>Product</u>	<u>No. of Employees</u>
1. The Nice Mfg. Co.	Writing Paper	350
2. The Miller City Press, Inc.	Printing	462
3. The Blue Wire Mfg. Co.	Plastic Wire	200
4. The Glazier Glass Co.	Window glass	225
5. The Campsite Furniture Co.	Outdoor Camping Equipment	185
6. Lastik Plastik Co.	Plastics	104
7. The Rosen River Mfg. Co.	Stamp Pads and Ink	550
8. The Green Sugar Co.	Confectionary Products	1050
9. The Black and White Lye Co.	Marking Dies	125

Rapids Junction has four banks: First National, Second National, Fifth Federal and the Nickes Savings Bank.

There are four unions in Rapids Junction, the Paper Makers Union, the Carpenters, the Sugar Workers, and the recently organized AWA Unit at Lastik Plastik. This unit is a part of local 0001 covering a number of bargaining units in several towns. Until recently, unions have made little progress in the other companies in the area. The only strike of major importance was the Great Strike in 1969 which cost Green Sugar a still undisclosed large amount, and was expensive to the employees. The main issue of disagreement in the strike was a favorable monetary package, including fringe benefits, and wage hikes. The Great Strike lasted 93 days receiving a great deal of publicity with constant television and newspaper coverage. The issues were finally

resolved and all has gone well since.

At the present time, Rapids Junction's inhabitants tend to sympathize with labor's demands for a bigger share of recent business prosperity. However, there is still some apprehension in the town left over from the 1969 strike. Treatment of scabs during that strike was sometimes violent, and the townspeople still remember these incidents as being particularly unpleasant. Also, some of these nine companies have shown displeasure with recent property taxes and with the failure of the City Fathers to enact a municipal improvement bond and have threatened to locate elsewhere.

Lastik Plastik opened twelve years ago. Only a few of its employees have been with the company since its beginning. One of these is the company lawyer who has been with the company for twelve years. The production manager has been with the company for eleven years. Less than half of the production employees have been with the company five years or more.

In October of last year, several employees of Lastik Plastik contacted the President of AWA Local 0001, with respect to unionizing Lastik Plastik. Their basic gripe was low wages, but they also felt that bringing in a union would probably help the employees to obtain better working conditions. Local 0001 helped these employees organize the factory, and eleven months ago the local was certified as the collective bargaining agent. Recently, a union election was held in which the current Chairman of the Lastik Plastik unit of AWA Local 0001 was elected to office. The company and union teams are just now sitting

down to begin negotiations amid indications that another union may be seeking to have another representation election when the contract ban restriction is lifted. This could occur at the end of the ensuing month if no agreement is reached.

The Union demands were acted upon at a recent meeting of the Unit.

Among these demands are:

1. A wage increase of 50¢ per hour across the board for one year.
2. Increased vacations for all employees.
3. Union shop.
4. Plant-wide seniority.
5. A one-year contract.

It is understood by both sides that these five issues must be settled before the other union contract demands can be discussed. These other demands are generally concerned with procedural matters and it is expected that they will be settled with little difficulty if these five issues can be disposed of. There is no union contract demand concerning retirement or health and medical benefits because the company has an outstanding retirement and health program. Although in many other respects the company might be considered authoritarian and pennypinching, it has had a history of concern for community health. Lastik Plastik has been a major supporter of the Community Chest and the President of the Company has been chairman of the Rapids Junction Community Hospital since its opening ten years ago.

The bargaining teams for each side are given below:

Union Team

President, AWA Local 0001 and
Team spokesman - Bud Pardons

Company Team

President - J. B. Swope

Union Team (cont.)

Chairman, Lastik Plastik Unit -
C. B. Halloway

Staff Representative (full time
representative from the Inter-
national Union) - L. M. Steinway

Chief Shop Steward - Wilbur Rosen

Company Team (cont.)

Lawyer and team spokesman -
R. A. Artworth

Production Manager - Bart Trab

Personnel Director - J. C.
Hitower

LABOR MARKET SITUATION IN RAPIDS JUNCTION

The current labor market situation in Rapids Junction would not be favorable in a strike situation either to the Company or the Union. Although the unemployment rate is low -- about 3% -- there are not many job openings in the area and the supply of available workers is just about equal to the demand. Also, there are anxieties about possible plant relocations. Lastik Plastik management would have difficulty hiring other workers from the area and Lastik Plastik employees would have difficulty finding other jobs.

BARGAINING ISSUES AND ALTERNATIVES

1. Wages

The Union is demanding an across-the-board 50¢ per hour wage increase. There are no constraints in either the amount of wage settlement or its application during the life of the contract. Cost of living adjustments, if any, can be provided for additionally if the parties so agree

2. Union Security

The Union is demanding a Union shop. The alternatives can be any one or combination of the following:

A. Union Shop

All employees become members of the Union within ninety days of employment.

B. Agency Shop

All employees who do not join the Union are required to pay a fee to the Union equal to membership dues.

C. Modified Union Shop

Employees hired on or after the effective date of this agreement become members of the Union for the duration of this contract. Present employees not in the Union are not required to join.

D. Maintenance of Membership

All employees who join the Union are required to remain in the Union for the duration of this contract.

E. Checkoff

The Company will deduct dues from each Union member who signs a dues authorization form and will turn this money over to the Union.

F. Open Shop

No union security provisions.

The parties can make any arrangement on applying this provision to which they can agree. At present, the Company operates an open shop.

3. Vacations

The Union is seeking vacation schedule A) and the Company is providing vacation schedule F). These and other alternatives follow. The parties can agree on any of these or on any other alternatives. It is suggested that the given alternatives are sufficiently all-inclusive and that the parties need not structure another alternative. However, it might be necessary to do so in order to reach agreement, and the parties are free to go in that direction.

A.

1. Six month eligibility
2. Scheduling by seniority
3. Pay rate of average weekly wage over last 12 months
4. Vacation Length of Service
 - 1 week 6 months
 - 2 weeks 1 year
 - 3 weeks 5 years
 - 4 weeks 10 years

B.

1. One year eligibility
2. Scheduling by seniority
3. Pay rate of average weekly wage over last 12 months
4. Vacation Length of Service
 - 1 week -----
 - 2 weeks 1 year
 - 3 weeks 5 years
 - 4 weeks 10 years

C.

1. One year eligibility
2. Scheduling by seniority with company approval
3. Pay rate of average weekly wage over last 12 months
4. Vacation Length of Service
 - 1 week 1 year
 - 2 weeks 3 years
 - 3 weeks 10 years
 - 4 weeks 15 years

D.

1. One year eligibility
2. Scheduling by seniority with company approval
3. Regular rate of pay for 40 hour week
4. Vacation Length of Service
 - 1 week 1 year
 - 2 weeks 5 years
 - 3 weeks 10 years
 - 4 weeks 25 years

E.

1. One year eligibility
2. Scheduling by company to employee satisfaction where possible
3. Regular rate of pay for 40 hour week
4. Vacation Length of Service
 - 1 week 1 year
 - 2 weeks 5 years
 - 3 weeks 15 years
 - 4 weeks 25 years

F.

1. One year eligibility
2. Scheduling by company
3. Regular rate of pay for 40 hour week
4. Vacation Length of Service
 - 1 week 1 year
 - 2 weeks 10 years
 - 3 weeks 25 years
 - 4 weeks -----

4. Seniority

The Union is seeking combination seniority. The Company has no seniority provisions. These and other alternatives follow. The parties can agree on any of these or on any other alternative. It is suggested that the given alternatives are sufficiently all inclusive, and that the parties need not structure another alternative. However, it may be necessary to do so in order to reach agreement, and the parties are free to go in that direction.

A. Combination seniority

The employee whose job is eliminated has the option of replacing the junior man in his department, the junior man in his occupation, or the junior man plant-wide, provided he can do the job. This system of seniority will serve to protect the wage level of a senior man on a layoff.

B. Plantwide by length of service

An employee who is laid off shall replace the junior man plant-wide, provided he can do the job (this junior man will frequently be in the lowest wage scale).

C. Plantwide by length of service and qualifications

An employee who is laid off shall replace the junior man plant-wide provided that the senior man has equal skill and ability.

D. Departmental seniority

Seniority shall be determined by the employee's length of service within his department. In practice, a layoff within a department will release the junior man in that department first.

E. Occupation-wide seniority

Seniority shall be determined by the employee's length of service within his occupation classification. In practice, a layoff within a occupation category will release the junior man in that occupation first.

F. No seniority provisions

Promotion, job openings, transfers, recall and layoff shall be based on the employee's qualifications to do the job.

5. Contract Length

The Union is seeking a one year contract. The Company would prefer a three year contract with any wage increase fixed for the duration. Some alternatives follow, any one or combination of which may be agreed to by the parties.

- A. This agreement shall remain in effect for one year.
- B. This agreement shall remain in effect for eighteen months.
- C. This agreement shall remain in effect for two years. Either party may reopen negotiations on wages at the end of the first year of the contract.
- D. This agreement shall remain in effect for two years.
- E. This agreement shall remain in effect for three years. Either party may reopen negotiations on wages at the end of eighteen months of the contract.
- F. This agreement shall remain in effect for three years.
- G. The contract shall remain in effect for two or more years (specify) with step wage increases during the duration of the contract.

DATA FILE

CONTENTS:

1. Lastik Plastik Employees by Length of Service and Vacation
2. Summary of Wage Information
3. Estimated Total Cost of Wage Packages
4. Estimated Total Cost of Vacation Packages
5. Wage and Fringe Benefit Comparison--Rapids Junction Area
6. Wage and Fringe Benefit Comparison within the Industry
7. Lastik Plastik Balance Sheet
8. Lastik Plastik Operating Statement
9. U. S. Department of Labor, Consumer Price Index
10. U. S. Bureau of Labor Statistics, City Worker's Family Budget
11. Recent Problems with the Shop

LASTIK PLASTIK EMPLOYEES

BY LENGTH OF SERVICE AND VACATION PRIVILEGES

<u>Years of Service</u>	<u>No. of Employees</u>	<u>Vacation Privileges</u>
1 year	12	1 week
2 years	16	1 week
3 years	22	1 week
4 years	22	1 week
5 years	6	1 week
6 years	8	1 week
7 years	4	1 week
8 years	2	1 week
9 years	4	1 week
10 years	4	2 weeks
11 years	2	2 weeks
12 years	2	2 weeks

SUMMARY OF WAGE INFORMATION

<u>Job Classification</u>	<u>No. in the Class</u>	<u>Wage Rates</u>
1. Set up men (6)	4 2	2.75 p/hr 2.25 p/hr
2. Press operators (10)	4 4 2	1.85 p/hr 1.75 p/hr 1.65 p/hr
3. Assemblers (14)	8 6	1.70 p/hr 1.65 p/hr
4. General Shop (58)	4 8 30 16	2.10 p/hr 1.75 p/hr 1.70 p/hr 1.65 p/hr
5. Slitters (6)	4 2	1.90 p/hr 1.75 p/hr
6. Welders (8)	8	1.75 p/hr
7. Sweepers (2)	2	1.60 p/hr

ESTIMATED TOTAL COST OF WAGE PACKAGES

<u>Alternative</u>	<u>Estimated Annual Cost</u>	<u>Increase in Costs over Present System</u>
1. 50¢ increase/hour	\$539,780	\$121,240
2. 40¢ increase/hour	\$515,732	\$ 97,192
3. 30¢ increase/hour	\$490,680	\$ 72,140
4. 20¢ increase/hour	\$466,630	\$ 48,090
5. 10¢ increase/hour	\$442,580	\$ 24,040
6. Present Wage Level	\$418,540	-----

Estimates based on an overtime rate equal to 10% of ordinary working hours.

ESTIMATED TOTAL COST OF VACATION PACKAGES

Alternative	Estimated Annual Cost (at Current Wages)	Increase in Costs Over Present System
1.	\$17,100	\$9,400
2.	\$16,000	\$8,300
3.	\$13,000	\$5,300
4.	\$10,000	\$2,300
5.	\$ 9,400	\$1,700
6.	\$ 7,700	-----

Note: A wage increase of 50¢/hour would increase the Estimated Costs above by the following amounts:

Alternative	Approximate Cost Increase
1.	\$4,600
2.	\$4,200
3.	\$3,800
4.	\$2,800
5.	\$2,500
6.	\$2,100

WAGE AND FRINGE BENEFIT COMPARISON—RAPIDS JUNCTION AREA

Name of Company	Wage Rate			Holidays	Required Yrs. of Service for Vacations				
	Minimum	Maximum	Average		1w	2w	3w	4w	5w
1. Nice Mfg. Co.	\$ 1.60	\$ 2.25	1.92	7	1	5	15	20	
2. Miller City Press, Inc.	1.90	3.50	2.70	8	6m	1	5	10	20
3. The Blue Wire Mfg. Co.	1.70	2.70	2.00	7	1	5	10	20	
4. Glasier Glass Co.	1.60	2.25	1.92	7	1	5	15	20	
5. The Campsite Furniture Co.	1.60	2.75	1.95	8	6m	1	5	10	20
6. Lastik Plastik Co.	1.60	2.75	1.75	7	1	10	25		
7. Rosen Mfg. Co.	1.60	2.00	1.80	7	1	2	5	10	
8. Green Sugar Co.	1.80	3.00	2.45	9		1	7	14	
9. B. & W. Lye Co.	\$ 1.60	\$ 2.75	1.90	8	1	5	10	20	

WAGE AND FRINGE BENEFIT COMPARISON IN THE INDUSTRY

WAGE RATES

Name of Company	Setup Men	Press Oper.	Assembler	General Shop	Slitters	Welders	Sweepers	Required Years of Service for Vacations (By Weeks)			
								1	2	3	4
Lastik Plastik, Inc.	\$ 2.59	\$ 1.77	\$ 1.63	\$ 1.68	\$ 1.85	\$ 1.75	\$ 1.60	1	2	3	4
Synthetics, Inc.	\$ 3.00	\$ 1.95	\$ 1.80	\$ 1.75	\$ 2.00	\$ 1.90	\$ 1.70	1	10	25	
Campbell & Mead	\$ 2.95	\$ 1.90	\$ 1.75	\$ 1.75	\$ 1.90	\$ 1.85	\$ 1.65	1	5	25	
Barnes & Stien	\$ 3.05	\$ 1.95	\$ 1.85	\$ 1.80	\$ 1.95	\$ 1.90	\$ 1.75	1	10	20	
Wardell Design	\$ 2.85	\$ 1.80	\$ 1.70	\$ 1.77	\$ 1.85	\$ 1.80	\$ 1.65	1	2	10	20
Armstrong Plastics	\$ 3.00	\$ 1.90	\$ 1.80	\$ 1.70	\$ 2.00	\$ 1.85	\$ 1.70	1	2	10	20
Grey Molding, Inc.	\$ 2.95	\$ 1.95	\$ 1.75	\$ 1.70	\$ 2.00	\$ 1.90	\$ 1.65	6Mo	1	5	10
Black & Crossley	\$ 2.65	\$ 1.80	\$ 1.70	\$ 1.75	\$ 1.90	\$ 1.80	\$ 1.65	6Mo	1	10	20
Crafts, Inc.	\$ 3.00	\$ 1.85	\$ 1.85	\$ 1.75	\$ 1.95	\$ 1.90	\$ 1.70	6Mo	1	10	20

LASTIK PLASTIK COMPANY

BALANCE SHEET

ASSETS

Current Assets

Cash	\$199,000
Accounts Receivable	168,000
Inventory	<u>152,000</u>
Total Current Assets	\$519,000

Fixed Assets

Gross Fixed Assets	848,000
Less: Reserve for Depreciation	<u>239,000</u>
Total Fixed Assets	\$609,000

Total Assets

\$1,128,000

LIABILITIES AND CAPITAL

Current Liabilities

Accounts Payable	\$120,000
Notes Payable	75,000
Accrued Expenses	50,000
Accrued Income Taxes	<u>85,000</u>
Total Current Liabilities	\$330,000

Long Term Liabilities

Two Year Notes Due	110,000
Five Year Notes Due	<u>70,000</u>
Total Liabilities	\$530,000

NET WORTH

Common Stock (15,000 shares @ \$10/share)	150,000
Retained Earnings	<u>448,000</u>
Total Net Worth	\$598,000

Total Liabilities and Net Worth \$1,128,000

LASTIK PLASTIK COMPANY

OPERATING STATEMENT

Net Sales	\$2,200,000
less: Cost of Sales	<u>1,200,000</u>
Gross Profit	\$1,000,000
plus: Other Income	<u>10,000</u>
Total Gross Income	\$1,010,000
less: Selling and Administrative Expenses	<u>620,000</u>
Profit before Taxes	\$390,000
less: Income Taxes	<u>200,000</u>
NET PROFIT	\$190,000

U. S. DEPARTMENT OF LABOR
Bureau of Labor Statistics

Consumer Price Index for Urban Wage Earners and Clerical Workers

<u>Date</u>	<u>1st YEAR</u>	<u>2nd YEAR</u>	<u>3rd YEAR</u>
January	111.0	114.7	
February	111.6	114.8	
March	112.0	115.0	
April	112.5	115.3	
May	112.6	115.6	
June	112.9	116.0	
July	113.3	116.5	
August	113.8	116.9	
September	114.1	117.1	
October	114.5		
November	114.6		
December	114.7		
AVERAGE	113.1		

1970 City Worker's Family Budget

Bureau of Labor Statistics

The new City Worker Budget reflecting Autumn 1970 prices has just been released by the U.S. Bureau of Labor Statistics. This budget is worth examining in light of the negotiations in which AWA will be involved in 1970 and the impact which the new budget will have on the collective bargaining climate in 1970.

Basis for the City Worker's Family Budget

The cost estimates of the City Worker's Family Budget are for a family consisting of an employed husband, age 38, a wife not employed outside the home, and two children, a girl age 8 and a boy of 13. The man is presumed to be an experienced worker. The family group is well established and has average inventories of clothing, house furnishings, major durables, and other equipment. The budget is an attempt to describe and measure a modest but adequate standard of living.

Cost of the 1970 Budget

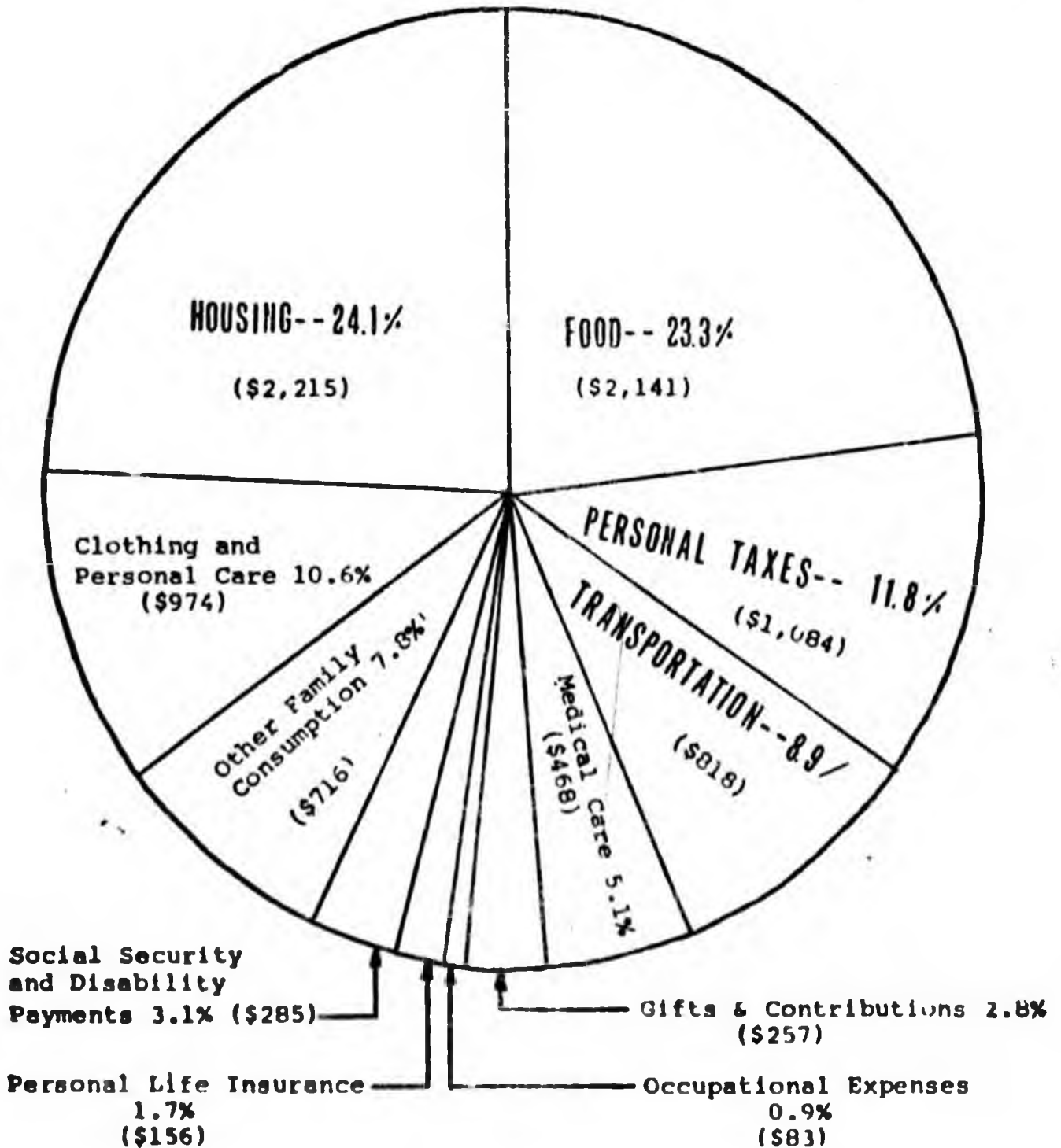
The cost of living at a moderate standard for a family of four persons averaged \$9,191 in urban areas of the United States. In smaller cities it was \$8,355. These averages include allowances for food, housing, transportation, clothing, personal care, medical care, and other components of family consumption, for gifts and contributions to others, for personal life insurance for the family's future security. They also include personal income taxes, Social Security deductions, and occupational expenses such as work clothes and Union dues.

