



Western Justice Center
Resolving Conflict. Peacefully.



peaceful
**CONFLICT
RESOLUTION**

2010 ANNUAL REPORT

Mission and Vision

The mission of Western Justice Center (WJC) is to increase the opportunity for peaceful conflict resolution and displace the power of violence in our society. We create and promote model conflict resolution education programs for children, communities, and courts.

WJC envisions a society in which conflicts are transformed into opportunities for learning and growth.

FROM THE HONORABLE TERRY J. HATTER, JR., BOARD CHAIR



On behalf of the Board of Directors, I am pleased to share with you the progress being made by WJC in relation to its mission of building peace through promoting alternative dispute resolution and conflict resolution education.

WJC founder and board member, the Honorable Dorothy W. Nelson, Senior Judge of the U.S. Court of Appeals for the Ninth Circuit, envisioned an organization dedicated to finding a way to peacefully resolve conflicts at an individual and collective level. After more than two decades, the innovations in programming have started to yield promising results. Educators are seeking WJC's training on conflict resolution education for improving the learning environment, academic achievement, and readiness for employment. Municipalities are employing alternatives such as a mediation process to manage internal conflicts as well as external complaints from the public. Moreover, WJC is engaging in partnerships that inspire innovation in developing new approaches to its work, such as infusing art into conflict resolution curriculum development.

WJC is pleased to continue its service as a nonprofit organization dedicated to conflict resolution and alternative dispute resolution long into the future. With your continued support, we know that the vision of transforming conflict into opportunities to learn can be realized.



**FROM ROBERT SACKS, ESQ.
BOARD PRESIDENT**

On behalf of the Board of Directors of WJC, thank you for the support you have given over the past year. WJC is committed to developing programmatic models that work throughout our society in order to resolve conflicts in a positive manner. When I look back on this year, a major highlight is the 2010 Peacebuilders Gala where we celebrated the vision of the organization's founder, the Honorable Dorothy W. Nelson, Senior Judge of the U.S. Court of Appeals for the Ninth Circuit. WJC's 2010 Honoree Azim Khamisa touched us all with his personal story of forgiveness and conflict resolution. Mr. Khamisa lost his son in a tragic gang-related shooting and chose to forgive the 13-year-old perpetrator. He now works with the perpetrator's grandfather to educate about the dangers of violence. Another highlight is the annual Peer Mediation Invitational where WJC staff presented the innovative Art for Peace Toolkit to help students engage with conflict resolution through art. Without your support, the work of WJC would not be possible. Thank you for your past support, and we look forward to your continued support in the coming year.

**RESOLVING
CONFLICT. Peacefully.**



**FROM ANGELA E. OH, ESQ.
EXECUTIVE DIRECTOR**

First, thank you for supporting WJC and its mission. In 2010, WJC focused on developing Work it Out at Work – a model program for use in the workplace. Also, WJC offered Train the Trainer – a program for educators who are potential champions of conflict resolution education in schools. To enhance youth programs, WJC successfully integrated visual arts with teaching basic conflict resolution principles in its Art for Peace initiative. Finally, WJC continued its pioneering work to support police and the communities they serve with the opportunity to build mutual respect and trust through mediation and dialogues.

The work of WJC speaks not just of conflict resolution – but also of conflict transformation. Every challenge or problem can be transformed into a unique chance to find a solution that broadens our understanding about ourselves and others. WJC serves the community by creating a safe space for public discourse, developing new methods of teaching conflict resolution, and contributing to the growing body of knowledge that demonstrates the positive impact of conflict resolution skills in our homes, communities, schools, and workplaces.

This work is possible because of supporters like you. On behalf of the WJC staff, thank you for continuing to believe in peaceful conflict resolution.



SCHOOL PEACEBUILDERS

School Peacebuilders, WJC's flagship conflict resolution education program, provides skills-based trainings to students in how to understand conflict and conflict resolution techniques, including mediation and dialogue. The program is designed to improve communication and conflict management skills; foster leadership development; and reduce detentions, suspensions, and campus violence due to conflict. WJC believes that students can be empowered to solve their own conflicts, and to evaluate their own behavior to help create safer schools and communities.

In their independent evaluation of School Peacebuilders, researchers from California State University Northridge found compelling evidence of the effectiveness of mediation in creating safer schools and communities. Teachers and school staff reported significantly less violence and tension due to conflict and fewer incident reports that must be referred to the administration. Students said that the training increased their skills in active listening and teamwork. Students were also much more likely to report that their own behaviors are a potential root of conflict, showing a remarkable self-awareness. Parents reported that the training had a significant impact on their child's willingness to speak out against bullying, to listen carefully, and to pay attention to their environment.