WHERE THE BUDGET DOLLAR GOES

CITY WORKER'S FAMILY BUDGET - AUTUMN 1970

MODERATE LIVING STANDARD

U.S. AVERAGE = \$9,191



RECENT PROBLEMS IN THE SHOP

1. Employer Purchase of Equipment

Employees complained of having to purchase their own special face protectors for new welding machines. These face protectors cost about \$16 apiece.

2. Improper Attention to Safety Factors by Management

Employees complained of not receiving proper training with respect to using the new welding machines. Therefore, within three weeks two men had been seriously burned, causing them a total loss of 18 work days, and three of the machines had to be shut down for repairs, causing a day off for six men over a period of seven days.

3. Crafts, Herbert, Unfair Leave of Absence Policy

Employee's position: Herbert Crafts forced to take a lower paying job after returning to the Company following his wife's illness. Leave of absence was denied Crafts, as was permission to work part time.

Company position: Crafts' position needed to be filled and once we had promoted a man to fill his position we couldn't remove that man. Our work requires a man who is able to see a job through and it is not cost-effective to have part-time employees.

4. Glazier, Al, Wage Increase

Employee's position: Glazier placed on Bart Trab's blacklist in 1968. At that time he was making \$2.00 per hour. It took the

Company two years to give him an increase of \$.25 per hour.

No company position given.

5. Kinley, Fred, Low Wages

Fred Kinley's twins are juniors in high school now. Both would like to visit a few college campuses next year, but with two other children to provide for, Fred will probably not be able to send them to college without getting deeper in debt.

No company position given.

6. Mueller, Ed, Promotion and Employee Advancement

Employee position: Mueller, although head of the assemblers, requested a transfer to the welding department where he could earn more money and begin to work his way up. Mueller's requests have been denied on the excuse that the Company needs him as an assembler. It is the employees' feeling that this kind of employee advancement should be encouraged and that a seniority system would aid in its encouragement.

Company position: Ed Mueller is a good assembler. We are not willing to take the chance of trying him as a welder. Ed is doing what we feel he can do best and one of our policies has been to adjust the men according to their value within the Company structure.

7. Murphy, Ted, Promotion

Employee position: Ted Murphy, an assembler for six years has consistently been overlooked in filling assistant supervisory positions. Bart Trab recently appointed a new employee to fill the post of Chief Assembler.

Company position: Newly hired men seem to take orders well, socialize less. Ted Murphy is a good worker but it is the general opinion of the management staff that he is also a time waster with chatter.

8. Rosen, Wilbur, Promotion

Employee position: Wilbur Rosen has been with the Company for six years although there have been two men hired to the post of Section Manager in those six years with Wil not being promoted.

Company position: Wilbur Rosen's complaint was that he was deliberately overlooked for a promotion to Section Manager. Bart Trab felt that although Rosen did a good job at his machine, he would not do well at managing people.

9. Walker, Al, Layoff Procedure

Employee position: In May of 1967 there was a layoff of 20 employees. Although four of these employees had seniority, they too were laid off. In one case, Al Walker, who has been with the Company eight years, was laid off. The Company ignored the fact that he had five children at the time and was expecting another.

Company position: Company policy is to let go an employee who produces less than others. Walker felt that he had more seniority and should not have been laid off. But Walker had not shown any effort prior to this period to make himself as valuable to the Company as some of his fellow workers. Therefore he was laid off.

10. Walker, Al, Wage Increase

Employee position: If Al Walker didn't drive a cab part-time he would not be able to feed, house, and provide medical attention for his family of eight, not to mention such luxuries as a family trip during his vacation. He has not had a raise in over a year, since he returned from being laid off.

No Company position given.

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THE ANCHORAGE CITIZEN DISPUTE CENTER:
A NEEDS ASSESSMENT AND FEASIBILITY REPORT

Forward

The United States is presently experiencing a legal explosion. As implausible as it may appear, exponential extrapolation of increases over the last decade suggests that by the early 21st century the federal appellate courts alone will decide approximately 1 million cases each year. That bench would include over 5,000 active judges, and the Federal Reporter would expand by more than 1,000 volumes each year. . .

But the growth in caseloads and legislative terms is only a symptom of a broader problem: the growing intrusion of law on every aspect of American society. Too many conflicts between different cultural or ethical systems exist that are not resolved through informal means or through the legislature. Points of conflict ranging from school discipline to highway aesthetics have become judicial and administrative affairs. Courts have usually responded procedurally, and agencies by increasing the number of regulations. Thus the complexity of law increases while its rationality and persuasiveness do not. The law becomes more complex and more burdensome precisely because it is separated from custom or ethos.

This hypothesis--that law is expanding because it is separated from ethos--suggests a further way to dampen the legal explosion. One cannot, however, simply preach discontinuation of the use of the legal system. Too many real injustices and deep value-conflicts exist. . . [I]t is . . . suggested that the legal system be reorganized to facilitate the emergence of a common ethos and to draw on the force of that ethos.¹

¹ J. Barton, Behind the Legal Explosion, Stan. L. Rev. 567, 578 (1975).

INTRODUCTION

In January of 1977, the Alaska Judicial Council received a grant from the Law Enforcement Assistance Administration to evaluate the need for and feasibility of establishing an alternative dispute resolution program to handle minor civil and criminal cases in Anchorage. The terms of the grant required that the Council achieve two objectives: First, we were to determine which (if any) types of disputes are being inadequately processed through the criminal justice system and private and governmental agencies in Anchorage. Second, we were to develop a "detailed implementation plan" for a more effective forum for handling those controversies. This report summarizes the results of each phase of our project.

The report is divided into three sections. The first consists of our assessment of the efficacy of the existing forums for processing minor controversies in Anchorage. Part Two contains a detailed description of the program which we think would both compensate for the deficiencies we found in the existing systems and comport with the principles of due process and legal rationality. Finally, the third section contains a breakdown of the probable caseload and cost of the project and a tentative implementation schedule.

The remainder of this introduction is a brief outline of the nature of the dispute processing we hope to

achieve in a Citizen Dispute Center. Each of the ideas presented will be developed in greater depth in the body of the report. The purpose of this summary is simply to provide the reader with a quick sketch of our objectives and to set into context the needs assessment which follows.

Alternative dispute processing, as we envision it, is composed of three overlapping stages or "resolution techniques": ¹ conciliation, ² mediation, and ³ arbitration. At the outset of a hearing, the hearing officers encourage the parties to air their grievances and state the forms of relief they seek. Often this initial expression of complaints, feelings, and desires will culminate in a settlement; simply the opportunity to tell their stories will have provided the disputants with a measure of satisfaction and they will then be willing and able to negotiate a solution to their controversy on their own. If conciliation does not catalyze a settlement, the hearing officers begin to employ the techniques of mediation: they probe and clarify the parties' stories, channel their exchanges away from recrimination toward constructive discussion, and encourage the disputants to explore the basic problems which provoked or culminated in their controversy. If an agreement still is not forthcoming, the officers hold private caucuses with the parties, determine their "bottom line" negotiating positions, and then suggest one or more settlements which incorporate or compromise between their demands. Most disputants, if they have not agreed upon a solution before this point, will

accept one of the officers' suggestions.¹ In the few cases in which the parties still refuse to come to an agreement, the officers assume the role of arbitrators; on the basis of the testimony they have heard and of their understanding of the different parties' needs and desires, they determine an appropriate award.

Another way to understand the alternative dispute resolution process is to contrast it with formal adjudication. Austin Sarat has isolated four dimensions on which the two approaches differ:² their¹ level of formality, their degree² of openness, their conception of what is³ relevant to a dispute, and their decisional style⁴. Court procedures are usually highly formal, relying on ritualized rules for the reception and criticism of information and for the rendering of decisions. The procedures of alternative dispute resolution are much less regularized. Most court hearings are open to the public. By contrast, access to mediation/arbitration hearings is usually limited to the parties, witnesses, and hearing officers. Formal adjudication typically requires the parties to narrow the definition of their conflict; personal problems arising out of complex situations are

¹ B. Hoff and J. Stein: Interim Evaluation Report: Philadelphia 4-A Program, Arbitration as an Alternative to Criminal Courts, 13-15 (1974). See Appendix F which summarizes various aspects of six citizen dispute centers, especially the "Goal Achievement" section.

² A. Sarat, Alternatives in Dispute Processing: Litigation in a Small Claims Court, 10 Law and Soc. Rev. 339, 340 (Spring 1976).

reduced to disputes over questions of fact or to arguments over the proper interpretation of rights and rules. Alternative dispute resolution takes into account more of the history and context of a controversy. It permits and encourages discussion of aspects of the parties' relationship which, though not legally relevant to their case, facilitate the development of a settlement amenable to both disputants. Finally, formal adjudication usually results in an "all or nothing" decision--a determination of whether a legal norm has been violated and, if so, an assignment to one of the parties of causal or moral responsibility for the violation. By contrast, the settlements or awards which issue from mediation/arbitration hearings rarely assign blame and liability to one of the parties; more often they represent compromises between the needs and expectations of the disputants. Their basis and thrust is prospective, not retrospective; they attempt to resolve the parties' problem and to enable them to interact comfortably in the future, not simply to distribute responsibility for past actions.

That, in brief, is the mode of handling minor civil and criminal controversies which we will refer to hereafter as "alternative dispute resolution". This report describes the types of commonly occurring disputes we have identified in Anchorage which would benefit from such a procedure and the structure of the program we believe would most effectively apply alternative dispute resolution to these conflicts.

In August of 1976, the Pound Conference Follow-Up Task Force, chaired by Griffin Bell, recommended the development and implementation in American cities of "specific Models of Neighborhood Justice Centers". These projects would have two functions. First, they would improve the quality of the administration of justice in the communities in which they were established; they would provide better forums for the resolution of a variety of minor disputes. Second, they would serve as pilot projects--models which could be evaluated, refined, and modified and, when warranted, replicated in other communities. In the context of the recommendation of the Task Force, the program we here propose takes on an added significance. If successful, it will operate not only to improve the resolution of disputes in Anchorage, but to facilitate the "more effective and efficient delivery of justice" throughout Alaska and the United States.

?

PART I: NEEDS ASSESSMENT

Research Methodology

We employed three general methods to determine the quality of dispute resolution presently being accorded various types of minor controversies in Anchorage. First, we examined the records of the governmental agencies which purport to handle minor disputes: the small claims and district courts, the Anchorage Police Department, and the Consumer Protection Division of the Attorney General's Office. As of the initiation of this project the small claims court had never been systematically evaluated to the extent necessary for the purpose of our study. Therefore, to determine the range of disputes comprising the caseload of this court and its success in resolving them, we had to read and analyze 2583 files--all of the cases the agency has handled since its separation from the district court until May 1977. For each controversy we collected data on the status and representation of both parties, the nature of the dispute, the disposition, and the elapsed time from filing to resolution. A copy of the coding form we used and a summary of our results is included in Appendix A.

Our evaluation of the Anchorage Police Department was similar in approach and scope. Again, no other agency previously had analyzed the department's treatment of selected minor disputes, so we were forced to collect our own data

from the original police reports. From our study of similar dispute resolution projects operating in other jurisdictions, we knew that the types of problems resulting in police calls most likely to benefit from alternative dispute processing were minor criminal offenses involving parties engaged in an ongoing relationship. Therefore, we read all of the reports filed in 1976 in which the police had classified the incident as a "family dispute", "assault and battery", or "disorderly conduct". We collected only summary statistics on those controversies in which the parties did not know each other. From the files of those cases involving ongoing relationships, however, we derived a great deal of information. Among the variables which we examined were: the relationship and living arrangement of the disputants, the nature of and apparent cause of the controversy, the involvement of weapons, the injury claimed by each party, the action taken by the police, and recorded indications of the likelihood of the reoccurrence of the dispute. The coding form we used and the results of our analysis are included in Appendix B.

When a police report indicated that one or more parties had been arrested, we reviewed the district court records to determine whether the case resulted in a prosecution. If so, we read the court file and collected data on the defendant's representation, the plea, the court or jury's verdict, the sentence (if any) imposed, and the elapsed time from arrest to disposition. Appendix C contains our coding form and results.

Finally, in order to corroborate the information we had received concerning the operation of the Consumer Protection Division of the Attorney General's Office, we reviewed that agency's records for the first four months of this year. Fortunately, the office had already collected most of the data we needed so we had only to summarize and interpret their statistics. Appendix D contains the results of that brief study.

The second major phase of our evaluation of minor dispute resolution in Anchorage was an analysis of the efficacy of the various private and governmental agencies which attempt to assist the police and court system. We interviewed representatives of Anchorage Housing and Community Services, the Alaska Legal Services Corporation, AKPIRG (Alaska Public Interest Research Group), the (now defunct) Rent Review Board, the State and City Ombudsmen's Offices, and the Consumer Protection Division of the Attorney General's Office. The facts and opinions we derived from those interviews are included in the narrative which follows.

Finally, the third aspect of our research effort consisted of a questionnaire distributed to all of the 800 members of the Greater Anchorage Chamber of Commerce. Our purpose was to determine the reaction of the business community to the mediation/arbitration of various types of disputes, the nature and number of the controversies in which businessmen are involved, and the willingness of the members of one sector of the community to volunteer as

hearing officers in our proposed program. Appendix E contains a copy of the questionnaire and a summary of the responses received to date.

On the basis of the results of our data collection and analysis, we conclude that six types of minor disputes are being handled inadequately by current methods and could be processed more efficiently and effectively in a mediation/arbitration center. The remainder of this section of the report consists of a description of each of those categories of dispute and an analysis of why the proposed Citizen Dispute Center would be a better forum for handling them.

Disputes Arising Out of Ongoing Relationships (1)

- A husband periodically gets drunk and threatens his wife and children. One night, when his threats are particularly vehement, his wife attempts to defend herself with a kitchen knife. The husband seizes the knife, throws it away, and beats her with his hands.
- Two female roommates argue over who should have the right to carry the mailbox key. The argument leads to a fist-fight and one of the women is slightly injured.
- A young married couple is under a lot of financial and emotional pressure. The husband works in the day and attends school at night. The wife is chronically ill and has to care for a four-year-old child. One night the two get into an argument which leads to a fight. The wife is slightly injured but does not require medical care.
- A young woman is badly beaten up by her drunken ex-boyfriend. When the police arrive, she admits that this is a regular occurrence. She refuses to press charges against her attacker, insisting that she "only wants him to leave her alone".
- A 36-year-old woman assaults and injures an 11-year-old boy who lives in her neighborhood--allegedly for repeatedly calling her a prostitute. The boy's parents decide not to press charges.

- A young man threatens, then later attacks and injures his sister's boyfriend. He justifies his actions by claiming that he is the oldest man in his family and he has a duty to protect his siblings.
- A landlord goes to his tenant's residence to demand payment of two months' back rent. The tenant refuses, claiming that the landlord has failed adequately to maintain the apartment. The landlord assaults and seriously injures the tenant.

These are a few examples of a type of case the Anchorage police routinely encounter: violent disputes between two or more people involved in an ongoing relationship. Typically, the parties know each other reasonably well and have interacted, if not harmoniously, at least non-violently, for some time in the past. Then, for some reason, they come into violent conflict. Sometimes the incident will represent a rare fracture in an otherwise friendly or intimate relationship. Sometimes it will be the culmination of a long smoldering antagonism. In most cases, both parties would like to prevent a reoccurrence of the dispute and to be able to continue to interact comfortably in the future.

These conflicts are being handled inadequately through the criminal justice process, commencing with initial police contact, through final resolution, if any, in the district court. Many disputes of this sort are not being processed at all.³ Frequently, the participants

³ It is difficult, if not impossible to determine the number of incidents that could benefit from some sort of mediation intervention. The true incidence of unreported crime is unknown but believed to be many times larger than reported crime. We do know that of the 4,085 reported incidents of disorderly conduct occur-

themselves decide not to initiate formal legal proceedings,⁴ or often the police or prosecutors refuse to process some disputes.⁵ Of the fraction of cases which do enter the court system,⁶ most are withdrawn or dismissed before they

ring in the Anchorage/Spenard area, only 681 resulted in arrest. There were 732 calls to the police during 1976 to report family disturbance incidents, but since "family disturbance" is not a criminal violation, no arrest records exist for that category.

4 In reviewing all of the reported incidents of assault and battery, disorderly conduct, and family disturbance, we selected only incidents which involved parties engaged in some ongoing relationship. We then collected extensive information on each of these 371 reported incidents. We found that in 22% of the cases the police were unable to act because the victim refused to sign a complaint. Since Alaska law requires that a misdemeanor be committed in the presence of an officer before he can arrest a suspect without a warrant, unless the officer sees the illegal altercation, he cannot act. AS 12.25.030.

5 In about 12% the police took no action concerning the incident. (The reason for inaction is unknown except that it was for some reason other than continued investigation for inability to locate the suspect since these explanations were separately noted.) In 5% of the cases, the police refused to act even though the victim was willing to sign a complaint.

Once the police have arrested a suspect it is within the discretion of the prosecutor to decide whether or not formally to pursue the charge. Our data revealed that there were 107 arrests but only 53 cases that could be traced to the district court. Thus it appears that the district attorney declines to prosecute near half of those arrested. (There could be other explanations for our inability to locate a district court file for each of the arrested suspects; but the incidence of lost files or improper record-keeping is not likely to be significant.)

6 In order to understand the unrepresentative nature of a criminal occurrence reported to the police which results in a final disposition in the district court, it becomes necessary to review the "funneling" effect of the system. Because of the non-uniform nature of police and court records in labeling certain incidents,

reach the trial stage.⁷ And in the few instances in which a case is pursued to a final disposition, the parties often find that the decision rendered either fails equitably to apportion blame for their actions and injuries or fails to resolve the problem which sparked the incident.⁸

it is impossible to trace this funnelling effect through each of the three categories of disputes we studied. However, reported incidents of disorderly conduct could be traced from a citizen request for help to final disposition in the district court. Although there is no claim that disorderly conduct violations are representative of most citizen disputes, the method in which they are handled is indicative of traditional processing. There were 4,085 incidents of disorderly conduct reported to the police during 1976 (and one must assume the occurrence of many more unreported occurrences). Six hundred eighty-one resulted in arrest. Of the 83 disorderly conduct incidents involving ongoing relationships 35 resulted in arrest. Eighteen of the arrested suspects were formally prosecuted.

7 There were 35 arrests for disorderly conduct. Eighteen resulted in formal prosecution. Of the 18, 5.6% were dismissed by the prosecutor, 5.6% were dismissed by the court, and the victim withdrew the complaint in 5.0% of the cases. Thus, about 17% of the small number of cases that actually reach the courtroom are dismissed prior to trial.

There were 229 assault and battery incidents. Seventy-nine or approximately 35% resulted in arrest. Thirty-five, or about 15% of the reported incidents actually became district court cases. Of the 35, 29% were dismissed by the prosecutor either at arraignment or before trial and 22% were dismissed because the complainant withdrew the complaint. Therefore, over half of the 15% of incidents which do reach court are dismissed before trial.

8 A. Sarat, Alternatives in Dispute Processing: Litigation in a Small Claims Court, 10 Law and Soc. Rev., 340, 341-342 ft.2. (Spring 1976).

The failure of the justice system derives from six major factors. First, the atmosphere and procedures of formal adjudication are ineffective in exposing the important issues and problems in these cases. Typically, the specific controversy or incident which is before the court represents only one aspect or manifestation of a much larger and more complex relationship or conflict--the tip of an iceberg.⁹ Thus, to decide the case fairly and to repair the disputants' relationship, the adjudicator needs, at a minimum, a knowledge of the context and history of the controversy. In a variety of ways, the climate and procedures of the courts systematically deny the judge access to that background. The narrow definition of "relevance"⁹ in formal adjudication excludes from the hearing a great deal of contextual information. All evidence relating to the parties' previous interactions which lies outside a rather tightly drawn sphere of narrowly defined issues is excluded from the forum.¹⁰

9 "'Relevancy', as employed by lawyers and judges, is the tendency of the evidence to establish a material proposition." McCormick, Evidence, 435 (2nd ed. E. W. Cleary 1972).

10 Having defined and refined the issues in the case, the parties are constrained to offer evidence that is "material" and "relevant". Materiality deals with the relationship between the issues of the case and the fact which the evidence tends to prove, relevancy deals with the requirement that the evidence must tend to prove a material fact. Azimow's Estate v. Azimow, 141 Ind.App. 529, 230 N.E.2d 450 (1967). However, even relevant evidence may be excluded. "The great body of the law of evidence consists of rules that operate to

But even if the structure of formal adjudication permitted the presentation of such testimony, the formality and public nature of court adjudication exerts a powerful inhibitory effect on the participants.¹¹ The disputants may feel that they have to "keep to the point", to present their claims and defenses as quickly and simply as possible. Many would be embarrassed to explain the context of their dispute to the court; they feel that it would be "washing their dirty laundry in public". The net effect is that the adjudicators in the existing forums do not have the information necessary to resolve these cases in a way designed to lessen the likelihood of their future reoccurrence.

2 The second cause of the inadequacy of the existing courts is that the decisional style of formal adjudication is, at best, a clumsy mechanism for satisfying the parties' needs and resolving their problems. As indicated in the introduction, courts of record use a retrospective decisional technique; their objective is to allocate responsibility and sanctions for the violation of legal norms. The system is simply not designed to focus on the victim's needs

exclude relevant evidence. Examples are the hearsay rule, the rule preferring original writings and the various rules of privilege for confidential communication." McCormick, Evidence, 121 (2nd ed. E. W. Cleary 1972).

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The research staff personally observed many small claims proceedings. The parties to the action often seemed overwhelmed and confused by the proceedings despite repeated explanations and reassurance from the most patient judge. Those parties that appeared to have more regular contact with the court did not seem to exhibit the same hesitancy.

and expectations or to consider what decision would best enable the parties to get along in the future.

The structure of formal adjudication often prevents a judge from rendering the decision which might fulfill the parties' desires and solve the problem which gave rise to the dispute. In a criminal prosecution in district court, the judge has only a few dispositional options: he may sentence the defendant to jail, exact from him a fine, or let him go free. None of these dispositional alternatives is well designed to deal with any of the cases described at the outset of this section.

Formerly, a few more flexible dispositional alternatives were available through the mechanism of deferred prosecution. For example, in the first of the incidents set out preceding the discussion in this chapter, the husband might be charged with assault and battery or even with assault with a dangerous weapon. Recognizing that neither prosecution nor conviction on either of those charges would serve the ends of justice or resolve the underlying conflict, the prosecutor and defense attorney might have arranged an informal disposition of the case. For example, prosecution might be deferred on condition that the defendant stop drinking, seek and follow through with professional help, and refrain from future assaults. In the past year, however, the future of such negotiated settlements is very uncertain. In August of 1975, the Attorney General instituted a statewide policy which prohibited district attorneys from engaging in

plea bargaining. While the prohibition itself certainly does not eliminate the dispositional option of deferred prosecution, it has frequently been interpreted by assistant district attorneys and defense counsel as preventing the representatives of the defendant and the state from openly discussing agreed-upon programs pursuant to such arrangements. The fear that a settlement by deferred prosecution with attached conditions will be labelled a "plea bargain" has discouraged many prosecutors from working out flexible alternative arrangements in cases involving ongoing relationships.¹²

Until June of 1976 district court judges could avail themselves of the option of placing a misdemeanor on probation. The Misdemeanor Probation Project, a federally-funded program, provided supervised probation services to approximately 60 to 70 misdemeanor offenders.¹³ The federal grant expired June 30, 1976 and the legislature failed to appropriate funds to continue the program, thus probation is no longer a dispositional alternative for misdemeanants. The need for alternative resolutions to minor criminal disputes

¹² The Alaska Judicial Council is engaged in a two-year research effort evaluating the impact of the elimination of plea bargaining in Alaska. As part of that research task, the staff has interviewed prosecutors and defense attorneys who have noted the increased reluctance to utilize deferred prosecution as an alternative. More reliable data on this perceived shift will be included in the Plea Bargaining Final Report available Spring 1978.

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The actual monthly caseload was about 125 cases, but half of that number served as a control group and did not receive supervisory attention.

takes on added importance in light of attorneys' increased reluctance to employ deferred prosecution and judges' inability to sentence a misdemeanant to probation.

The two procedural constraints of traditional court processing--the narrow definition of legal issues and the retrospective style of decisionmaking are exacerbated by four practical problems when dealing with disputes involving ongoing relationships. First, the victims in many of these cases refuse to sign criminal complaints.¹⁴ This reluctance is caused by a variety of factors. Often the victim will be unwilling to subject a family member, lover, or friend to the stigma of a criminal prosecution or conviction. If the suspect is a member of the injured party's immediate family, the victim will be aware that the costs associated with a criminal action, such as lost wages, will come in part out of his or her own pocket. Many victims fear that filing charges will only further antagonize the defendant and provoke an even more violent attack. Finally, many injured parties recognize that, whatever the problem which sparked the incident, criminal prosecution will do nothing to solve it--that the most they can hope for from the criminal justice system is a hollow sort of revenge.

14 In 22.4% of the reported incidents of disorderly conduct, assault and battery and family disturbance involving at least some acquaintance among the parties, the police were unable to act because the victim refused to sign a complaint. Looking at the category of family disputes separately, the victim refused to sign a complaint in 33.3% of the incidents.

Second, many of the cases which do enter the criminal justice system drop out before they come to trial. In a significant percentage of the disputes the victim either withdraws the complaint¹⁵ or refuses to testify. Their awareness of the likelihood of this occurrence combined with their sense of the inappropriateness of the available dispositional alternatives make district attorneys very reluctant to prosecute cases involving ongoing relationships. And the police officers' knowledge of the prosecutors' attitude, in turn, makes them hesitant to make arrests. Our data indicates that in 5% of the controversies involving ongoing relationships, the police refused to take any action even when the victim wanted to file charges. In 56% of the disputes which were recorded in the police files the officer did not pursue the matter beyond filing the police report. Major Brian Porter of the Anchorage Police Department indicates that, taking into account the controversies the police respond to but for which they do not fill out a report, the incidence of inaction is actually much greater. Finally, in only 31% of the cases recorded was any party arrested. Thus, in fewer than a third of these disputes is the criminal justice system even given a chance to address and resolve the problem.

¹⁵ In approximately 26% of the cases, the prosecutor was forced to dismiss the charges because the victim withdrew the complaint.

The third defect in the existing system is that the courts do not have the resources and time adequately to process most cases arising out of ongoing relationships. As indicated above, the issues involved in these disputes are often quite complex; to get a full sense of the background and context of the controversy requires considerable patience, time and effort. Because the charges typically are minor, however, the judges tend to dispose of the cases fairly rapidly in a routine fashion. Thus, even if the atmosphere and procedures of formal adjudication permitted the judge to explore the underlying problem which provoked the incident, time constraints and the customary judicial style would tend to prevent him from doing so.

Finally, resolution of a dispute through the existing court system can require a great deal of time. Unless the defendant pleads guilty, the process can be lengthy. Misdemeanor cases in Anchorage's district court require an average of 61 days to reach a final disposition.¹⁶ During that period, the defendant is stigmatized with the stigma of an impending prosecution, the victim may be threatened by further attacks, and, most importantly, their problem remains unresolved.

The effects of these defects in the treatment presently accorded disputes involving ongoing relationships

¹⁶ Alaska Court System 1976 Annual Report, 90, (March 31, 1977). The report also notes that ten percent of misdemeanors disposed of in 1976 were over four months old at closing.

are dramatic and unpleasant. Our data indicates that in 41% of cases in which the parties knew each other, the participants previously had been involved together in a similar conflict. And, in 46% of the reported incidents, the responding offices indicated that violence was likely to re-occur.

Finally, we have reason to believe that many of these unresolved disputes between people involved in an ongoing relationship escalate into much more serious crimes. We were unable to collect any data on this process in the Anchorage area. However, a recent study by the Vera Institute of Justice on the Disposition of Felonies in New York City concluded that:

In half of all the felony arrests for crimes against the person, the victim had a prior relationship with the defendant. . . . The study found an obvious but often overlooked reality: criminal conduct is often the explosive spillover from ruptured personal relations among neighbors, friends and former spouses. Cases in which the victim and defendant were known to each other constituted 83% of rape arrests, 69% of assault arrests, 36% of robbery arrests, and 39% of burglary arrests.¹⁷

In sum, institutions comprising the existing criminal justice system are not only failing adequately to resolve most minor disputes between parties who know each other, but their deficiencies appear to contribute to the incidence of very serious criminal conduct.

¹⁷ Vera Institute of Justice, Felony Prosecutions in New York City (1977).

The advantages of processing disputes between parties in an ongoing relationship through a mediation/arbitration program mirror the limitations and failures of the existing system. First, the atmosphere and procedures of alternative dispute resolution are designed to expose the important issues in such disputes. Hearings are informal and private. The parties are encouraged to tell their full stories, to describe how and why the dispute arose and how they would like to see it resolved. They are not inhibited and embarrassed by being forced to air their grievances in a public forum before officials and onlookers. The loose definitions of relevance and materiality permit the parties to explore the history and context of their controversy and thereby to provide themselves and the hearing officers with the information necessary to help work out a sensible solution to the problem.

The decisional style of mediation/arbitration is likewise geared to generate effective dispositions to disputes involving ongoing relationships. The objective of alternative dispute resolution is to satisfy or to formulate a workable settlement of the parties' needs and expectations, not to allocate blame and impose sanctions. Because it does not stigmatize one of the parties, it avoids arousing his resentment and thereby exacerbating the problem. Because the process is shaped by the desires of the disputants, it is more capable of generating a settlement or award amenable to both. And because the system is primarily designed to

enable the parties to get along in the future, it deliberately seeks to minimize the likelihood of a reoccurrence of the dispute.

The practical attractions of alternative dispute resolution similarly parallel the defects of formal adjudication. First, the victims who seek police intervention but do not want to institute a criminal prosecution in disputes involving ongoing relationships are much more likely to bring their grievances to a well planned and properly administered mediation/arbitration program than to a court of record. They do not need to fear stigmatizing the suspect and the danger of provoking retaliation consequently may be lessened. The process is free, so the family income is not reduced. (Ideally, mediation/arbitration sessions are scheduled to avoid conflict with the normal working hours of most people.) Finally, there is the hope that the center is capable of generating a real solution to their problems.

For the same reasons, a victim is less likely to withdraw a complaint from a mediation/arbitration center once he has initiated it. And the program would never drop an active case unless both parties request that it do so. The knowledge of the police that cases referred to the center are likely to get processed should reduce the incidence of disputes in which they now take no action, mainly because there is no suitable forum. The net effect is that more cases are likely to get considered and resolved.

Third, a mediation/arbitration program would have adequate time and resources fully to process disputes involving ongoing relationships.¹⁸ Hearings would last for as long as two hours and rehearings would be scheduled if that time were not sufficient. Parties would never be made to feel rushed or pressured or that their dispute is somehow not worthy of the court's attention.

Finally, resolution of a dispute through mediation/arbitration would require very little elapsed time from filing to final award or settlement. All hearings would be held within ten days of the filing of the complaint. Thus there would be a reduced opportunity for the problem to fester or explode.

Other aspects of the results of our data collection reinforce our conclusion that there is a large category of disputes for which mediation/arbitration would provide the most appropriate solution. For example, most of the cases we examined did not involve a level of premeditation, violence or injury so serious that most people's notions of the requirements of justice would be violated by a non-criminal solution. In only 11% of the cases did the victim claim an injury which required medical attention. No weapon was involved in 80% of the disputes. And when a weapon was

¹⁸ See Appendix F. Three of the five programs which were reviewed allotted a hearing time of two hours which is considerably more time than allocated to hearings in the district court.

present, it was used in only 5% of the incidents. As we indicated above, if not resolved, these disputes can easily escalate into serious crimes. But at the stage at which we studied them, and at which a mediation/arbitration program could consider and resolve them, most of the cases involved only minor violence.


Next, our data indicated that these controversies were generated by a wide variety of sources of dissension. Among the issues which precipitated disputes were: rights to money or property (11.6%); jealousy or infidelity (10.8%); problems associated with the dissolution of relationships (12.9%); and control of offspring (5.9%). Other alternative dispute resolution programs have been successful in dealing with precisely these problems. With the exception perhaps of the first category, these are also precisely the kinds of problems to which the narrowly legal expertise of the judge has its most doubtful applications.

Alcohol abuse is a serious problem in Anchorage. However, the intoxication of the suspect precipitated somewhat fewer disputes than we had anticipated; in only 30% of the cases was there a definite indication that one or more of the parties was intoxicated. Other mediation/arbitration have dealt successfully with disputes involving alcohol abuse.¹⁹ But these controversies are somewhat less amenable

¹⁹ P. Chirivas and S. Bulfinch, The Urban Court Program: Mediation--The First Hundred Cases (Sept. 1976).

to alternative dispute resolution than other types of cases. Therefore the relatively low incidence of alcohol-related problems is encouraging.

Finally, our research confirmed the hypothesis that one of the most serious problems in Anchorage is battered women. Data analysis revealed that 70.6% of the victims in reported incidents were women. One hundred thirty-nine or, 37.5% of the disputes involved assaults by men upon their wives, ex-wives, and girlfriends. These are the controversies which are being least adequately processed at present--primarily because the victims are most reluctant to utilize formal criminal procedures. The high incidence of this type of unprosecuted dispute indicates that an alternative dispute resolution program is very badly needed, and could provide an effective alternative where none presently exists.²⁰



²⁰ Anchorage Women Aid in Crisis (AWAIC), a group concerned with the plight of battered women, has secured funds to establish a shelter for abused women. They also have attempted to provide support for women who choose to formally prosecute their partners. The focus of the group's effort is on temporary physical safety and normalization of the abused woman's life pattern rather than mediation of the conflict for those who choose to remain with abusive partners.

The Minneapolis Citizen Dispute Settlement Project reports that 78% of its caseload involves "battered women" and that less than 5% of the cases have been referred to criminal court because of contract violations. (Letter and program information from Richard Enga, Project Director, Office of the City Attorney to the Alaska Judicial Council, May 12, 1977.)

2

Consumer Protection

- A woman buys a pair of "pre-shrunk" blue jeans from a department store. She wears them for a few days, then washes them. The jeans shrink. She calls the store and demands her money back. A store representative indicates that their policy is only to refund money in exchange for the return of merchandise and, because she has worn the pants, she cannot return them.
- A homeowner hires a professional house painter to paint his garage with an enamel paint. The painter completes the work but uses a latex paint on a portion of the building. The homeowner refuses to pay the bill unless the painter redoes the job. The painter claims that the use of the different paint was an honest mistake and refuses to repaint the garage unless he is provided with more money.
- A car owner has his muffler replaced by a local gas station. The muffler falls off within a week. The owner demands his money back.

At present, the Consumer Protection Division of the Attorney General's Office is the only agency which regularly handles cases of this sort. And unfortunately, the office is not adequately processing many of the disputes. Most of the deficiencies of the agency are caused by its limited jurisdiction. Its primary responsibility is the investigation of patterns of fraudulent trade practices--activities by corporations which violate the Alaskan Federal Trade Commission statutes. It has no power to pursue isolated consumer grievances. However, when it receives a complaint of the sort described above, the

The Consumer Protection Division of the Alaska Attorney General's Office is authorized under Alaska law (see AS 45.50.471 through 45.50.561) to investigate "unfair methods of competition and unfair or deceptive acts or practices in the conduct of trade or commerce". The attorney general is not specifically authorized by statute to engage in mediation of consumer complaints, but does so under its investigatory authorization. (AS 45.50.495)

office will intervene informally as a mediator. The agency notifies the business of the consumer's claim, encourages it to contact the customer and, if it finds the allegations justified, to make a suitable adjustment. If the business fails to respond to the request within a reasonable period of time, the agency sends a few mildly threatening reminders. But if the business still refuses to respond, or if it simply denies the allegations and refuses the complainant any relief, the office can do nothing.

The records kept by the Consumer Protection Division indicate that in approximately 69% of the cases it processes, either the consumer withdraws the complaint, the dispute is referred to another agency, or the office is able, through its informal mediation techniques, to resolve the controversy. In 31% of the cases, however, either the business fails to respond or the controversy is reduced to a "factual dispute" between the parties.²² In those instances the office usually refers the complainant to a private attorney and drops the case.

Even if its jurisdiction were not so limited, however, for two reasons the agency would probably not be able effectively to pursue many of these claims. First, as it is presently structured, the office does not have the staff or resources to investigate and/or arbitrate isolated

22 See Appendix D.

consumer complaints.²³ Second, the Attorney General is naturally perceived by many businessmen as a "consumer protector"; thus the office would have little credibility as a neutral arbitrator. While the first problem might be eliminated with increased funding of the agency, the second seems irremediable.

Our data also indicates that if the Attorney General's Office is unable to resolve a consumer complaint the injured party is very unlikely to pursue his claim in another forum. A recent questionnaire distributed by the agency indicates that plaintiffs who are "referred to private attorneys" very rarely avail themselves of that option. And our study of the small claims court reveals that only 28 or 1.1% of the cases processed in that forum in the past year were consumer complaints.²⁴

We hypothesize that three factors account for the consumer's reluctance or inability to press his claim through civil litigation--specifically in the Small Claims Court. First, the cost of the system, while not prohibitive, is a major disincentive to plaintiffs with very minor claims. It costs a minimum of \$7.00 to institute an action in the court. When the respondent is difficult to contact, the cost may easily run as high as \$42.00. When the buyer's claim involves defective blue jeans or a poorly installed

23 The Anchorage office, which handles the bulk of complaints statewide, is staffed by three attorneys, two investigators and three secretaries.

24 See Appendix A.

muffler, these costs of litigation may prevent him from pursuing the matter. Related expenses such as lost wages, transportation and child care must also be added to the cost of processing a small claim.

Second, it takes a long time to process a dispute in the small claims court. The average elapsed time from filing to disposition for those cases which have been resolved is over three months.²⁵ In addition, many cases filed in the past year are still pending. Thus, the true average disposition time is even longer. A consumer's knowledge of this delay is likely to dissuade him from starting an action.

Finally, the current analyses of small claims courts nationwide indicate that these tribunals have failed to fulfill their roles as "the people's court" and have managed to acquire the image of debt collection agencies-- mechanistic processing houses where large department stores obtain default judgments on their outstanding accounts.²⁶ Unfortunately, our research indicates this reputation is well earned. Sixty-five percent of all actions in the court

25 See Appendix A.

26 B. J. Graham and J. R. Snortum, Small Claims Court: Where the little man has his day, 60 *Judicature* 260 (1977), B. Ingresson and P. Hennessey, Small Claims, Complex Disputes: A Review of the Small Claims Literature, 9 *Law and Soc. Rev.* 219 (1975), Buyer vs. Seller in small claims court, 36 *Consumer Reports* 624 (1971). For an account of Alaskans' view of small claims see *Anchorage Times*, July 24, 1977 at B-2, col. 1.

involve debt collection and 60% of the plaintiffs are corporations, partnerships, or associations. We hypothesize that this image of a business-oriented debt collection service, combined with the more general bureaucratic and formal aura of any court may well convince consumers that they have little chance of relief in this forum. We must point out, however, that our research did not at all substantiate the latter conclusion. In reviewing all actions filed in small claims, we found that generally private citizens were somewhat more likely than corporations to get redress when they did pursue their claims.

Our conclusion--based on analyzed data and interviews--that many consumer complaints presently are being inadequately resolved, was confirmed by the third phase of our research: Only 16% of the 210 respondents to the questionnaire we distributed to the business community thought that the existing system adequately handled consumer complaints. Fully 75% of those who thought they might become involved in a consumer complaint case expressed a willingness to submit the dispute to a mediation/arbitration center.²⁷ From the sector of the community we expected to be least receptive to our proposals, this represents a significant expression of support.

For three reasons we believe that mediation/arbitration would be an improved method for the resolution of

²⁷ See Appendix E.

consumer complaints. First, such a system has a number of procedural advantages over the existing forums: Alternative dispute resolution would be free of charge and thus would not discourage plaintiffs with minor claims. A mediation/arbitration program would be fast; it could render a decision within 10 days of the filing of a complaint. Finally, the procedures of the program would be simple and informal -and thus more attractive to complainants and respondents both.

Second, mediation/arbitration would enable the parties to a consumer controversy to communicate and thus facilitate the negotiation of an equitable solution to their dispute. All interviewees who had experience in handling these cases made the same comment: Often the basic problem is that the parties are unable or unwilling to talk to one another. If the disputants, brought together in a room on "neutral" territory, are allowed to make their positions clear to each other, they may quickly settle their controversy.

Finally, alternative dispute resolution would be capable of generating the kinds of flexible settlements and awards which often are most effective in resolving consumer complaints. For example, the three cases described at the beginning of this section might be resolved as follows: (1) The buyer may return the pants and select another pair which fits her. (2) The homeowner must pay the amount of his bill less the cost of repainting the defective section, and then pay the full amount if the painter corrects his mistake. (3) The car owner cannot get his money back, but the garage

must reattach the muffler properly. None of these decisions would be obtainable in the small claims court; the only dispositional option in that forum is a money judgment. And, while the Attorney General's Office might, through mediation, induce the parties to make a settlement of this variety, it could neither issue a binding arbitration award nor compel the parties to abide by any agreement they made. A mediation/arbitration program would be designed to generate precisely this kind of decision and would have the power to make it binding and enforceable.

③

Landlord-Tenant Disputes

- A landlord claims that one of his tenants has not paid his rent for two months and, through his negligence, has allowed plumbing leaks to stain the carpet in his apartment. The landlord demands the back rent and compensation for the damage to the residence. The tenant responds that the landlord has failed to fulfill his obligation to maintain the plumbing, and that the landlord is therefore responsible for the stains. Claiming that the leaks make the apartment uninhabitable, he refuses to pay anything.
- A former tenant demands the return of his \$200 security deposit. The landlord claims that the tenant left the apartment dirty and that the deposit is a reasonable assessment of the value of his own labor in cleaning it.
- On January 1, a landlord informs his tenant that he is raising the rent for the apartment by \$20--effective February 1. When the landlord comes to collect rent on February 1, the tenant refuses to pay the extra amount. The landlord demands that the tenant vacate the premises immediately.