WJC believes that institutionalizing programs like School Peacebuilders is important because it allows the benefits of the program to outlast WJC's direct involvement. During the 2009-2010 school year and the fall of 2010 WJC worked with over 800 students at Blair International Baccalaureate Magnet Middle School, Cleveland Elementary School, John Muir High School, Loma Alta Elementary School, Marshall Fundamental Secondary School, Pasadena High School, and Roosevelt Elementary School. WJC was able to partially institutionalize programming at several of the schools:



WJC was able to partially institutionalize programming at several of the schools:

- At Blair International Baccalaureate Middle School, the lead teacher for the program is personally running the peer mediation program and overseeing the implementation of conflict resolution lessons for all middle school students, with technical assistance from WJC staff.
- At Cleveland Elementary School, WJC trained all the fourth and fifth graders in six hours of conflict resolution training. A lead teacher has been designated, and WJC is working with the teacher to formulate a plan for institutionalizing a peer mediation system.
- At John Muir High School, the lead teacher is personally running the peer mediation program with supplemental technical assistance from WJC staff.
- At Roosevelt Elementary School, teachers and administrators run their own peer mediation program.

*Acknowledge
the other
side's
concerns,
interests, and
needs – it will
pay off!*





TRAIN THE TRAINER



Rather than blaming or criticizing a person directly, suggest solutions to the problem.

The Train-the-Trainer course is a dynamic, hands-on instruction designed to equip teachers and other youth-serving professionals with the skills to train youth to become conflict resolvers within their schools and communities. WJC hosted the second annual Train-the-Trainer course on August 23-26, 2010 for educators from across Los Angeles County. Participants received a conflict resolution curriculum, including a CD, handouts and lesson plans, as well as other resources such as curriculum infusion ideas, worksheets, peer mediation program forms and flyers, and articles on the benefits of conflict resolution in schools. Train-the-Trainer participants also had the opportunity to hear from adults and youth involved in various conflict resolution activities, and several participants received continuing education credits. WJC staff delivered this training covered the following topics:

- Understanding Conflict
- Approaches to Conflict
- Underlying Needs
- Active Listening Techniques
- Conflict, Culture, and Identity
- Communication without Judgment
- Emotions and Anger Management
- Power and Conflict
- Mediation
- Art and Conflict Resolution
- Dialogue Facilitation and Strategic Planning



PEER MEDIATION INVITATIONAL

“PMI is exceptional every year, just as where [sic] you think it could be not improved, it just keeps getting better each year. It is one of the highlights, an incentive that we use at the district to be able to encourage our youth to become peer mediators and the only challenge is that we wish we could bring them all.”

– School Supervisor



In partnership with the Asian Pacific American Dispute Resolution Center (APADRC), the Center for Civic Mediation, and Centinela Youth Services, WJC brought together 189 students from 36 Los Angeles County schools for the seventh annual Peer Mediation Invitational. Each of the three, day-long celebrations of peacemaking began at the Richard H. Chambers U.S. Court of Appeals

building with welcome remarks by the Hon. Dorothy W. Nelson, Senior Circuit Judge of the U.S. Court of Appeals for the Ninth Circuit and founder of WJC. Afterward, students participated in mock mediations, received coaching by professional mediators, and met fellow peer mediators from other schools. After a California Pizza Kitchen catered lunch, students had the opportunity to deepen their understanding of conflict



resolution techniques through a guided art lesson conducted by new WJC partner MetaFour Productions with supplies sponsored by Princess Cruises Community Foundation.

“I learned a lot of stuff that I didn’t learn in the classroom... with the things that you learn here you’ll bring it into your own environment and then it will be more peaceful in your own neighborhood.”

– Student, Washington Preparatory High School

“I liked interacting with different schools and kids from different areas”

– Student, Pasadena High School

“We took turns being mediators and then disputants. [The coaches] set up scenarios, we got to peer mediate it, and then they reversed it. So, that was fun!”

– Student, I Poly



Think about what can be done now and in the future to improve the situation, instead of dwelling on the past. Focusing too much on the past will not resolve the situation now.



**P
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*Incorporate
other people’s
ideas into
your solutions.
This will
help to
demonstrate
that you are
listening to
them.*



ART FOR PEACE

Art for Peace helps youth explore conflict resolution through the medium of art. This new program currently consists of the Art for Peace Toolkit and the Create Peace Art Festival (formerly Peace is an Art Show).