There is at this time no effective forum in Anchorage for the resolution of controversies between landlords and tenants. During the construction phase of the trans-Alaskan pipeline, when the demand for housing was extremely high,

the state temporarily established a Rent Review Board to handle controversies between the owners and lessees of residential property. The Board was designed and established as an emergency agency; its purpose was to prevent the exploitation of tenants by landlords--to retard (but not to stop) the rate of increase of rents. The jurisdiction of the Board was very limited; it was empowered to review only the legality of evictions and the "reasonableness" of rent increases. Thus, of the three cases described above, the Board could have considered only the third. Evaluations of its effectiveness vary widely. Some observers and participants say that it kept rents down and protected tenants from unjustified evictions while allowing landlords a fair profit margin. Others say that it merely "rubber-stamped" rent increases. In any case--whether because it had achieved its objectives and rendered itself obsolete, or because it was simply ineffective, when the pipeline housing crisis passed, the Board was eliminated.

Housing and Community Services has attempted to fill the tenants' and landlords' need for information on renter's rights and landlord's duties. Unfortunately, however, the services provided by that agency are limited. The office performs two functions: First, it informs landlords and tenants of their rights and obligations, when contacted by an aggrieved landlord or tenant, it provides him with literature designed to assist him in equitably settling the dispute and explains (but doesn't "interpret")

the statutes relevant to his complaint. Second, the office acts as a referral agency. For example, when it receives a complaint from a tenant alleging that he has been discriminated against, the office directs him to the State Human Rights Commission. When it receives a complaint of the kind described at the outset of this the section, the agency simply refers the caller to a private attorney or to Alaska Legal Services Corporation. In sum, though the agency performs a useful function in making landlords and tenants more aware of their rights and duties and in directing them to other services, it does not and cannot resolve any controversies itself.

The only other agency in Anchorage which processes a significant volume of landlord-tenant disputes is the small claims court. One hundred and seventy-six or 6.8% of the actions filed in that forum in the past year were suits by landlords--either to collect back rent or to recover damages for injury done to their property. And 79 or 3.1% of the cases were suits by tenants to recover security deposits. In most of these actions, the plaintiff, whether a landlord or tenant, was successful in obtaining relief either through a settlement prior to a hearing or through a judgment in his favor.

These statistics would seem to indicate that the small claims court is adequately handling landlord-tenant problems. Though the number of cases processed is relatively small, the complainants usually got relief--suggest-

ing that the low caseload reflects a relatively stable and conflict-free housing market and not any inadequacies in the forum itself. However, our interviews with the representatives of all the dispute processing agencies in Anchorage indicate that this is not an accurate picture of the services available to aggrieved landlords and tenants. All interviewees reported that the number of cases being processed in small claims court represents only a small percentage of the disputes between lessees and lessors of residential property. The vastly greater number of these cases are going unresolved.

We hypothesize that the same three factors discussed in the context of consumer complaints account for the reluctance of landlords and tenants to utilize the small claims court. The cost, the long disposition time, and (for tenants) the image of the forum as a business-oriented debt collection agency apparently deter most complainants. Even though, were they to press their claims they would most likely get relief, the initial filing fees, the prospect of having to wait three months for a judgment, and the "legalistic" aura of the forum probably discourage all but a few.

The advantages of an alternative dispute processing program in handling landlord-tenant cases closely parallel the benefits of its use in consumer protection matters. First, a mediation/arbitration center would be procedurally more attractive to prospective disputants than the existing forums. In contrast to the small claims court, the program would be free, fast, and informal.

Second, mediation/arbitration would be the ideal mechanism for exposing the salient issues in most landlord-tenant controversies and for facilitating quick settlements. As in consumer-merchant disputes, often all the parties need is an opportunity to communicate on neutral territory. Once they know each others' positions, they are often willing to agree to a resolution to their problem.²⁸

Third, alternative dispute resolution would be able to generate the kinds of decisions most appropriate in many landlord-tenant cases. For example, in the first of the disputes described at the outset of this section, an effective settlement or award might be: The landlord must repair the plumbing and bear the loss for the damage to the rug. The tenant must resume rent payments immediately and must agree to pay the full amount of the back rent due, (but without interest), in installments, in the course of the next six months. A mediation/arbitration center would be designed to produce precisely this kind of flexible arrangement which is unavailable to the parties in small claims court.

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A. Sarat, supra at 346. B. Hoff and J. Stein, Interim Evaluation Report: Philadelphia 4-A Program, 13 (Dec. 1973). The former director of the Rent Review Board concurred in this analysis, stating that in her experience once the channels of communication were opened between the two disputants by some neutral party, the disputants usually found some mutually satisfactory area of agreement.

Finally, one characteristic of most landlord-tenant disputes makes them especially appropriate for mediation/arbitration: Typically, these controversies arise out of long-term relationships and/or conflicts. The former director of the Rent Review Board reported that the disputants in rent increase hearings constantly wanted to bring up old grievances--to justify their current actions in terms of previous interactions with the other party. The Rent Review Board with its limited jurisdiction was unable to consider such evidence. And the small claims court similarly is constrained to exclude this kind of contextual testimony. But, as indicated in the first section of this report, one of the objectives of alternative dispute resolution is to shape each decision to fit, not only the merits of the current dispute, but the history and underlying causes of the controversy, and thereby to enable the parties to interact more comfortably in the future.

4 Disputes Between Citizens and Governmental Agencies

A homeowner claims that the state highway department destroyed a section of fence bordering his property while constructing a road. The department denies the allegation.

A landowner claims that an old forest service road which crosses his property has been abandoned by that agency, that the government's right of way across his property has therefore lapsed and he has a right to prevent other people from using the path. He posts signs to that effect. Hunters, who have been using the road for years, ignore the signs and continue to cross the property. The owner fells a tree across the road to prevent its use. The hunters bring chain saws and remove the tree. The tension and potential for violence increases. All disputants appeal to the Forest Service to rule on the status of the road.

- A complainant charges that he was unfairly denied an outside electrical contractor's license by the state Board of Electrical Examiners. The State Ombudsman determines the claim to be justified and recommends that the agency review the complainant's file. The agency refuses to accept the recommendation.

Most disputes between private citizens and state and municipal agencies are handled quite adequately by the State and Municipal Ombudsmen's Offices. The ombudsmen have two responsibilities:

- (1) to receive complaints from the public and to investigate and act upon such complaints; and (2) to improve public administration²⁹

Upon receiving a complaint, an ombudsman typically first encourages the citizen to work out a settlement with the agency, on his own. If that strategy fails, he assumes the role of a mediator: He contacts the two parties, requests that each provide him with information on the controversy, and then makes the position of each clear to the other. Often this informal correspondence will culminate in a settlement. If the ombudsman is unable to resolve the problem through mediation he conducts an investigation. He may inspect each party's records, hold separate conferences with the disputants, or even arrange a formal hearing. If he concludes that there is no basis for the claim the ombudsman informs both parties of that finding and the case is dropped. If the grievance is determined to be justified the agency will usually agree to cooperate voluntarily. In

²⁹ State Ombudsman's Second Annual Report, 2 (1976).

those few cases in which he finds that the claim has merit but the agency refuses to rectify the situation, the ombudsman makes a formal recommendation. These recommendations have no legal force; agencies cannot be compelled to accept them. However, the State Ombudsman may present his findings to the governor, the legislature, a grand jury, or the public. And the Municipal Ombudsman has similar recourse to the mayor and municipal assembly. As a result, in almost all cases the agency will agree to abide by the ombudsman's decision.

Three factors seem to account for the ombudsmen's ability to resolve most disputes through informal procedures. First, unlike the attorney general's office, the ombudsmen have the authority, resources, and staff to conduct extensive investigations of individual complaints. Thus they are able to collect the information necessary to determine the merits of each grievance. Second, though the ombudsmen's recommendations are not legally binding, the potential sanctions of publicity or appeal to the state or municipal government do lend them considerable force. Finally, both ombudsmen seem to have acquired reputations as neutral and fair investigators. Thus most agencies are willing to accept their findings and proposals.³⁰

³⁰ In reviewing the types of actions instituted in small claims court, our data indicated that only 0.3% (five cases) of the caseload involved controversies between private citizens and governmental agencies. Whether citizens are reluctant to bring such matters to small

There are, however, three small categories of cases (exemplified by the three disputes described at the outset) which the ombudsmen have difficulty in handling and which would be better resolved by a mediation/arbitration program. The first category consists of disputes in which the ombudsman is confronted with a simple conflict of testimony. As the Municipal Ombudsman describes these cases:

Occasionally a dispute boils down to a matter of one person's word against another's. When there are no outside corroborative factors, I cannot act as forcefully as might be warranted.³¹

Submitting controversies of this sort to an alternative dispute resolution center would have two advantages. First, a panel of trained mediators might well persuade the disputants to work out a compromise solution to the problem--without requiring either to abandon his version of the facts of the case. Thus, for example, in the first of the incidents described above, the Highway Department might assist the homeowner in reconstructing the fence. Second, if the parties refused to negotiate a settlement, the panel of hearing officers could evaluate the evidence presented by the two sides and then quickly and inexpensively arbitrate

claims court or whether the ombudsmen's office is adequately handling this entire category of disputes such that few end up in the court cannot be determined from the data. Apparently most complainants found that the ombudsmen adequately met their needs.

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Letter from the Municipal Ombudsman to the Alaska Judicial Council, August 20, 1977.

the controversy. The resulting award would be binding and enforceable--unlike the recommendation of an ombudsman. The decision would be rendered within 10 days and at no cost to the litigants, and, therefore, would likely be preferred by both parties to a disposition obtained through the courts.

The second category of cases is exemplified by the dispute described earlier involving the forest service. The State Ombudsman reports that periodically he receives complaints which involve a state agency but which, when investigated, prove to consist essentially of a dispute between two private parties. The governmental agency may have a significant or even controlling role in the controversy but it has no stake in the matter itself. Most often the agency is being asked to make an administrative decision which will affect the rights and obligations of the private disputants.

The State Ombudsman suggests that these problems would be far better handled by an alternative dispute resolution center than by either the ombudsmen or the courts. All the disputants should be brought together in a single session and, through mediation or arbitration, a flexible compromise solution should be arranged. Thus, in the forest service example, the hunters might be permitted to use the road but only during certain seasons. Or if the landowner wished to use the property containing section of the road for a different purpose, an alternative route might be designed. The objective would be to fashion a settlement or

award which would best satisfy the needs of all parties involved.

The third category of cases appropriate for mediation/arbitration is exemplified by the dispute over the contractor's license. In a small number of controversies between citizens and government agencies, the ombudsman investigates the claim, determines it to be justified, and makes a recommendation; but the agency refuses to abide by the decision. The Municipal Ombudsman reports that he has been able eventually to resolve all of these cases by exercising his power to publicize the dispute or by appealing to the mayor or municipal assembly. The State Ombudsman, however, indicates that in several disputes he handles, the situation is never rectified.

Mediation/arbitration of these problems would be effective for the same reasons discussed in the context of the highway department case: Trained mediators may be able to work out a compromise solution amenable to both disputants while allowing them to continue to insist upon the validity of their claims or defenses. And, if necessary, the same panel could quickly and cheaply arbitrate the dispute. We recognize that in the early stages of the operation of the program it may be difficult to induce the parties to many of these cases to consent to binding arbitration. But if the center is well managed and establishes itself as a neutral and fair forum, we believe eventually they will be willing to utilize the service.

Shoplifting

- A student attempts to steal a carton of cigarettes from a drug store but is apprehended by the proprietor.

We did not perform comprehensive statistical research on the quality of the treatment presently accorded to shoplifting offenses in Anchorage. However, data gathered by the Judicial Council Plea Bargaining Project indicate that the number of arrests for shoplifting offenses, as well as the severity of penalties imposed on convicted offenders have increased dramatically.³² Two aspects of our needs assessment lead us to believe that a mediation/arbitration center would be able to handle these cases more effectively than the existing forums. First, the respondents to our business community questionnaire, the victims, were overwhelmingly in favor of submitting shoplifting cases to an alternative dispute resolution program. Over 80% of the owners and managers of retail and grocery stores (the only types of businesses likely to become involved in shoplifting disputes) indicated that they at least would "probably submit" such cases to a mediation/arbitration center. And 12.8% responded that they would be willing to consent in

32 From August 1974 to August 1975 there was a 28% increase in the number of concealment of merchandise prosecutions in Anchorage. Alaska Judicial Council, Interim Report on the Elimination of Plea Bargaining, 138 (May 1977). On a statewide basis, there was a 22% increase in cases in which jail time was imposed, a 48% increase in cases in which fines were imposed, and an increase of 178% in the number of defendants receiving a sentence for the crime. Alaska Judicial Council, supra at 159.

advance to submitting all shoplifting disputes to the program. Only 7.8% of the combined respondents thought that the existing court systems were adequately handling these cases.

This assessment of the quality of the treatment of shoplifting offenders in Anchorage was confirmed by the representatives of the major dispute processing agencies in the city. The majority of our interviewees thought that prosecution of at least first offenders was inappropriate and ineffective. For first offenders at least, criminal conviction may be an overly harsh sanction in cases such as the one described above. And judging by the rate of shoplifting in the metropolitan area, sporadic prosecution and punishment has not operated as an effective deterrent.

For three reasons, a mediation/arbitration center would be a better forum for handling these cases. First, such a program would have several procedural advantages over the existing court systems. Most importantly, it would process cases quickly. All studies of the deterrent effect of various kinds of punishment stress the importance of rapidly imposing penalties. A judgment rendered within ten days of a shoplifting offense is likely to have a far greater effect on the defendant and on prospective shoplifters than a decision after several months.

Second, the kinds of settlements and awards obtainable through mediation/arbitration would be preferred by both the merchant and the offender to criminal sanctions. Thus, in the case described above, the student might agree to

work for the proprietor for a few weekends or to help install some mirrors in the store. The merchant would thereby be benefited and the defendant would avoid criminal conviction or even going to jail.

Discretion for the diversion of defendants from the courts to the Citizen Dispute Center would remain with the prosecutors and judges. These officials might develop guidelines for keeping certain offenders in the criminal process while diverting others. For many first-timers, however, diversion to an alternative dispute resolution center followed by the imposition of informal, restitutionary awards of the sort described above could be the ideal compromise between outright dismissal and criminal sanctions.

Debts and Bad Checks

- A man buys a toaster from a large department store using the store credit card. The toaster breaks within a week and the man refuses to pay his bill.
- A car owner pays for a tune-up of his vehicle with a personal check. He drives the car home, concludes that the tune-up was poorly done and stops payment on the check.
- A man is fired from his job and consequently is unable to pay a dentist's bill. After two months, the dentist writes him demanding payment in full plus 8% interest.

Our statistical study of the small claims court seems to indicate that the court is adequately handling cases of the sort described above. The forum does seem to be an effective debt collection agency. In the past year it processed 413 suits on promissory notes, 1173 actions for the recovery of debts, and 99 bad check cases--a total of

1685 controversies involving some form of debt collection. In 45.3% of those disputes the complainant obtained relief-- either through a settlement prior to a hearing or through a judgment in his favor.

Surprisingly, however, the responses we have received from the business community indicate dissatisfaction with the small claims court. Only 6.8% of the respondents thought that the courts were adequately handling controversies over outstanding debts and only 5.5% thought that bad check cases were being effectively processed. A substantial majority of those who thought they might become involved in disputes over debts, or bad checks indicated either that they "probably" would submit the controversy to a mediation/arbitration program or that they would be willing to consent in advance to submitting all such cases to the center.³³ In sum, despite the impression one might receive from the results of our data collection, there seems to be a widely held belief in the business community that there is need for an improved mechanism in Anchorage for handling debts and bad checks.

In assessing the advantages of using a mediation/arbitration center to process these cases one must distinguish two different kinds of controversy. Cases similar to

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Sixty-seven percent of the respondents who encounter customer debt problems indicated they would be willing to agree to such an arrangement, and 63% of the respondents who are likely to encounter bad check disputes concurred.

the first two of the examples described above--where the real dispute is over the quality of a good or service--would be highly appropriate for alternative dispute resolution. In effect, these are simply consumer complaint cases; the only difference being that the buyer has not yet paid for the product. The benefits of resolving these disputes through mediation/arbitration are precisely those discussed in the section on consumer complaints.

Disputes like the third example, in which the consumer does not contest the fact that he owes the debt, are quite different. Typically, there are no contested issues in these cases; the only controversy concerns when and how the consumer must pay the money. The advantages of mediation/arbitration in handling these cases are less obvious than in the first kind of dispute, but they are nevertheless significant. As has been indicated several times, an alternative dispute resolution center would process cases quickly and cheaply; a complainant would not have to wait three months and pay filing fees in order to recover his money. Even more importantly, a mediation/arbitration program would be able to generate flexible decisions which might better satisfy both parties than would simple money judgments. For example in the case involving the dentist bill, the parties might agree that the patient would execute a promissory note obligating him to pay off the debt at a rate of ten dollars a month as soon as he got a new job. Clearly the patient would prefer such an arrangement to

paying the full amount at once; and the dentist would be more likely eventually to recover the full amount than if he attempted to collect the entire balance immediately. Thus, while the need for an alternative dispute resolution program to handle simple debt and bad check cases is not as pressing as in other categories of disputes, such a program would constitute a significant improvement over the existing forums.

PART II: DESIGN OF THE CITIZEN DISPUTE CENTER

This chapter describes a structure for the alternative dispute resolution program which we think would best compensate for the deficiencies in the existing mechanisms in Anchorage and would comport with the legal and philosophical principles outlined in the preceding chapter. The discussion is organized into seven sections. Each section provides a focused analyses of particular aspects of the design of the center: The agency which will sponsor and oversee the program; the types of controversies the center will handle; the mechanisms for the referral of disputes; the intake procedures; the resolution techniques employed; the staff of the program; and the follow-up and record-keeping procedures, are all discussed below.

In the course of our research we examined nine alternative dispute processing projects established in other parts of the country: The Boston Urban Court Project, the Columbus Night Prosecutor Program, the Miami Citizen Dispute Settlement Program, the Minneapolis Citizen Dispute Settlement Project, the Institute for Mediation and Conflict Resolution Dispute Center (New York City); the Orange County, Florida Citizen Dispute Settlement Program; the Philadelphia 4A Program; the Rochester, New York Community Dispute Services Project; and the San Francisco Community Board Program. Our review of the design and relative success of these centers has aided us greatly in the planning of our own

project; however, were we to include a complete description and critique of each program in this report the narrative would be repetitious and unweildy. Appendix F contains a chart which summarizes the important features of six of the nine projects. Where a particular characteristic of another program has some bearing upon an aspect of our own design we have referred to it in the following section.

Sponsoring Agency and Location

We recommend that the Citizen Dispute Center be implemented by the Alaska Court System. As we indicate later, the Center should have its own full-time staff and should, in some ways, be autonomous. But we think that the court system should supervise the establishment of the project, eventually assume responsibility for its funding, with the Judicial Council, periodically evaluate its effectiveness and, if necessary, change it.

There are four main advantages to court sponsorship. First, the court system is perceived by the community as neutral, almost by definition. Virtually all other established organizations capable of implementing the project are seen by some groups as biased. For example, two of the programs operating in other cities--the Columbus Night Prosecutor Program and the Minneapolis Citizens Dispute Settlement Project--are run by city attorney's offices. The danger in such sponsorship is that the parties to many disputes are likely to perceive the program as an arm of law enforcement--to expect it to function like a prosecutor.

Victims are likely to be misled into expecting retribution from the program, and to be disappointed and resentful when the project fails to provide that kind of relief. Conversely, defendants are likely to be either intimidated, or scared off and, in either case, angry at being dragged before someone they perceive as a district attorney. Also, since a great number of potentially soluable disputes are more in the nature of civil than criminal proceedings, involvement of the district attorney seems less appropriate.

Another potential sponsoring agency, the attorney general's office, suffers from a similar aura of partiality. A number of businessmen in Anchorage have indicated that they consider the attorney general's office a "consumer protector" and would be reluctant to consent to the arbitration of a dispute in a program sponsored by that agency. We may assume that many disgruntled consumers share this (mis)conception and would probably expect more partisanship of a dispute center sponsored by the Attorney General than the program can or should provide.

A second advantage of implementation through the courts is that during the initial stages of the project the stature, authority, and "image" of the courts may add credibility to the Center and help to dispel perceptions of the program as another gimmicky "do-good" effort.

The third advantage of court sponsorship is that it would facilitate efficient coordination of the operation of the center with other components of the civil and criminal

justice systems. Because the same agency would oversee both the Citizen Dispute Center and the various civil and criminal courts, referral procedures could be designed and implemented more efficiently. Similarly, the court system would be able to coordinate effective procedures for the enforcement of awards.

Finally, the court system eventually would provide the center with a reliable source of funding. In the first three years of its operation the center should be operated primarily on LEAA funds. Once the program is well established and has proved its ability effectively to process a variety of disputes, the financial responsibility for its operation should gradually be transferred to a state agency. Because the proper operation of the center will reduce caseloads and thereby the costs of the civil and criminal courts, we think the court system is the most appropriate agency to assume that function.

Despite these advantages of court system sponsorship, six of the nine dispute processing centers we studied had been established (by choice or by chance) under the auspices of wholly private organizations. For the reasons discussed above, we think that court system sponsorship is preferable. However, there are two significant benefits of sponsorship by a private agency which should be considered, particularly in the early stages of the operation of the program. First, a project run by a private organization is less likely to stigmatize respondents and thereby to provoke

their resentment and antagonism. When a defendant is brought before a board of arbitrators acting under the auspices of the court system, he is liable to think (or to fear that others will think) that he is being branded as a criminal. His resentment at being placed in that position may impede the mediation process and exacerbate the problem which originally brought the disputants to the center. This factor is the converse of the advantages of the stature and authority of the court system; the benefits of respectability are at least partially offset by the dangers of being perceived as an adjudicatory body.

We suggest two strategies for minimizing these dangers. First, the publicity concerning the program and the material distributed to potential disputants should stress the fact that the Center does not adjudicate guilt or innocence. The legal mechanism underlying the diversion of minor criminal offenses should be emphasized: The criminal complaint is converted, with the consent of the complainant, to a civil tort action; and that civil action is then submitted, with the consent of both parties, to binding arbitration. Thus the Citizen Dispute Center hearing is qualitatively different from a criminal prosecution. Above all, disputants should be encouraged to view the center as a forum for resolving their differences, not as a means of achieving the vindication of their claims and the vanquishment of their adversaries.

Second, the center should be located in a storefront or set of offices physically independent of the courthouse. The atmosphere of the center should be relaxed and informal. The manner in which the parties are greeted and interviewed, and the decor of the hearing rooms should all correspond to the tone of the dispute processing offered and should manifest the difference between this alternative and the criminal and civil justice systems.

If these two strategies are adopted we believe there will be little danger of stigmatizing and antagonizing respondents and thereby threatening the effectiveness of the mediation process. In addition, all parties will be made more aware of both the benefits and the limitations of the program and will be less likely to be disappointed by the disposition of their controversy.

The second advantage of a privately sponsored program is that, in practice, it is somewhat more likely to develop a broad base of support among community members and to use the services of community members in all phases of the project's operation.

We recommend that the Citizen Dispute Center encourage citizen support and utilization of the center in two ways. First, we recommend that the project be supervised by an nine-member Board of Directors. Three of the directors would be appointed by the Judicial Council, three would be selected by the Administrative Director of Courts, and three would be representatives of various community

organizations. The composition of the community groups represented would be flexible; if more than three expressed interest in the project, membership on the board might rotate periodically. We suggest, as an initial selection: the Anchorage Chamber of Commerce, AWAIC (Anchorage Women Aid in Crisis), and either a tenant's organization or one representing a minority ethnic group.

We suggest that the directors assume primary responsibility for hiring the permanent staff, for periodically reviewing the operation of the program and, if necessary, for restructuring the project. The Judicial Council has been in contact with Professor Frank Sander of Harvard Law School and with Mr. Fred Delappa, Staff Director of the ABA Special Committee on the Resolution of Minor Disputes, who have expressed interest in assisting the program. Both men are very experienced in the field of alternative dispute resolution. If candidates of comparable ability are selected by the court system and recruited from the community, the board will be quite capable of overseeing the program.

The second strategy for involving a diverse group of community members in the operation of the project is to use laypersons as hearing officers. For reasons discussed later in this report, we believe that one-third or approximately 17 of the mediators/arbitrators should be attorneys. But the remaining two-thirds, approximately 33, of the officers can and should be lay volunteers recruited from a wide spectrum of community groups. The community contact

gained thereby will be considerable. By word of mouth, a large number of citizens will learn of the existence and nature of the program, will be more likely to use the center to resolve their disputes, and may be willing to volunteer as hearing officers in the future. Sixty-seven percent of those businesses that responded to our questionnaire indicated that the responding officer or member of the respondent's business would be willing to volunteer to be trained as a lay hearing officer.

Jurisdiction

In order not to overload the program in its first months of operation, we recommend that the center begin by accepting only a few categories of disputes and then gradually expand its jurisdiction as it becomes more established and experienced. As we indicated in Part I, the types of minor controversies most in need of mediation/arbitration are disputes arising out of ongoing relationships, consumer protection cases, and landlord-tenant disputes. Thus we propose the program initially accept only controversies falling into one of these categories. Once the project staff feels comfortable with this caseload they should begin to accept: controversies between private parties and governmental agencies; bad checks and debts when the underlying dispute concerns the quality of a good or service; shoplifting offenses; and ordinary bad check and debt cases. The timing of the incorporation of each cate-

gory must be left to the Board of Directors and the staff. But we suggest as a general guideline that the center begin accepting all types of disputes within two years.

Also, in order not to overburden itself at the outset, we recommend that the center initially accept only misdemeanors and civil matters in which the amount in controversy is less than \$1000. There is no reason in principle why the program eventually could not handle disputes of greater seriousness and magnitude. However, until it acquires considerable experience and credibility, we propose the center limit itself to minor controversies.

Intake Procedures

We recommend that a member of the project staff screen all disputes to determine their appropriateness for mediation/arbitration. In most cases screening will entail interviewing at least one of the parties to determine the nature of the controversy and the relationship between the disputants. In those few cases which have been partially processed by another agency, the intake officer might be able to gain the necessary information by reading the case file.

The determination of the appropriateness of a dispute will consist of the application of a set of strict standards. In the early stages of the operation of the program the intake officer will ask: (1) Are the disputants involved in an ongoing relationship? (In other words, did

they know each other prior to the development of the dispute, or are they likely to continue to interact in the future?)

(2) Is or was one of the parties renting residential property to the other? (3) Is it the complainant's claim that he bought a defective product or service from the respondent? If the answer to any of the questions is yes, the officer will accept the case. If not, he will refuse to process it. As the jurisdiction of the program is gradually expanded, the acceptance standards will broaden; but similar guidelines will still be used to regulate the admission of cases.

Of course, the screening process cannot be completely mechanical; the intake officer must have some discretion. For example, an "ongoing relationship" cannot be rigidly defined. In borderline cases the officer will have to use his or her own judgment in deciding whether the parties really do know each other or whether their relationship is so tenuous as to be insignificant. In other instances, the dispute may clearly fall within an acceptable category but, for some reason, alternative dispute resolution would be inappropriate. For example, an interview may reveal that the respondent in a wife-beating incident is so unstable or dangerous that mediation/arbitration of the dispute without the possibility of confinement of the defendant would endanger the victim. The officer would therefore refer the case (back) to the criminal justice system. Here, as elsewhere, the selection and hiring of intelligent and discerning staff people will be a key to success; and the project may rise or

fall on the quality of its screening officers.

None of the nine centers operating in other cities takes this firm stance with regard to screening. Three of the projects--Boston, Columbus, and San Francisco--make no independent judgments at all as to what cases they process; jurisdictional decision are left to the referral sources. The remainder of the programs do use intake officers to screen disputes, but the standards used in selecting cases are considerably less specific.³⁴

We have decided to use screening criteria which narrowly focus on the relationship of the disputants and the type of dispute for two reasons. First, we are concerned that the center become a successful, credible agency, even if the number and nature of disputes it processes in the initial stages are limited. We would want to exclude cases that are best resolved through traditional court procedures or through other agencies that can better deliver specialized aid. We do not wish to offer a redundant service. Second, we believe that, in many cases, if the parties are fully informed of the services offered by the center they will themselves be better to decide whether circumstances make their dispute inappropriate for mediation/arbitration. Thus we think a "self-selection" procedure in conjunction with strict guidelines will contribute to a more stable commencement phase and increased likelihood of continued successful

³⁴ See Appendix F.

operation.

We recommend, at least during the first year of operation, that use of the center be voluntary for both parties, and that the resulting settlement or award be binding on both. The consent of the defendant in a criminal case is clearly necessary. In submitting to mediation/arbitration, the defendant would be giving up important constitutional rights.³⁵ The Sixth Amendment requires that the relinquishment of those rights be intelligent and voluntary.³⁶

³⁵ The accused in a criminal proceeding is guaranteed important procedural rights under both the federal and Alaska constitution. Article I, section 11 of the state constitution provides that in all criminal prosecutions, the accused shall have the right to a speedy and public trial by an impartial jury. The accused is entitled to know of the nature and cause of the accusation, to be released on bail, to confront witnesses against him, to have compulsory process for obtaining witnesses in his favor and to have assistance of counsel.

³⁶ A defendant may waive constitutional rights, such as the right to counsel, provided he does so "knowingly and intelligently". *Johnson v. Zerbst*, 304 U.S. 458 (1938). By "knowing and intelligent" the court must take into account the defendant's age, mental condition and the entire setting to determine that the defendant's choice was a reasoned and deliberate one based on adequate knowledge. J. Israel and W. Scott, *Criminal Procedure, Constitutional Limitations*, 356 (1975). The Alaska Supreme Court stated in *Gregory v. State*, 550 P.2d 374, 379 (1976):

Furthermore, after this information (detailing the right to and advantages of legal representation) an unequivocal statement by the person that he does not want counsel, should not put an end to the matter. The court can make certain that a defendant's waiver of counsel is intelligently made only from a penetrating and comprehensive examination of all the circumstances. . .

Alaska's Rules of Criminal Procedure also require the defendant "demonstrates that he understands the bene-

In addition, in order both to maintain the public's confidence in the center and to ensure true negotiation and mediation between the parties, the consent of the victim is indispensable.

We recommend that for civil disputes also, mediation/arbitration be contingent upon the consent of both parties. First, as we indicated above, self-selection by the disputants seems a reliable way to get only those cases appropriate for alternative dispute resolution into the center. Thus if either party objects to mediation/arbitration he should be able to prevent diversion. Second, we want the settlements or awards which issue from the center to have the legal status of binding arbitration awards. In other words, the only grounds for appealing a decision would be fraud, evident partiality by an arbitrator, or misconduct by an arbitrator which prejudiced substantially the rights of a party. Otherwise a court of record would be bound to confirm the award.³⁷ Thus, diversion to a non-judicial forum would entail a waiver³⁸ of the disputants' rights to a trial

fits of counsel and knowingly waives the same". Alaska Rules of Criminal Procedure 39(b)(3).

37 See AS 09.43.110 which provides in part that "the court shall confirm an award unless. . . grounds are urged for vacating, modifying, or correcting the award".

38 Alaska Rules of Court Civil Rule 38(d) provides:

The failure of a party to serve a demand as required by this rule and to file it as

by jury guaranteed by both the federal and state constitutions.³⁹

The constitutional basis of the requirement of the disputants' consent has two other implications. First, in order that any waiver of rights be "knowing and intelligent", both parties must be fully informed of the nature of the services offered by the center before they elect to divert their case. In practice, then, the first step after the

required by Rule 5(d) constitutes a waiver by him of trial by jury. A demand for trial by jury made as herein provided may not be withdrawn without the consent of the parties.

39

The right to a jury trial in certain civil trials is guaranteed by the seventh amendment to the United States Constitution and article 1, section 16, of the Alaska Constitution. The seventh amendment to the United States Constitution provides:

Trial by jury in civil cases. In suits at common law, where the value in controversy shall exceed twenty dollars, the right of trial by jury shall be preserved, and no fact tried by a jury shall be otherwise re-examined in any court of the United States, than according to the rules of the common law.

Article 1, section 16, of the Alaska Constitution provides:

Civil Suits; Trial by Jury. In civil cases where the amount in controversy exceeds two hundred fifty dollars, the right of trial by a jury of twelve is preserved to the same extent as it existed at common law. The legislature may make provision for a verdict by not less than three-fourths of the jury and, in courts not of record, may provide for a jury of not less than six or more than twelve.

referral and screening of a case must be to explain to each disputant the nature and limitations of alternative dispute resolution. Only then would they be asked to sign a consent form.

Second, the parties' consent to diversion has to be fully voluntary; the center should not attempt to secure their cooperation with express or implied threats of any kind. The center may indicate that the alternatives to their attendance include criminal prosecution and/or a civil action. But it must be careful not to imply that submission to mediation/arbitration is legally required or that there are any penalties for not attending a hearing. In sum, the center simply must be honest about its jurisdiction and function and never suggest that it possesses powers or sanctions which it does not.

Existing Alaska statutes contain effective, ready-made procedures for the referral of most types of disputes to the Citizen Dispute Center. Alaska Statute 12.45.120 provides the requisite legal framework for the diversion of most criminal disputes:

Authority to compromise misdemeanors for which victim has civil action: When a defendant is held to answer on a charge of misdemeanor for which the person injured by the act constituting the crime has a remedy by a civil action, the crime may be compromised except when it was committed

(1) by or upon a peace officer, judge or magistrate while in the execution of the duties of his office;

- (2) riotously;
- (3) with an intent to commit a felony;
- (4) larcenously.

The statute would be utilized as follows: If the prosecutor or judge decided that a case was appropriate for mediation/arbitration, he would suggest that the parties consider using the center. If the Citizen Dispute Center screening officer then accepted the case, each disputant would be asked to sign a form consenting to diversion to the program and to binding arbitration. In addition, the victim's form would contain a provision that if the defendant abided by the decision made by the center, he would agree that the dispute had been resolved to his satisfaction. The defendant's form would include a waiver of those rights constitutionally guaranteed to a criminal defendant. If the parties consented to the alternative procedure the district attorney would postpone prosecution or the judge would continue the case for three months. The Citizen Dispute Center would then process the dispute--either by inducing the parties to resolve the controversy themselves or by arbitrating the case. The settlement or award generated by the program would regulate the parties' behavior for a maximum of three months. If both abided by the decision for that period, the center would submit an affidavit to the prosecutor or judge indicating that the parties had successfully "compromised" the charge. The district attorney or judge would then dismiss the criminal case.

The only minimal offense within the proposed jurisdiction of the center which is excluded by the statute is shoplifting, a "larcenous" crime. An alternative mechanism for the diversion of criminal disputes which could be utilized in shoplifting cases is deferred prosecution. In cases which he determined were appropriate for mediation/arbitration, the district attorney would defer prosecution on condition that the defendant participate in a Citizen Dispute Center hearing and abide by the settlement or award generated by the program. If the Citizen Dispute Center intake officer refused the case, the victim or the defendant refused to participate, or the defendant failed to abide by the decision, prosecution would be resumed. Otherwise the charges would be dismissed.

Finally, the simplest mechanism for getting a potentially criminal dispute into the center would be for the victim to bring the controversy directly to the program in lieu of filing a criminal complaint. The defendant would be notified of the claim, informed of the nature of the project and of the various alternatives available to the victim, and asked to agree to mediation/arbitration. If the respondent agreed and the center successfully processed the controversy, no formal court action would ever be taken. If the defendant refused or if the mediation/arbitration process broke down, the victim would still have time to file a criminal complaint.

The statute which provides the mechanism for the referral of civil disputes and for the enforcement of all decisions made by the center is the Alaskan version of the Uniform Arbitration Act.

A written agreement to submit an existing controversy to arbitration or a provision in a written contract to submit to arbitration a subsequent controversy between the parties is valid, enforceable and irrevocable, except upon grounds which exist at law or in equity for the revocation of a contract. AS 09.43.10

In agreeing to submit their dispute to the Citizen Dispute Center, the parties to any controversy would be 1) consenting to binding arbitration and 2) forgoing the opportunity to bring a separate civil action in a court of record on the same claim. Sections AS 09.43.110 and AS 09.43.140 provide that, unless a disputant is able to allege and establish one of the few narrow grounds for vacating or modifying the decision, a court of record is bound to confirm and enforce the settlement or award which issues from the Citizen Dispute Center hearing. In sum, the decision rendered by the center would be the sole and final resolution of the dispute in almost all cases.

A disputant who failed to adhere to the terms of the arbitration award would be in the same position as one who failed to comply with a court judgment. Under the rules of court, a party may enforce a judgment through a writ of execution. Under such a procedure, a state trooper is given a copy of the judgment and ordered to attach property to satisfy its terms. If the judgment cannot be satisfied in

such a manner, more complex procedures ensue.⁴⁰ At least one program has incorporated special expedited procedures and fee waivers available to disputants seeking to enforce awards.⁴¹

Referral Sources

We recommend that the Citizen Dispute Center accept any case which falls within its jurisdiction from any source and at the earliest possible stage in the processing of the dispute. As indicated in the introduction, the program has two main goals: To provide a more effective resolution process for those disputes which are being poorly handled by the criminal justice system and agencies in Anchorage, and to provide some means for addressing those controversies which are not now being resolved in any forum. To maximize its service to those objectives, the project should accept a case at any point when either the parties or the administrators of the agency which is handling the dispute conclude that the Citizen Dispute Center would be a more appropriate forum.

40 See Alaska Rules of Court, Civil Rule 69(a) through 69(c).

41 City of New York, Dept. of Consumer Affairs, "DCA Announces New Consumer Service to Collect Outstanding Small Claims Court Judgments" (August 29, 1977).

In practice, this means that the project will receive cases from five sources. First, complainants who were aware of the services offered by the project would bring original actions in the center--in lieu of instituting a civil suit or of filing a criminal complaint. In the first year of its operation the center will probably receive relatively few of these walk-ins. As the program becomes better known, however, we hope that most of the disputes would come from this source.

Second, other governmental agencies would refer appropriate civil controversies to the center. The State and Municipal Ombudsmen and representatives of the Attorney General's Office, Housing and Community Services, and Alaska Legal Services Corporation all have indicated that they receive hundreds of calls a year from tenants, landlords, injured consumers, and victims of intra-family violence which they would be glad to refer to the program.

Third, city and state prosecutors would divert appropriate controversies to the center. The Deputy Attorney General for Criminal Affairs has tentatively indicated an interest in deferring prosecution of selected criminal cases. Such cases, if they are amenable to mediation, could be referred to the center on condition that the defendant submit to mediation/arbitration. These cases might be dismissed if the defendant has abided by the settlement or award.

Fourth, if the prosecutor does not divert an appropriate controversy, the judge would still have discretion to continue further proceedings in the case to allow the parties to utilize the center. We would hope that few cases for which mediation/arbitration would be the best resolution technique would remain in the criminal justice system long enough for the judge to be forced to divert them. But referral from the bench would constitute a last resort for cases which happened to get that far.

Finally, the police would refer the parties in appropriate cases to the program. It would be unwise to require that a policeman when confronted with a dispute meeting certain criteria forego the right to make an arrest, and instead suggest or insist that the parties bring their controversy to the center. In many cases of intra-family violence, for example, the victim would be endangered were the police officer not immediately to arrest and confine the defendant. Instead, we recommend that the police simply be given the option of making a referral.

The San Francisco Community Boards program has adopted a system for discretionary police referral which we think would work well in Anchorage: Each police officer is given a stack of cards describing the services offered by the center. When he comes across a dispute which he decides does not merit an arrest, but which would be appropriate for mediation/arbitration, he gives each party a card, suggests that they utilize the program, and collects a minimal amount

of information--the disputants' names and a brief description of the controversy. At the end of the day he gives that information to the staff of the program. If the parties do not contact the center on their own, a member of the staff makes one phone call to each disputant. He explains how he came to hear of the controversy and asks whether the party is interested in mediation/arbitration. If both parties agree to use the program, the dispute is handled in the normal manner. If the parties are uninterested, no further contact is made.

We discussed using a similar system with Major Brian Porter of the Anchorage Police Department and he indicated that the Department would be willing to try it. It would be an ideal dispositional alternative, for example, for the approximately 33% of the family disturbances in which the police are unable to act because the victim refuses to sign a complaint. Some police officers are likely to be reluctant to use the referral mechanism at the outset. But if the center proves effective, within a year this system could become an established and important component of police procedures.

Of the nine dispute processing centers we studied, only Boston and Rochester rely upon a diverse set of referral sources. Most centers (by design or in practice) are heavily dependent on a few agencies--usually the prosecutor's and clerk's offices. For three reasons, we have decided to adopt the strategy of Boston and Rochester. First, as we

suggested at the outset, to maximize the improvement in the administration of justice in Anchorage, the program should ultimately accept appropriate cases whenever and from wherever possible. Second, we hope to prevent any single agency or office from acquiring practical control of the center. Several other cities' systems--particularly those which receive most of their cases from the prosecutor's office--have apparently become dominated by their referral source(s). We believe that the Citizen Dispute Center should be a fully autonomous organization--able to regulate its own procedures to maximize the quality of its dispute processing, not to suit the administrative convenience of any other agency. Finally, by accepting cases from virtually any source, we hope to process disputes as soon after they arise as possible. The more agencies a case has to pass through before referral, the longer the problem remains unresolved and the more the state is forced to pay for its disposition. By accepting cases from a diversity of sources and particularly by encouraging police referrals and walk-ins, we hope to avoid those unnecessary delays and costs.

Resolution Procedures

After screening a case and obtaining the parties' consent to mediation/arbitration the intake officers would schedule a hearing to resolve the dispute. The timing of the hearing would be arranged to suit the convenience of the parties. However, unless both parties request a delay in

the processing of the dispute, no hearing should be scheduled later than ten days after the referral of the controversy.

The atmosphere of the hearings would be highly informal. The customary trappings of formal adjudication--oaths, formal dress, physical separation of adjudicators and disputants, etc.--would be absent. Rules of evidence would be very relaxed.

The hearing officers would begin a session by clearly explaining the nature, powers, and limitations of the Citizen Dispute Center program. They would stress that the disputants have the primary responsibility for resolving their own controversy; the mediators are their assistants, not their judges.

The officers would then initiate the three-stage resolution process described in the introduction. They would begin by attempting to settle the dispute through conciliation. They would give each party a chance fully to present his side of the story--to state his claims or defenses, and especially to describe the circumstances or prior disputes which led up to the incident. Often this initial statement of grievances culminates in a settlement; the mere opportunity to state one's case before a neutral third party has cathartic effect, after this, disputants are often willing to agree upon a solution.

If conciliation alone is not sufficient, the hearing officers assume a more active role in the hearing; they employ the various techniques of mediation to clarify

the parties' positions and to determine their more important needs and fears. Private caucuses may be necessary to determine the disputants' "bottom line" negotiating positions. In the course of the mediation, the officers periodically suggest resolutions to the controversies; ideally, each suggestion should be designed simultaneously to satisfy the more important desires of each party and to lead each disputant to sacrifice his less crucial demands. In most cases the disputants are willing to accept one of these suggested settlements.

If the parties are persistent in refusing to settle the controversy the officers gradually begin to arbitrate the case. For instance, if the parties are deadlocked on a particular aspect of the problem, the officers would tentatively arbitrate only that issue--preferably in a way which would catalyze further negotiation. Only if the parties refuse to negotiate at all or clearly are unable to agree upon a settlement would the officers assume complete control of the case. They would then call a halt to the hearing, retire, and by majority vote determine an appropriate award.

The purpose of all three stages of the resolution process is to design an agreement to solve the underlying problem which gave rise to the controversy. The goal of the hearing officers is to satisfy the disputants' needs and to enable them to interact comfortably in the future, not simply to allocate responsibility for past actions. Thus

even the third stage of the process--arbitration--only superficially resembles formal adjudication. In formulating their award the hearing officers do not decide whether a legal norm has been violated and then determine an appropriate penalty for the transgression. Instead, they assess the strength of each party's needs and expectations--revealed during their statement of grievances and negotiation, and determine the compromise most satisfactory to both.

It must be recognized, however, that in the course of the hearing the officers do assume more and more control of the outcome of the dispute processing. An arbitration award which issues from the third stage of the process will reflect the hearing officers' assessment of the merits of the case to a much greater extent than a settlement made by the parties following their initial statement of grievances. An appreciation of the implications of that fact is essential to the efficient and equitable operation of the program.

There are two primary methods for resolving any dispute. First, a neutral third party can evaluate the parties' acts and claims according to a set of extant rules--either natural law principles or socially established norms. Second, the parties can be permitted or assisted to design and apply their own rules--to distribute responsibility for and to determine the effects of their prior actions and to structure their relationship in the future. Most formal adjudication operates solely in the first mode. Pure medi-

ation (as used, for example, in labor contract negotiation) is an example of the second mode.

As we have stressed several times in this report, the primary form of dispute resolution offered by the Citizen Dispute Center is the second, non-normative mode. The program's unique ability successfully to process such diverse controversies as violent disputes between family members and landlord-tenant cases derives from its capacity to help the parties resolve their problems themselves. However, as a hearing moves through its successive stages, and as the hearing officers take on a more and more active role, the non-normative method gradually becomes mixed with an adjudicating technique. For example, the way in which the officers begin to shape and direct the negotiation--the way they probe the parties' stories, the concessions they encourage one or the other disputant to make, the settlements they suggest--will inevitably be determined in part by their assessment of the propriety of the parties' prior actions and the reasonableness of their present positions. And that evaluation will in turn be based upon some set of norms. Similarly, if the officers are forced to arbitrate the case, the award they select will not be a wholly neutral compromise between the disputants' needs and expectations. The officers' assessment of each disputant's moral or legal responsibility for the initiation of the dispute will naturally affect which of their conflicting demands they accept and which they reject.

There is nothing inherently wrong with this gradual shift to a normative dispute resolution technique. Often it will be exactly what the disputants need and expect. The parties to many controversies will not be able to resolve their problems entirely on their own. What they want is a reasonable and fair third party, someone who shares their general cultural orientation and set of moral values, to assist them in working out a solution and, if necessary, to evaluate their conflicting claims according to the hearing officer's own standards.

There are, however, two serious dangers in this increase in the hearing officers' control of the dispute resolution. First, the parties may not get a panel they consider to be reasonable and fair mediators/arbitrators. The hearing officers may not share their cultural orientations and moral standards and consequently may evaluate the propriety of their prior actions quite differently from the way one or both of the disputants perceive their conduct. This problem is inevitable when the parties themselves differ widely in background and personality; in that case no panel of mediators can fully conform to the expectations of both disputants.

Second, the decisions generated by the program in similar cases may differ widely. Even if each panel of arbitrators did meet the expectations of each set of disputants, the world-views and moral values of the various groups of officers are likely to vary considerably. Conse-

quently, the ways in which they perceive a particular controversy and the ways they shape the mediation of the dispute or arbitrate the case may be quite different.

To minimize whatever disparity may result, we make three recommendations: First, the hearing officers should be aware of the hazards of being overly directive and whenever possible, should allow the parties to control the development of the negotiation themselves. Thus, for example, they should follow the disputants' lead in suggesting settlements; they should propose agreements which correspond to the parties' demands and not which they think would be the most equitable solution. And they should be very reluctant to arbitrate. When the disputants are deadlocked, they should decide as limited an aspect of the problem as possible; their goal should be to enable the parties to continue negotiating, not to decide the entire matter.

Other centers have been very successful in resolving controversies through mediation. The Institute for Mediation and Conflict Resolution, for example, has been forced to resort to arbitration in less than 5% of its cases. We hope to equal that achievement.

Second, we recommend that the hearing officers assigned to a case be carefully selected (1) for their knowledge of the subject matter of the dispute and (2) for their ability to reflect and accommodate the parties differing economic and cultural orientations. Thus, for example, in a landlord-tenant case, ideally one of the mediators

would be a landlord, one would be a tenant, and one would be a member of some neutral occupational group who knew something of landlord/tenant law and affairs. And in a controversy between two native Alaskans, at least two of the hearing officers would be of the same race and social background. In this way, the parties would be most likely to present their case to and, if necessary, to have it decided by a culturally similar group of people who understood the real nature and importance of the dispute.

Third, we recommend that the hearing officers receive training in and remain aware of the legal norms relevant to the types of controversies they will be handling. If forced to arbitrate a dispute, they should not feel strictly bound by those rules. On the other hand, they should try to avoid making decision which clearly conflict with the applicable statutory or common law rules. We make this recommendation for two reasons. First, it is a simple and efficient way of lending some consistency to the decisions rendered in similar cases and of thereby giving prospective parties some idea of how the program will handle their controversies. Second, we believe that a resolution which is at least not widely different from what the parties would receive in a court of record is probably what most people expect from the program. Thus, unless the desires or circumstances of both parties clearly indicate that a different type of settlement would be more appropriate, hearing officers forced to arbitrate a dispute should not disregard

the relevant legal norms.

A number of commentators have questioned the feasibility and effectiveness of a dispute resolution process which combines mediation and arbitration. Professor Sander, for example, has commented that,

there is an obvious difficulty if the mediator-arbitrator is unsuccessful in his mediational role and then seeks to assume the role of impartial judge. For effective mediation may require gaining confidential information from the parties which they may be reluctant to give if they know that it may be used against them in the adjudicatory phase. And even if they do give it, it may then jeopardize the arbitrator's sense of objectivity. In addition it will be difficult for him to take a disinterested view of the case-- and even more so to appear to do so-- after he has once expressed his views concerning a reasonable settlement.⁴²

To avoid this confusion of roles and loss of objectivity, Professor Sander suggests that each stage of the process be conducted by a different hearing officer or panel. The disputants would first present their case to a set of mediators who would attempt to lead the parties to agree upon a resolution to the controversy. If a settlement were not forthcoming, the parties would move to another room, restate their positions before an arbitrator who would then impose a binding award on them.

42 F. E. A. Sander, *Varieties of Disputes Processing*, 15 (1976) (a paper delivered at the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice, St. Paul, Minnesota, April 8, 1976).

In proposing the design for a mediation center, we have decided not to incorporate Professor Sander's suggestion for three reasons. First, three established programs-- the Institute for Mediation and Conflict Resolution Dispute Center, the Rochester Community Dispute Services Project, and the Philadelphia 4A Program--employ a continuous mediation-arbitration resolution technique. None of the projects has reported any difficulties with the system. Nor have independent evaluators of the programs noted any problems.

Second, we believe that there are advantages to enabling the hearing officers gradually to assume control of the dispute resolution process. For instance, as indicated above, by arbitrating a single issue on which the disputants are deadlocked, they may facilitate further negotiation and eventually induce a settlement. Thus, what Professor Sander describes as a "confusion of roles" can be used constructively.

Finally, we believe it is important to preserve the simplicity and efficiency of the program. The need to present their case twice, to inform two separate panels of the details of their relationship and dispute, would discourage, frustrate, or embarrass many parties. And the knowledge that they might have to undergo such an extended process may deter other prospective clients from utilizing the center at all.

In sum, to avoid unfairly surprising parties, we recommend that the intake staff make sure that the disputants

are aware (before signing consent forms) of the nature of the services offered by the center and particularly of the potential power of the hearing officers. But, unless the program experiences difficulties with the system, we propose that the Citizen Dispute Center utilize a unitary conciliation-mediation-arbitration dispute resolution process.

We recommend that the center have the power to render any type of decision except one which results in the involuntary incarceration or similar loss of liberty of any party. We expect that common settlements and awards would be: restitution (in money or in kind); bilateral behavioral restraints (e.g. the parties agree to avoid each other for three months); and unilateral behavioral restraints (e.g. one party agrees to stop playing their stereo after 10:00 p.m.). But any form of decision which is amenable to the disputants and/or solves their underlying problem would be acceptable. Parties and hearing officers should be encouraged to use their ingenuity.

At this point, we do not anticipate that compulsory social service referral would constitute a major part of the program. Compulsory referral to some agencies--for example, drug rehabilitation centers--would constitute an involuntary restraint on the liberty of a party and therefore would be beyond the jurisdiction of the center. Compulsory referral to many other programs--for example, marriage counseling services--would in most cases be ineffective and degrading. We wish to avoid psychic meddling

in this program. However, hearing officers should be encouraged fully to utilize available social services where it seems likely that the service rendered would result in a more enduring resolution of the dispute.

Follow-Up Procedures

We recommend that an intake officer reinterview both parties to each controversy three times--at intervals of two weeks, then two months, then six months after the hearing. In the first two interviews the officer will ask each disputant four questions: (1) Is the other party adhering to the settlement or award? (2) Are you satisfied with the settlement or award? (3) What is your opinion of services provided by the center? (4) What do you think is the likelihood that the dispute which brought you to the center will reoccur in the future?

This procedure will provide the staff with the information necessary to evaluate the effectiveness of the program and, if necessary, to make changes in intake procedures, methods of inducing settlement, or in the kinds of terms which are ultimately incorporated into settlements and awards. Also, we hope that this information will assist other, similar programs by identifying those kinds of conflicts which are most or least amenable to resolution by mediation-arbitration; and also give us better ideas for constructing longer-lasting, more durable settlement arrangements.

Another function that might be served by this re-interview process is aid in enforcement of settlements and awards. For example, if it comes to the attention of the staff that one of the parties has a complaint concerning a noncompliance by another party to the settlement, the re-interview may stimulate a renewal of the parties' agreement. If there is a complaint on one side, the intake officer will get in touch with the alleged offending party and attempt to discover the facts as he or she sees them. If the party admits not complying with the original settlement and offers no justification for his conduct, the intake officer will truthfully explain the potential sanctions for violation of settlements and awards rendered by the center and further indicate that if the party who is in noncompliance fails to conform his conduct the sanctions will be instituted. If, on the other hand, the party either disputes the fact of his noncompliance or alleges some grounds or justification on his side, the intake officer should then work with both parties to restore some equilibrium. It may even be necessary to schedule a rehearing of the matter. Other centers report that this combination of mild, honest threats and occasional modification of decisions serves to resolve almost all problems. In Columbus, for instance, formal procedures are required in only 2.2% of the cases. And the New York City projects reports that less than 1% of their disputes end up back in court.

Inevitably, however, informal sanctions will not be effective in insuring compliance in all disputes. Unless some formal enforcement procedure is available and occasionally utilized, even informal measures may soon lose their credibility. There are three general types of sanctions which might be used to back up the decisions rendered by the center: the resumption or initiation of prosecution of criminal cases; the enforcement of arbitration awards in the civil courts; and the activation of community peer pressure. Five of the programs we studied rely solely on the first method, three employ a combination of the first and second, and one relies solely on the third.

We recommend that the Citizen Dispute Center employ a combination of the first and second modes of enforcement. The party who is in compliance with the award would have the power to determine which strategy is used in a particular case. Confirmation and enforcement of the decision in a civil court would probably be the remedy used in most cases, unless the offending party has engaged in threatening, violent or otherwise clearly anti-social conduct. Civil enforcement has the advantage of ensuring that the innocent party still gets the benefit of the center's decision--e.g. restitution for his injuries or property loss, and is to be preferred.

The San Francisco Community Boards Program plans to use peer pressure as its sole device for the enforcement of awards. For three reasons, we strongly recommend that

the Citizen Dispute Center not adopt this strategy. First, as the founders of the San Francisco program recognize, the use of the opinions of neighbors to induce disputants to use a program and to abide by its decisions is only possible in a community characterized by a strong, stable "social network". The residents of a particular area must know each other, be accustomed to participating together in community activities, and must anticipate remaining in the neighborhood for some time. Only then can systematic peer pressure be brought to bear on a particular offender. A strong social network of this sort does not exist in Anchorage; hence there are few, if any, of the kind of established communities which would support the San Francisco approach.

Even more importantly, however, we find the Community Board's strategy extremely suspect if not in practice, at least in theory, from a social and philosophical perspective. The San Francisco program emphasizes that one of its primary objectives is to enable members of particular communities to establish and enforce standards of behavior-- in effect, to impose upon all residents of a particular area the attitudes of the majority as to how individuals should interact.⁴³

⁴³ "Peer pressure" techniques of dispute resolution would be particularly inappropriate and probably ineffectual in Alaska. The Alaska Supreme Court has observed

Our territory and now state has traditionally been the home of people who prize their individuality and who have chosen to settle or to continue living here in order to achieve

Finally, we recommend that the center keep only minimal records on the nature and outcome of the individual disputes it processes. When he signs the form consenting to mediation/arbitration, each party will fill out a single card. The data collected on this card will include some demographic information on each party, the referral source for each dispute, and each disputants' brief description of the controversy. No record will be kept of the settlements or awards rendered in individual cases beyond those award documents minimally necessary for enforcement in a court of law in the event of noncompliance.

We realize that a more extensive record-keeping system might aid the program in evaluating its effectiveness and in revising its procedures, but we can see no other way to preserve the confidentiality of the hearings. If, for example, a disputant in a subsequent civil suit based on an incident generated by the same underlying problem as gave rise to the controversy resolved in the center wished to subpoena the program's records relating to that dispute, the center would have no way of protecting its documents. Similarly, if an attorney in a subsequent criminal action requested relevant records, the program could not refuse to provide them.

a measure of control over their own lifestyles which is now virtually unattainable in many of our sister states.

Ravin v. State, 537 P.2d 494, 504 (1975).

We believe that strict confidentiality is essential to the effective operation of the program. Only if parties know that their statements and admissions will not be used against them in subsequent actions will they be willing freely to discuss their problems and actions and to work out sensible solutions to their disputes. If some legal mechanism can be developed for protecting the center's documents, we would gladly revise our procedures. But, for now, we recommend that record-keeping be minimized.

Staff

We recommend that in its first year of operation the center employ four fulltime staff workers: a director; two intake officers; and a secretary-receptionist. The director would supervise the day-to-day operation of the program, review and revise screening standards, help the mediator/arbitrators, supervise follow-up procedures, maintain contact with other agencies and with the sponsoring organization, and implement the recommendations of the board of directors. The intake officers would interview disputants, screen cases for admission to the center, collect pre-hearing data, schedule hearings, select mediation panels, and conduct follow-up procedures. The secretary would receive walk-ins, schedule interviews, make sure that all persons were notified and reminded of their appointments, and handle the paperwork of the office.

This represents, in our opinion, the bare-minimum staff which could successfully administer the program. Five would probably be better. We estimate that the first-year caseload of the center will be between 500 and 1000. The Rochester Community Dispute Services Project, the only program with a caseload which falls within this range, has a full-time staff of six. The five centers for which we have data relating to staffing employ an average of 5.1 full-time workers per 1000 cases. Thus, we are proposing a work force slightly smaller than that found necessary by other programs. As we begin to implement the project, we may well discover that more intake officers are needed. And, as the caseload of the center increases, we will certainly need a larger staff. But, at the outset, we think that four or five will be necessary and sufficient.

We recommend the following composition and distribution for the pool of hearings officers: Two-thirds of the mediator/arbitrators should be volunteer laypersons; one-third should be volunteer attorneys. Three officers should be assigned to each case--one attorney and two laypeople. The mediators should serve approximately twice a month and should handle two cases per session. A projected caseload of approximately 750 therefore, would require a pool of 50 volunteers.

Several considerations underlie our decision to use a mixed panel of lawyers and non-lawyers. First, we believe that an attorney's training and experience in ad-

versarial, investigatory and settlement skills will enable him more effectively to control the disputants' behavior and to draw out and test their stories. Second, in accordance with our recommendation in the preceding section, his knowledge of the law (and his ability to explain it) will help to prevent the panel from rendering an arbitration award which is grossly inconsistent with the decision the parties would have received in a court of record. Prospective participants, referral agencies, and funding sources, wisely or not, are likely to be less skeptical of a program with some ties to the legal system than of one administered entirely by laypeople.

The laypersons on each panel serve equally important functions. First, we hope that they will partially offset the lawyer's penchant for adversarial procedures; they will make the hearing less formal and imposing and ensure that the disputants realize that the goal of the program is to design a solution to their common problem, not to vanquish their opponents. Second, they will contribute to the image of the center as a community service; their presence will lead a disputant to perceive a hearing panel as a group of his peers and will help to give the center a more accessible and down-to-earth image. Third, the use of lay hearing officers will help to publicize the program; by word of mouth, many other citizens will learn of the program and will be more likely to bring their disputes directly to it. Finally, the proposed structure of the program will

allow many citizens to get involved in the administration of justice. Even apart from the quality of the dispute resolution thereby made possible, we believe that it contributes to a greater sense of community responsibility and concern for a city to enable its residents to learn about and to participate in the legal process.

Our decision to employ lay hearing officers effectively dictates our recommendation that three mediators/arbitrators be used to process each dispute. It might be possible to allot only one hearing officer to each case if we limited our pool either to attorneys or to professional mediators. The projects established in Miami, Orlando and Columbus report that a mediator/arbitrator with legal or professional training is quite capable of conducting a hearing on his own. Those programs which use lay mediators, however, have found panels more effective. The Boston Urban Court Program, for instance, reports that its sessions have been "more balanced and more comfortable for the mediators when more than one participates".⁴⁴

In addition, we believe that the use of three hearing officers instead of one will lend greater consistency to the awards generated by the center. The prejudices or peculiar moral values of an individual mediator/arbitrator will be less likely to affect the decision rendered in a

⁴⁴ The Urban Court Program (December 9, 1974) (a descriptive summary prepared by the Justice Resource Institute Inc.).

given case. Particularly if the intake officers are skillful in selecting the panels which hear each dispute, the personalities and biases of the hearing officers will tend to balance each other out; the settlement or award which, together, they catalyze or impose may be fairer than the decision any one of them would make alone.

In this context, it should be emphasized that the difference in the legal expertise of the three members of each panel will not reflect or produce any difference in their status or power. Each member of the panel will have equal authority and will contribute equally. If the panel is forced to arbitrate a dispute, the award will be determined by majority vote. Thus, if the system is working properly, the three members of each group will work together and will truly balance each other out. The personality and opinions of the lawyer ought to control neither the development of the hearing nor the content of the decision.

Finally, we recommend that all hearing officers be volunteers. Mediators would be provided with expense money for each hearing session (approximately 4 hours) they attended which would cover the cost of their transportation, child care, and related expenses. They would receive no other compensation.

A few interviewees thought we would have difficulty recruiting and maintaining a pool of volunteer hearing officers. Most of our research, however, indicated that we should not have any problem. Five of the nine centers we

examined are operating successfully with volunteer staffs. One hundred and thirty-five or 61% of the respondents to the questionnaire we sent to members of the Anchorage business community indicated that they or a member of their organizations would be willing to volunteer. And the Anchorage Bar Association has submitted an initial list of about 20 attorneys who are interested in volunteering their efforts. If the members of other sectors of the community are equally enthusiastic, we should have plenty of hearing officers for years to come.

We recommend that each hearing officer receive training in three areas: The nature and objectives of the Citizen Dispute Center; the techniques of mediation and arbitration; and the statutory and common law rules relevant to the types of controversies they will be handling. The Institute for Mediation and Conflict Resolution, a professional educational and consulting organization, has designed and implemented the initial training programs for several established dispute resolution projects. Until such professional expertise is available either from a member of the staff of the Citizen Dispute Center or from some other agency in Anchorage, we recommend that the Institute be employed to train our mediators/arbitrators.

While most of the details of the training program must be left to the discretion of the Institute, we can and should outline the essential elements of the education we envision. The most important and extensive aspect of the

program should be the training in mediation and arbitration skills. Prospective hearing officers should be provided with extensive reading material on those techniques, should observe films of hearings conducted by other projects, and should participate in several practice sessions themselves. Once the center is operational, new mediators/arbitrators should be given the opportunity to observe and then co-mediate sessions with more experienced staff. The officers' exposure to the nature and purpose of the center should include reading this report and engaging in an open discussion with members of the full-time staff. Finally, the mediators' training in the relevant aspects of substantive law should involve a brief review of important "black letter" rules and then some practice in the application of principles to sets of facts. The duration of the total program should be approximately four full days (two weekends) for the lay volunteers and three days for the attorneys; the difference reflects the fact that lawyers could forego the substantive law portion of the program.

PART III: IMPLEMENTATION

The implementation of a citizen dispute center in Anchorage is dependent on three major factors: cooperative support from the courts and police, volunteered support from attorneys and concerned citizens who are to serve as hearing officers, and sufficient funding to enable the program to become effectively established.

Members of Alaska's criminal justice system, including police, district court judges, district attorneys and members of the criminal defense bar have indicated the need for and their support of a system that would allow for the diversion of certain cases now being processed through the district court. Some members of the Anchorage Police Department have indicated that often times situations arise in which prosecution is an ineffectual or inappropriate remedy but occurs nevertheless because it is the only alternative available. In such cases the police have indicated a desire and willingness to direct disputants to a citizens' center. The cooperation of the Alaska Court System will be required to ensure the smooth flow of court-referred cases in criminal matters and to inform disputants in civil matters of this new option.

Concrete indications of volunteered support from both the bar and the Chamber of Commerce have been encouraging. Over twenty attorneys signed a volunteer list when the idea was introduced in the Spring of 1977, and an increased

commitment is expected as procedures and requirements become more clearly defined. In response to a questionnaire, over 60% of the Chamber of Commerce members indicated that they would be willing to serve as hearing officers if a citizen dispute center were established.

Obviously, funding is the critical variable. The estimated cost of such a center for one year, based on caseload of 1000 cases, breaks down as follows:

Operational Costs

- 1) Facilities: A storefront office near the city center-1200 sq. feet (includes hearing rooms and three offices). \$38,000.00
- 2) Supplies: Basic operating materials, copying, and telephone. 9,000.00
\$47,000.00

Staff

- 1) Project Coordinator: A qualified person to manage the program and assume supervisory responsibility for planning, monitoring and evaluating the project \$32,000.00
- 2) Administrative Assistant: A fulltime clerk/typist to handle daily office processes including follow-up contacts and record-keeping. 11,500.00
- 3) Two Staff Officers: Two full-time staff positions are required to share responsibility for drop-in cases, to screen referred cases, to assist hearing officers and coordinate caseload and mediator schedules 34,500.00
\$78,000.00

Mediators

- 1) Expense stipends for hearing officers (approximately \$10 per case per mediator) based on an estimate of 1,000 cases. \$10,000.00

2) Training of mediators by the Institute
for Mediation and Conciliation 15,000.00
\$25,000.00

Total Cost

Operational	\$ 47,000.00
Staff	78,000.00
Hearing Officers	25,000.00
	<u>\$150,000.00</u>

Cost per hearing based on an estimated annual
caseload of 1000 cases \$15 per c

Timetable for Implementation

It is suggested that the sponsoring agency prepare a grant application for implementation to be presented at the January 1978 meeting of the Governor's Commission on the Administration of Justice.⁴⁵ If funding is secured a board of directors could be appointed in the first quarter of 1978. The board could then begin the process of hiring a staff, soliciting and training hearing officers and locating a suitable facility. The staff would establish daily procedures and devise a record-keeping system. It would be advisable to have several cases "run through" the system to ascertain that the program is procedurally sound. Widespread public advertisement of the Center should begin and informational sessions with potential referral source personnel

45 The foregoing minimum estimates of program costs are in no way meant to be binding on subsequent grant applicants. For example, as indicated earlier in the report, the recommended staff size is smaller than that utilized in centers of comparable caseload. Estimated implementation costs realistically could range from \$150,000 to \$200,000.

(i.e. police and district attorneys) should commence in the late Spring of 1978.

APPENDIX A

Small Claims Court

Status of Plaintiff(s)

1. 26.7% male individual
2. 8.3% female individual
3. 4.3% two or more individuals
4. 60.8% corporation or association

Status of Defendant(s)

1. 45.8% male individual
2. 17.2% female individual
3. 16.5% two or more individuals
4. 20.3% corporation or association
5. 0.3% state or municipality

Representation

- | | | |
|------------|----|-----------------------------|
| Plaintiff. | 1. | 4.5% had a lawyer |
| | 2. | 95.4% did not have a lawyer |
| Defendant: | 1. | 1.7% had a lawyer |
| | 2. | 98.2% did not have a lawyer |

Type of Action

1. 16.0% promissory note
2. 24.1% debt--for purchase of goods
3. 21.3% debt--for services rendered
4. 3.8% bad check
5. 10.0% damages--auto accident
6. 3.0% damages--other than auto accident
7. 6.8% action by landlord
8. 3.1% action by tenant
9. 8.4% breach of contract
10. 1.1% warranty
11. 2.4% other

Disposition

1. 9.2% dismissal--by plaintiff prior to answer
2. 3.9% dismissal--upon stipulation of parties
 - a. 0.9% with prejudice
 - b. 2.7% without prejudice
 - c. 0.3% unknown
3. 15.2% dismissal--failure to prosecute
 - a. 0.5% with prejudice
 - b. 14.4% without prejudice

- c. 0.3% unknown
- 4. 0.6% judgment on the merits for defendant
- 5. 1.2% defendant recovered on counterclaim
\$214.00 (mean)
\$267.00 (median)
- 6. 19.9% default judgment for plaintiff
\$550.00 (mean)
\$484.00 (median)
- 7. 7.6% judgment on the pleadings for plaintiff
\$532.00 (mean)
\$482.00 (median)
- 8. 8.6% judgment on the merits for plaintiff
\$408.00 (mean)
\$328.00 (median)
- 9. 4.9% defendant opted for formal procedure
- 10. 23.6% pending
- 11. 0.4% change of venue or dismissal for lack of
jurisdiction

Duration of Process

- 1. Elapsed time: 99 days (mean), 68 days (median)
- 2. Time pending: 133 days (mean), 134 days (median)

APPENDIX B

1976 POLICE REPORTS OF ASSAULT AND BATTERY, DISORDERLY CONDUCT, AND FAMILY DISTURBANCE INCIDENTS

General Information

Living arrangement - (Victim and suspect or primary participants)

1. 53.1% cohabitation
2. 6.5% married but living apart
3. 6.7% neighbors
4. 37.7% separate residences
5. 0.3% other
6. 1.1% unknown

Place of occurrence

1. 79.8% residence
2. 6.5% establishment open to public (bar/restaurant)
3. 2.4% commercial facility (retail store, gas station, etc.)
4. 6.2% "on the street"
5. 5.7% other
6. 1.1% unknown

Type of dispute

1. 15.4% one-sided verbal abuse
2. 26.7% unprovoked physical attack
3. 10.0% argument
4. 7.8% argument resulting in property damage
5. 49.9% argument resulting in physical contact
6. 0.8% public disturbance
7. 3.2% theft
8. 6.5% other
9. 2.2% unknown

Dispute Issue (Source of Dissension)

1. 11.6% money or property between family or friends
2. 10.8% jealousy and infidelity
3. 5.9% control of offspring
4. 1.9% in-law conflicts
5. 12.9% dissolve relationship
6. 5.1% money or property between non-family or strangers
7. 1.1% short term violence to person/property
8. 3.0% long term or recurring violence
9. 30.5% drinking behavior
10. 0.8% employment problems
11. 10.5% other
12. 0.8% authority conflicts (confrontations with police, etc.)
13. 1.1% sex-related
14. 30.7% unknown

Police observation or independent knowledge of incident

1. 8.1% verbal abuse
2. 5.1% threatened physical harm
3. 1.9% attempted physical harm
- Physical harm:
4. 3.8% actual battery but no evident harm
5. 17.8% evident harm but no medical treatment required (or treatment refused)
6. 10.0% single trip to doctor/hospital or first aid rendered
7. 1.1% hospitalization
8. 7.0% property damage or loss
9. 7.2% none
10. 1.3% other
11. 57.4% no observation or independent knowledge

Weapon involved (UCR definitions)

1. 13.2% firearm
2. 5.7% knife or cutting instrument
3. 1.9% other dangerous weapon
4. 79.5% none
5. 1.9% other

Was weapon used (s' . fired, stabbing, etc.)?

1. 4.6% yes
2. 16.4% no
3. 78.7% not applicable
4. 0.3% unknown

Dispositions

1. 11.6% no action
2. 22.4% police unable to act because victim refused to press charges
3. 4.9% victim wanted to press charges but police refused to act
4. 16.7% defendant/suspect couldn't be located
5. 17.0% no action at present--pending further investigation or review by prosecutor
6. 8.9% weapon secured for safekeeping

	V	S	P ₁	P ₂
7.	1.3%	3.0%	0.3%	0%
8.	8.4%	12.9%	2.7%	0.5%

Police talked to party--told him to "cool down"

Police removed party or ordered him to leave

	V	S	P ₁	P ₂	
9.	3.0%	6.5%	1.6%	0.8%	Police warned party against similar future conduct
10.	4.3%	1.6%	0.5%	0%	Police referred party to another agency
11.	3.8%	1.6%	1.1%	0.5%	Police referred party to private attorney
12.	0%	0%	0.3%	0.3%	Citation
13.	1.1%	28.8%	1.1%	0.3%	Arrest
14.	0.3%	2.2%	0.3%	0%	Arrest planned

Total number of parties involved 2.191% (mean)

Had two or more of the participants been previously involved together in similar disturbances?

1. 41.5% yes
2. 3.8% no
3. 59.4% unknown

Was there a statement or definite indication that this situation was likely to reoccur?

1. 46.1% yes
2. 53.4% no

Victim

1. Age: 37.98 (mean)
2. Sex:
 - 25.6% male
 - 70.6% female
3. Race:
 - 65.5% Caucasian
 - 9.2% African-American
 - 18.3% Native
 - 0.5% Mexican-American
 - 1.3% Other
 - 1.3% Unknown

Victim's relationship to other parties.

S	P ₁	P ₂	(Is victim's:)
23.2%	0.8%	0	Wife
8.6%	0.8%	0	Husband
3.2%	0	0	Ex-Wife
1.1%	0.3%	0	Ex-Husband
2.7%	2.4%	0.3%	Parent
2.2%	1.6%	0.3%	Child
1.6%	0.5%	0	Sibling
3.5%	0	0.5%	Other Family
2.7%	0.5%	0	Boyfriend
11.1%	0.5%	0	Girlfriend
18.1%	4.9%	1.9%	Friend
11.3%	2.2%	0.5%	Acquaintance
0.5%	0	0	Employer
0.3%	0	0	Employee
1.3%	0.3%	0	Landlord
0.5%	0	0	Tenant

S	P ₁	P ₂	(Is victim's:)
0.3%	0.3%	0.3%	Policeman
1.3%	0	0	Stranger
2.4%	1.1%	0	Other
1.1%	0	0	Unknown

Attacks on wives, ex-wives, and girlfriends = 37.5%
= 139 (+ log cards)

Victim's story conflicted substantially with the story of:

1. 0% police
2. 15.1% suspect
3. 2.2% participant #1
4. 0% participant #2
5. 4.6% victim did not give a statement
6. 51.5% no other party gave a statement
7. 24.8% stories of all parties coincided

Victim's description of incident (injury claimed).

1. 52.8% verbal abuse
2. 30.5% threatened physical harm
3. 8.6% attempted physical harm
- Physical harm:
 4. 33.4% actual battery but no evident harm
 5. 28.6% evident harm but no medical treatment required (or treatment refused)
 6. 9.7% single trip to doctor/hospital or first aid rendered
 7. 1.1% hospitalization
 8. 14.6% property damage or loss
 9. 0.5% none
 10. 2.4% other
 11. 4.6% unknown

State of mind.

1. Was victim intoxicated?
 - a. 11.1% yes
 - b. 76.0% not indicated and circumstances don't suggest it.

- c. 9.2% not indicated but likely that drinking was involved.
- 2. Was victim on drugs?
 - a. 0.3% yes
 - b. 95.7% not indicated and circumstances don't suggest it.
 - c. 0.3% not indicated but likely that drugs were involved

Had victim previously been involved in similar disturbances?

- 1. 37.7% yes
- 2. 2.4% no
- 3. 56.1% unknown

APPENDIX B-1

Family Dispute

Living arrangement - (Victim and suspect or primary participants)

1. 73.0% cohabitation
2. 17.5% married but living apart
3. 0% neighbors
4. 6.3% separate residences
5. 0% other
6. 1.6% unknown

Place of occurrence

1. 92.1% residence
2. 0% establishment open to public (bar/restaurant)
3. 1.6% commercial facility (retail store, gas station, etc.)
4. 6.3% "on the street"
5. 1.6% other
6. 0% unknown

Type of dispute

1. 17.5% one-sided verbal abuse
2. 12.7% unprovoked physical attack
3. 17.5% argument
4. 9.5% argument resulting in property damage
5. 42.9% argument resulting in physical contact
6. 1.6% public disturbance
7. 0% theft
8. 6.3% other
9. 1.6% unknown

Dispute issue (Source of dissension)

1. 11.1% money or property between family or friends
2. 7.9% jealousy and infidelity
3. 9.5% control of offspring
4. 3.2% in-law conflicts
5. 22.2% dissolve relationship
6. 0% money or property between non-family or strangers
7. 0% short term violence to person/property
8. 3.2% long term or recurring violence
9. 23.8% drinking behavior
10. 0% employment problems
11. 4.8% other
12. 0% authority conflicts (confrontations with police, etc.)
13. 0% sex-related
14. 33.3% unknown

Police observation or independent knowledge of incident

1. 3.2% verbal abuse
2. 0% threatened physical harm
3. 0% attempted physical harm
- Physical Harm:
4. 3.2% actual battery but no evident harm
5. 11.1% evident harm but no medical treatment required (or treatment refused)
6. 6.3% single trip to doctor/hospital or first aid rendered
7. 0% hospitalization
8. 9.5% property damage or loss
9. 3.2% none
10. 0% other
11. 66.7% no observation or independent knowledge

Weapon involved (UCR definitions)

1. 33.3% firearm
2. 15.9% knife or cutting instrument
3. 4.8% other dangerous weapon
4. 57.4% none
5. 3.2% other

Was weapon used (shots fired, stabbing, etc.)?

1. 12.7% yes
2. 34.9% no
3. 50.8% not applicable
4. 1.6% unknown

Dispositions

1. 25.4% no action
2. 33.3% police unable to act because victim refused to press charges
3. 4.8% victim wanted to press charges but police refused to act
4. 6.3% defendant/suspect couldn't be located
5. 6.3% no action at present--pending further investigation or review by prosecutor
6. 25.4% weapon secured for safekeeping

	V	S	P ₁	P ₂	
7.	4.8%	3.2%	0	0	Police talked to party-- told him to "cool down"
8.	7.9%	23.8%	6.3%	0	Police removed party or ordered him to leave

	V	S	P ₁	P ₂	
9.	6.3%	9.5%	6.3%	4.8%	Police warned party against similar future conduct
10.	4.8%	3.2%	0	0	Police referred party to another agency
11.	6.3%	3.2%	1.6%	1.6%	Police referred party to private attorney
12.	0	0	0	0	Citation
13.	1.6%	4.8%	0	0	Arrest
14.	0	0	0	0	Arrest planned

Total number of parties involved

1. 2.127% mean
2. 2.075% median

Had two or more of the participants been previously involved together in similar disturbances?

1. 38.1% yes
2. 1.6% no
3. 60.3% unknown

Was there a statement or definite indication that this situation was likely to reoccur?

1. 36.5% yes
2. 63.5% no

APPENDIX B-2

Disorderly Conduct

Living arrangement - (Victim and suspect or primary participants)

1. 51.8% cohabitation
2. 6.0% married but living apart
3. 10.8% neighbors
4. 43.4% separate residences
5. 0% other
6. 2.4% unknown

Place of occurrence

1. 77.1% residence
2. 7.2% establishment open to public (bar/restaurant)
3. 1.2% commercial facility (retail store, gas station, etc.)
4. 10.8% "on the street"
5. 7.2% other
6. 0% unknown

Type of dispute

1. 31.3% one-sided verbal abuse
2. 12.0% unprovoked physical attack
3. 26.5% argument
4. 12.0% argument resulting in property damage
5. 30.1% argument resulting in physical contact
6. 1.2% public disturbance
7. 2.4% theft
8. 14.5% other
9. 2.4% unknown

Dispute issue (Source of Dissension)

1. 2.4% money or property between family or friends
2. 13.3% jealousy and infidelity
3. 4.8% control of offspring
4. 1.2% in-law conflicts
5. 13.3% dissolve relationship
6. 12.0% money or property between non-family or strangers
7. 1.2% short term violence to person/property
8. 1.2% long term or recurring violence
9. 30.1% drinking behavior
10. 0% employment problems
11. 14.5% other
12. 0% authority conflicts (confrontations with police, etc.)
13. 2.4% sex-related
14. 31.3% unknown

Police observation or independent knowledge of incident

- 1. 24.1% verbal abuse
- 2. 10.8% threatened physical harm
- 3. 4.8% attempted physical harm
- Physical Harm:
- 4. 6.0% actual batter but no evident harm
- 5. 6.0% evident harm but no medical treatment required (or treatment refused)
- 6. 6.0% single trip to doctor/hospital or first aid rendered
- 7. 1.2% hospitalization
- 8. 7.2% property damage or loss
- 9. 0% none
- 10. 6.0% other
- 11. 60.2% no observation or independent knowledge

Weapon involved (UCR definitions)

- 1. 22.9% firearm
- 2. 7.2% knife or cutting instrument
- 3. 1.2% other dangerous weapon
- 4. 67.5% none
- 5. 3.6% other

Was weapon used (shots fired, stabbing, etc.)?

- 1. 4.8% yes
- 2. 31.3% no
- 3. 63.9% not applicable

Dispositions

- 1. 13.3% no action
- 2. 25.3% police unable to act because victim refused to press charges
- 3. 1.2% victim wanted to press charges but police refused to act
- 4. 10.8% defendant/suspect couldn't be located
- 5. 7.2% no action at present--pending further investigation or review by prosecutor
- 6. 13.3% weapon secured for safekeeping

V S P₁ P₂

7.	2.4%	10.8%	1.2%	0
8.	12.0%	31.3%	4.8%	1.2%

Police talked to party--told him to "cool down"

Police removed party or ordered him to leave

	V	S	P ₁	P ₂	
9.	7.2%	20.5%	2.4%	0	Police warned party against similar future conduct
10.	2.4%	1.2%	0	0	Police referred party to another agency
11.	4.8%	2.4%	2.4%	1.2%	Police referred party to private attorney
12.	0	0	0	0	Citation
13.	2.4%	36.1%	1.2%	0	Arrest
14.	0	1.2%	0	0	Arrest planned

Total number of parties involved

1. 2.361% mean
2. 2.180% median

Had two or more of the participants been previously involved together in similar disturbances?

1. 44.6% yes
2. 4.8% no
3. 50.6% unknown

Was there a statement or definite indication that this situation was likely to reoccur?

1. 54.2% yes
2. 44.6% no

APPENDIX B-3

Assault and Battery

Living arrangement - (Victim and suspect or primary participants)

1. 47.6% cohabitation
2. 3.5% married but living apart
3. 7.0% neighbors
4. 45.5% separate residences
5. 0.4% other
6. 0.4% unknown

Place of occurrence

1. 76.4% residence
2. 9.2% establishment open to public (bar/restaurant)
3. 3.1% commercial facility (retail store, gas station, etc.)
4. 4.4% "on the street"
5. 6.1% other
6. 1.7% unknown

Type of dispute

1. 8.7% one-sided verbal abuse
2. 36.2% unprovoked physical attack
3. 1.7% argument
4. 5.7% argument resulting in property damage
5. 59.0% argument resulting in physical contact
6. 0.4% public disturbance
7. 4.4% theft
8. 3.5% other
9. 2.2% unknown

Dispute issue (Source of Dissension)

1. 15.3% money or property between family or friends
2. 10.5% jealousy and infidelity
3. 5.2% control of offspring
4. 1.7% in-law conflicts
5. 10.0% dissolve relationship
6. 3.9% money or property between non-family or strangers
7. 1.3% short term violence to person/property
8. 3.5% long term or recurring violence
9. 32.3% drinking behavior
10. 1.3% employment problems
11. 10.9% other
12. 1.3% authority conflicts (confrontations with police, etc.)
13. 1.3% sex-related
14. 29.3% unknown

Police observation or independent knowledge of incident

1. 3.5% verbal abuse
2. 4.4% threatened physical harm
3. 1.3% attempted physical harm
- Physical Harm:
4. 3.1% actual battery but no evident harm
5. 23.6% evident harm but no medical treatment required (or treatment refused)
6. 12.2% single trip to doctor/hospital or first aid rendered
7. 1.3% hospitalization
8. 6.1% property damage or loss
9. 2.6% none
10. 0% other
11. 54.6% no observation or independent knowledge

Weapon involved (UCR definitions)

1. 3.9% firearm
2. 2.2% knife or cutting instrument
3. 1.7% other dangerous weapon
4. 91.3% none
5. 0.9% other

Was weapon used (shots fired, stabbing, etc.)?

1. 2.6% yes
2. 5.7% no
3. 91.7% not applicable

Dispositions

1. 7.0% no action
2. 18.3% police unable to act because victim refused to press charges
3. 6.6% victim wanted to press charges but police refused to act
4. 21.8% defendant/suspect couldn't be located
5. 24.0% no action at present--pending further investigation or review by prosecutor
6. 2.6% weapon secured for safekeeping

	V	S	P ₁	P ₂
7.	0	0	0	0
8.	7.0%	3.1%	0.9%	0.4%

Police talked to party--told him to "cool down"

Police removed party or ordered him to leave

	V	S	P ₁	P ₂	
9.	0.4%	0.4%	0	0	Police warned party against similar future conduct
10.	4.8%	1.3%	0.9%	0	Police referred party to another agency
11.	2.6%	0.9%	0.4%	0	Police referred party to private attorney
12.	0	0	0.4%	0.4%	Citation
13.	0.4%	32.3%	1.3%	0.4%	Arrest
14.	0.4%	3.1%	0.4%	0	Arrest planned

Total number of parties involved

1. 2.166% mean
2. 2.061% median

Had two or more of the participants been previously involved together in similar disturbances

1. 41.0% yes
2. 3.9% no
3. 55.0% unknown

Was there a statement or definite indication that this situation was likely to reoccur?

1. 45.9% yes
2. 53.7% no

APPENDIX C

DISTRICT COURT DISPOSITIONS
OF ARRESTED¹ SUSPECTS

Disorderly Conduct	Assault and Battery	Total
1.9%	30.1%	32.0%
0	3.8	3.8
1.9	1.9	3.8
1.9	0	1.9
0	15.1	15.1
1.9	11.3	13.2
3.8	1.9	5.7
15.1	9.4	24.5
3.8	1.9	5.7
3.8	1.9	5.7
0	3.8	3.8
0	15.1	15.1
1.9	1.9	3.8
32.0	64.1%	96.2
15.1	3.8	8.9
9.4	0	9.4
11.3	13.2	24.5
3.8	13.2	
28.3	41.5	
15.1	15.1	30.2
13.7	28.2	21

Representation

1. Defendant had a lawyer

Disposition

1. Dismissed by prosecutor at arraignment
2. Dismissed by court at arraignment
3. Dismissed by prosecutor at change of plea
4. Dismissed by prosecutor after arraignment on Criminal Rule 43(a)
5. Deferred prosecution
6. Bail forfeited
7. Guilty plea at arraignment
8. Guilty plea at change of plea hearing
9. No contest plea at arraignment
10. Not guilty plea
11. Complainant requested charges be dropped

Finding

1. Finding by court: guilty
2. Not applicable

Sentence

1. Fine - \$25 (3)
\$50 (2)
\$100 (3)
\$200 (2)
2. Fine suspended
3. Jail time imposed 2 days (4)
3-5 days (5)
10-15 days (2)
30 days (2)
4. Jail time suspended 1-15 days (7)
15-30 days (1)
90 days (1)
5. Jail time served 1 day (23)
2 days (7)
5 days (3)
6-15 days (3)
36 days (1)
6. Conditions imposed
Average disposition time (in days)

¹ There were 107 arrests noted on the police reports, but only 53 could be located in the district court files. See footnote 5 in the text.

APPENDIX C-1

A COMPARATIVE DESCRIPTION OF
ARREST AND NO-ARREST INCIDENTS

% of those arrested for disorderly conduct	% of those arrested for assault and battery	% of all incidents reported, whether or not arrest occurred
55	57	53
0	17	7
44	26	38
77	92	78
6	6	7
11	0	6
44	6	15
17	37	27
17	3	10
22	3	8
22	57	50
11	0	7
6	9	12
17	6	11
6	3	6
6	11	13
38	39	31
17	9	11
28	46	31
61	6	8
17	9	5
11	6	2
11	14	4
0	23	18
6	9	10
11	3	7
33	54	57

Living Arrangement

Cohabitation
Neighbors
Separate residences

Place of Occurrence

Residence
Establishment open to public (bar/restaurant)
"On the street"

Type of Dispute

One-sided verbal abuse
Unprovoked physical abuse
Argument
Argument resulting in property damage
Argument resulting in physical contact
Other

Dispute Issue

Money or property between family or friends
Jealousy and infidelity
Control of offspring
Dissolve relationship
Drinking behavior
Other
Unknown

Police Observation or Independent Knowledge of Incident

Verbal abuse
Threatened physical harm
Attempted physical harm
Physical Harm
Actual battery but no evident harm
Evident harm but no medical treatment required (or treatment refused)
Single trip to doctor/hospital or first aid rendered
Property damage or loss
No observation or independent knowledge

% of those arrested for disorderly conduct	% of those arrested for assault and battery	% of all incidents reported, whether or not arrest occurred
6	0	13
6	9	6
83	89	20
6	3	5
17	9	16
78	89	79
72	88	
27	9	
44	34	42
0	3	4
56	63	59
31	44	46
69	50	53
	6	
33 yr	30 yr	38 yr
44	20	26
56	80	71
61	65	66
0	9	9
33	20	18

Weapon Involved

Firearm
 Knife or cutting instrument
 None

Was Weapon Used

Yes
 No
 Not applicable

Total Number of Parties Involved

Two-party
 Three-party

Had Two or More of the Participants Been Previously Involved Together in Similar Disturbances?

Yes
 No
 Unknown

Was There a Statement or Definite Indication That This Situation Was Likely to Reoccur?

Yes
 No
 Unknown

Victim

Age
 Male
 Female

Race

Caucasian
 African-American
 Native

% of those arrested for disorderly conduct	% of those arrested for assault and battery	% of all incidents reported, whether or not arrest occurred
6	3	22
6	0	1
11	11	8
6	0	3
6	0	4
6	3	1
11	0	3
50	3	13
22	0	7
0	0	2
94	97	29
11	23	23
6	20	9
6	3	3
0	3	1
6	0	3
6	6	4
11	14	11
33	9	18
17	14	11
11	17	15
17	0	5
33	57	52
39	26	25

Dispositions

Police unable to act because victim refused to press charges

Victim

Police talked to party--told him to "cool down"

Police removed party or told to leave

Police warned party against similar future conduct

Police referred party to another agency

Arrest

Suspect

Police talked to party--told him to "cool down"

Police removed party or told to leave

Police warned party against similar future conduct

Police referred party to another agency

Arrest

The Victim is Related to the Suspect in the Following Manner

Wife

Husband

Ex-Wife

Ex-Husband

Parent

Other family

Girlfriend

Friend

Acquaintance

Victim's Story Conflicted Substantially with the Story of:

Suspect

Victim did not give a statement

No other party gave a statement

Stories of all parties coincided

% of those arrested for disorderly conduct	% of those arrested for assault and battery	% of all incidents reported, whether or not arrest occurred
50	60	53
33	26	31
11	6	9
11	40	33
0	46	29
22	17	15
17	0	5
6	3	11
72	83	76
22	14	9
100	100	96
33	34	38
61	66	56

Victim's Description of Incident (Injury Claimed)

Verbal abuse

Threatened physical harm

Attempted physical harm

Physical Harm

Actual battery but no evident harm

Evident harm but no medical treatment required
(or treatment refused)

Property damage or loss

Unknown

Was Victim Intoxicated?

Yes

Not indicated and circumstances don't suggest it

Not indicated but likely that drinking was involved

Was Victim on Drugs?

Not indicated and circumstances don't suggest it.

Had Victim Previously Been Involved in Similar Disturbance?

Yes

Unknown

APPENDIX D

Attorney General - Consumer Protection Division
Statistical Summary January-April 1977

There were 528 complaints processed by the agency during this four-month period.

I. 15% Dismissed Complaints (79)

44% no basis (35)
22% factual dispute (17)
9% subject area exempt from statute)
or recovery sought unavailable) (7)
statute)
16% accused out of business (13)
9% unable to locate accused (7)

II. 41% Referrals (218)

25% other Alaska agency (55)
1% post office (2)
5% other attorney general or State
consumer protection organization (11)
67% private attorney (146)
2% other (4)

III. 42% Settled Informally (223)

55% money saved or recovered (123)
26% merchandise delivered or service performed (58)
5% practice discontinued (12)
.04% contract cancelled (1)
13% agreement of parties (28)
.05% other (1)

* There were 2,307 calls to the agency requesting information and 346 "walk-in" complainants.

APPENDIX E

Chamber of Commerce Questionnaire

Please indicate the category which best describes your business or profession.

1. 23.7% professional services (legal, medical, accounting, real estate, data processing)
2. 2.7% bank or financial institution
3. 0.9% collection agency
4. 4.5% construction or maintenance (carpentry, plumbing, electrical work, landscaping)
5. 5.9% transportation (airline, bus charter service, etc.)
6. 7.8% other services
7. 14.2% retail store (except grocery store)
8. 1.8% grocery store
9. 6.4% wholesale distributor
10. 2.7% restaurant, bar, or hotel
11. 0.9% automobile sales
12. 0.5% gas station or auto repair
13. 9.6% other
14. 8.2% no response
15. 9.6% double code

How many people does your business employ?

1. 3.7% one
2. 20.5% 2 to 5
3. 40.2% 6 to 25
4. 33.3% more than 25
5. 1.8% no response

Are most of your receipts in the form of:

1. 7.3% cash
2. 63.5% personal checks
3. 2.3% local credit card
4. 0.5% national credit card
5. 3.2% business checks
6. 17.8% double code
7. 5.5% no response

Please indicate your willingness to use the proposed alternative dispute resolution center to resolve the following types of disputes: (We are not asking for a firm commitment--only an opinion on how you think you would utilize the program.)

Controversies over a debt when the customer refuses to pay because he claims the product or service was defective.

- 1.. 6.8% I think the existing court systems adequately handle this type of dispute.
2. 41.6% I probably would submit disputes of this sort to the proposed center.
3. 26.0% I would be willing to consent in advance to submitting all disputes of this type to which I am a party to the proposed center.
4. 16.4% I am not likely to become involved in a dispute of this type due to the nature of my business.
5. 8.2% double code
6. 0.5% no response

Bad check cases when the customer refuses to make the check good because he claims the product or service was defective.

1. 5.5% I think the existing court systems adequately handle this type of dispute.
2. 36.5% I probably would submit disputes of this sort to the proposed center.
3. 26.5% I would be willing to consent in advance to submitting all disputes of this type to which I am a party to the proposed center.
4. 28.8% I am not likely to become involved in a dispute of this type due to the nature of my business.
5. 0.9% double code
6. 1.8% no response

Consumer protection suits. (A customer wants his money back or wants to recover damages for injuries caused by a defective product or service.)

1. 16.0% I think the existing court systems adequately handle this type of dispute.
2. 31.1% I probably would submit disputes of this sort to the proposed center.
3. 23.3% I would be willing to consent in advance to submitting all disputes of this type to which I am a party to the proposed center.
4. 27.9% I am not likely to become involved in a dispute of this type due to the nature of my business.
5. 0.5% double code
6. 0.9% no response

Shoplifting offenses.

1. 7.8% I think the existing court systems adequately handle this type of dispute.
2. 21.5% I probably would submit disputes of this sort to the proposed center.
3. 13.2% I would be willing to consent in advance to submitting all disputes of this type to which I am a party to the proposed center.
4. 51.1% I am not likely to become involved in a dispute of this type due to the nature of my business.
5. 5.5% no response
6. 0.9% double code

Are there any additional types of disputes which you feel are not being satisfactorily resolved by the existing court systems and which you would like to see incorporated in the proposed program?

1. 16.9% yes
2. 32.9% no
3. 49.8% no response

Approximately how many disputes of the following types have you been involved in during the time periods indicated?

June '76 Jan. '77
-Dec. '76 'June '77

District Court Civil Cases:

Debts.	14.6%	13.7%
Bad Checks	3.7%	4.1%
Consumer Protection.	4.1%	2.7%
Other.	4.1%	2.3%

Small Claims Cases:

Debts.	15.5%	12.3%
Bad Checks	5.9%	5.9%
Consumer Protection.	3.1%	0.9%
Other.	0.9%	1.8%

Criminal Cases:

Shoplifting.	4.1%	2.7%
Bad Checks	2.3%	2.3%
Other.	0.5%	0

Would you or a member of your organization be willing to volunteer to serve as an arbitrator? (You would probably be re-

quired to undergo some training and be asked to arbitrate one case every two or three months.)

1. 61.6% yes
2. 31.5% no
3. 6.8% no response

* Total response basis: 226 questionnaires

APPENDIX F

Summary of the Major Characteristics of Six Citizen Dispute Centers

FEATURES	CITIES					
	Boston	Columbus	Miami	New York City	Rochester	San Francisco
Project Name	Boston Urban Court Project	Columbus Night Prosecutor Program	Black Citizen Dispute Settlement Program	Institute for Mediation & Conflict Resolution Dispute Center	Rochester Community Dispute Service Project	Community Board Program
Start-up Date	9/75	11/75	6/75	6/75	7/75	In planning stages
Community Service Name	Dorchester District Station, Massachusetts	Franklin County, Ohio	Dade County, Florida	Manhattan and Bronx, New York	Monroe County, New York	Selected Sections of San Francisco
Population	Dorchester: 228,000	County: 833,249 Columbus: 840,628	County: 1,287,782 Miami: 334,880	Manhattan: 1,539,333 Bronx: 1,471,701 Total: 3,011,034	County: 711,817 City of Rochester: 286,233	San Francisco: 718,874
Sponsoring Agency Name	Justice Resources Institute (non-profit)	City Attorney's Office, Columbus Ohio (Contractor Capital University Law School)	Administrative Office of the Courts	Institute for Mediation & Conflict Resolution (non-profit)	Rochester Regional Office of the American Arbitration Association (non-profit)	Community Board Program (non-profit)
Source of Funds	Law Enforcement Assistance Administration	Original Law Enforcement Assistance Administration, New City funded	Law Enforcement Assistance Administration	Law Enforcement Assistance Administration	Law Enforcement Assistance Administration	Foundation Funds
Location	Private storefront near the court	Prosecutor's office	Government building which also houses court & district attorney	Office building in Manhattan near court	Courtroom office building near the court	Library to have offices in the neighborhood
Case Criteria General Reference	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants and law checks	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants	Generally ongoing relationships among disputants
FEATURES	CITIES					
	Boston	Columbus	Miami	New York City	Rochester	San Francisco
Case Criteria (continued) Types of Cases	38% family disputes, 20% neighbor, 17% landlord/tenant, 17% miscellaneous	28% landlord/tenant, 51% bad checks	Statistical data are not currently available. Many lawsuits, neighborhood problems, domestic problems	Statistical data are not currently available. Cases include both misdemeanor and felonies	Approximately 2/3 are interpersonal criminal matters, 14% city regulations, 5% bad checks & miscellaneous. May begin to process family court cases	Not Applicable
Referral Sources Walk-ins	See Order	(No prosecutor)	20% approximately	8%	1975: 14% 1976: 18%	(likely to be high)
Fines	3.2%		20% approximately	42%	-	1%
Prosecutor	See Bench	Most cases received through this office	80% approximately		8%	11%
Clerk	33.4%			82%	60%	70%
Bench	87.4% (including district attorney)	10-18% approx.			11%	
Community Organizations	See Order				-	-
Other	7%				7%	0%
Screening/Intake Procedures	Staff members at times working at neighborhood community staff and answer calls from bench, immediate consultation at court or district office	Staff members at district attorney's office & intake staff of project refer disputes to district. Requests are referred to supervisor of receiving or file clerical charges	Intake staff are located at the district office & receive cases referred to the district from other criminal justice agencies	Cases are received from intake workers at Manhattan court, criminal court, & public defender's office	The project intake worker screens and refers cases to the clerk's office. Walk-in cases are accepted at the district's office	Not Applicable

FEATURES	CITIES						
	Boston	Columbus	Miami	New York City	Rochester	San Francisco	
Resolution Techniques							
Type	Mediation	Mediation	Mediation	Mediation followed by imposed arbitration if mediation is unsuccessful. Only 5% of cases have required imposed arbitration.	Mediation followed by imposed arbitration if necessary. In 1978 40% of cases heard required imposed arbitration award.	Mediation	
Enforceability of Resolutions	Court cases continued pending follow-up after mediation.	Debitants are informed that case charges will be filed if case is not satisfactorily resolved. Respondents are occasionally placed on probation/protection.	Debitants are informed that case charges may be filed if case is not satisfactorily resolved.	Arbitration agreements are prepared at the end of all hearings & are enforceable in the civil court.	Arbitration agreements are prepared at the end of all hearings & are enforceable in the civil court.	Peer pressure	
Time Per Hearing	2 hours	30 minutes	30 minutes	7 hours	One hour and 45 minutes	Not Applicable	
Availability of Repeat Hearings	Rarely more than two	Rarely used	Very rare	Most cases are completed in 1 session. Small number require two.	Rarely used	Not Applicable	
Use of Written Resolutions	Yes	Rarely used	Yes	Yes. Resolutions are binding.	Yes. Resolutions are binding.	Yes (unsigned ones are planned)	
Hearing Staff Qualifications and Training							
Type	Diverse group of community members	Law students	Professional mediators	Diverse group of community members	Diverse group of community members	Diverse group of community members	
Form of Recruitment	Widespread advertising, group contact	Contacted by staff at Capital University Law School.	Through community contacts	Contacts with community groups and agencies	Contacts with organizations	Widespread effort to contact community meetings.	
Number Used Per Session	2-3	1	1	1-3	1	5	
Rate of Payment	\$7.50 per night	\$2.75 per hour	\$8.00 per hour	\$10 per session	\$25 per case	Not Applicable (may be same as above)	
FEATURES	CITIES						
	Boston	Columbus	Miami	New York City	Rochester	San Francisco	
Hearing Staff Qualifications and Training (continued)							
Training	40 hour training in case management conducted by IMCR, and New by local staff	12 hours of training conducted by the Louisiana and Psychological Development Corporation	Discussions and co-mediation with experienced mediators	50 hours of training conducted by IMCR	40 hours of training conducted by AAA	2 day training courses are planned	
Follow-up Techniques							
Appeal/Hearing Availability	Yes, but rare	Rarely used. Debitants can return on new charges	Yes, but rare	Only if both parties agree. Parties can appeal under state law if they feel award was arrived at fraudulently.	Yes if both parties agree	Previously cases to new board	
Follow-up Contacts	Debitants are contacted two weeks after hearing and again three months later.	Debitants are contacted 30 days after hearing to see if resolution is being maintained.	No. Project plans follow-up in summer of 1979	Yes. 30-60 days post hearing to see if resolution is being maintained.	Asset of monitoring resolution if completed. No systematic re-contacts.	Some follow-up planned	
Case Preparation for District Attorney/Court	No	Yes. Charging reasons is prepared and filed if necessary.	Court is contacted regarding exceptions.	No	No	No	
Overall Costs and Unit Costs							
Annual Operating Budget	\$100,000****	\$43,000	\$180,000	\$270,000	\$83,000*	\$167,600	
Total Annual Referrals	390	8,400** (1978)	4,140 (1978)	3,413***	883 (1978)	Not Applicable	
Cost/Referral	\$2300	\$5.00 plus in-kind costs	\$38.18	\$79.66	\$98.03	Not Applicable	
Total Annual Hearings	283	3,478 (1978)	2,188 (1978)	648***	487 (1978)	Not Applicable	
Cost/Hearing	\$372	\$12.36 plus in-kind costs, approximately \$20	\$69.29	\$416 (including \$270)	\$142	Not Applicable	

FEATURES	CITIES					
	Boston	Columbus	Mass.	New York City	Rockford	San Francisco
Goal Achievement Total Annual Referrals	320	8,409 (inter- com. results in 1978, 10,148 and checks total = 18,975)	4,148 (1978)	3,433 (referred from 15-18 months through November, 1978)	882 (in 1978)	Not Applicable
Percentage Having Hearing	71%	54% of inter- personal disputes	54%	48% hearing sched- uled, 19% held due to clients receiving disputes	69% (in 1978)	Not Applicable
Percentage of Hearings Resulting in Resolutions	89% (i.e. written agreements)	Not Applicable	Final reports 87%	100%, 95% medi- ated, 5% arbitrated	100% due to ar- bitration, 70- mediated, 60% mediated agree- ment, 40% arbi- trated agreement	Not Applicable
Percentage of Failures to Uphold Resolutions	15%	10% (survey of 882 1978 cases)	Not Available	8% according to a follow up	Unknown	Not Applicable
Percentage of "Resolved" Cases Returning to Court	Unknown	2.2%	Not Available	Less than 1%	5% not enforced agreement	Not Applicable
Project Organization Total Number of Project Staff	4	Approximately 5 full-time advo- cates	8	10	6	5*
Administrative	Supervisor	Coordinator, Director	Program Director, Administrative Officer	Executive Direc- tor, Center Direc- tor, Summer Court Supervisor, Legal Officer	Project Director, Coordinator, Tri- bunal Administrator	Project Director, Program Manager
Intake	2 case coordi- nators	8 intake clerks, 6 clerks	3 intake coordinators	Intake Coordinator, Intake Worker, Police Liaison	Intake Worker (partly by Tri- bunal Administrator)	2 intake coordinators
Legal Services	Case coordination provide referrals	8 social work graduate students	Social worker	Social worker		

FEATURES	CITIES					
	Boston	Columbus	Mass.	New York City	Rockford	San Francisco
Project Organization (continued) Mediation	Approximately 50	Approximately 30	Approximately 20	Approximately 50	Approximately 70	Will train approxi- mately 50
Climate	Administrative Assistant	None	1 secretary, 1 receptionist	Receptionist Administrative Assistant	Administrative Assistant, Receptionist	Evaluator
Project Models	IMCR Creative Center		Columbus Project: Neighbor Project	Rockford Project: Columbus Project, Jewish Center, Lutheran Youth Project	Philadelphia Ar- bitration As An Alternative Pro- ject	San Francisco Community medi- ation
Additional Services Provided	Dispute resolu- tion program ser- vice component	Program drinker's group, battered women group			Community Group Dispute Resolu- tion, training programs	Community Group Dispute Resolution

NOTES

- * Total staff = \$128,723, including overhead, professional, community group dispute resolution and community organizational training.
- ** Approximately 1000 cases - had three cases and an additional 10,100 referrals and disputes very little direct case processing time.
- *** Approximately 1000 cases over 18 months of operation through November 30, 1978.
- **** Based on survey of 1000 cases from Court records - referred to the mediation component; case figures are estimates for the corresponding year 1977 - 878.

* Reprinted from Neighborhood Justice Centers: An Analysis of Potential Models, submitted to Office of Technology Transfer, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, Department of Justice, Washington, D. C., June 6, 1977