The Art for Peace Toolkit

In early 2010, with a grant from Princess Cruises Community Foundation, WJC and

MetaFour Productions partnered to create a new instrument to teach conflict resolution through creative expression – the Art for Peace Toolkit. The toolkit contains art supplies and “art start cards” that provide five conflict resolution concepts for students to choose as a theme, ten to fifteen different art project ideas, and six different art tips. The cards also include a glossary to help students learn art terms. The toolkits can be used on their own, or as a supplement to existing conflict resolution education programs for students in third through eighth grades. WJC provided an Art for Peace Toolkit to every elementary and middle school participant in the 2010 Peer Mediation Invitational.



CREATE PEACE ART FESTIVAL

On May 15, 2010, WJC hosted the first annual Create Peace Art Festival, which displayed 60 pieces of peace-themed artwork created by youth ages 8-19. Participants were challenged to think creatively about how to end violence in their communities and instead embrace peace. Works focused on many themes

including ending racism, school violence, gang violence, and bullying. Students’ work was judged by a panel of local professional artists. WJC will continue creating spaces and events where youth can be empowered to think creatively and critically about how to bring peace to their communities.

CAMP MILLER

WJC partnered with the Los Angeles County Public Defender and the Los Angeles Probation Department to provide conflict resolution training to incarcerated youth at Camp Miller, a youth detention facility located in Malibu. This program focused on conflict resolution skills beneficial in the retail industry such as communication and customer service. WJC's training also included lessons in self-awareness and decision-making techniques as well as tools to recognize and defuse conflicts before they escalate. Program participants practiced negotiation and active listening, skills also helpful in prospective job opportunities. In total, approximately 40 youth participated in this program in 2010.

Here is what participants had to say:

"This training is going to benefit me a lot in Camp Miller because I am [going to] think more before I react, and this showed me that there is a way to solve problems."

"When I get into a conflict, I will know how to resolve them without getting in trouble and hurting other people's feelings."

"When I have a problem, instead of fighting with the other person, I'm just going to talk about the problem with them."

WORK IT OUT AT WORK

The demands in workplaces include hectic schedules, competing interests, differing goals, unique personalities, and fluctuating budgets. Conflict can happen over almost anything at work. A recent study about the cost of conflict in the workplace showed that employers lost \$359 billion in 2008 alone. Workforce development that includes training to improve workplace relationships is an important cost-reducing tool.

Work it out at Work is an innovative workplace training program that enables participants to learn how to prevent conflict, develop strong management skills, and create low cost processes for internal conflict resolution. The techniques and concepts covered in the training can be useful in non-profit organizations, government agencies, and corporations. This program provides skills-based training in the following areas:

- Understanding Conflict
- Understanding Approaches to Conflict
- Identifying Underlying Needs
- Active Listening Skills
- Conflict Resolution Techniques
- Dialogue Facilitation
- Cross-Cultural Communication
- Negotiation
- Mediation
- Developing Conflict Resolution Systems

Participants in these programs have stated that the training experience helped change the way they view conflict and made them more effective communicators at work and in their personal lives.





POLICE-COMMUNITY MEDIATION & DIALOGUE

"The Pasadena Police Department has a rich history of employing progressive policing philosophies to resolve conflict, create open communication, and maintain public order. In that regard, the Western Justice Center (WJC) is a valued collaborative partner. Their willingness to embrace alternative strategies combined with skilled and talented practitioners helps the Pasadena Police Department mitigate complex community concerns. I have witnessed first hand the value of community dialogues toward building public trust and establishing lasting partnerships. I look forward to working with WJC in the future to improve the quality of life in Pasadena."
– Phillip L. Sanchez, Chief of Police, Pasadena Police Department

In 2010, WJC successfully convened the first ever employee-employee mediation within the Pasadena Police Department. The involved disputants stated that the process was fair, and that the mediation was a better alternative to the standard department complaint process.



Since 2005, WJC and the Pasadena Police Department have partnered to improve relations between police and the Pasadena community. Disputes and misunderstandings between community members and police can lead to distrust, which negatively affects important ties necessary to maintaining safe neighborhoods. WJC promotes dialogue and mediation to encourage understanding, empathy, respect, and trust between law enforcement and community members.

During mediation, an impartial third party facilitates negotiations among disputants and helps the involved parties to achieve a mutually agreeable solution. Mediations are confidential, voluntary, and do not result in any fees to the community members. As a result of this program, officers and community members have expressed improvement in relationships and greater understanding of both community and police perspectives. The vast majority, 85%, of cases referred to mediation are resolved successfully through this program.

Dialogues enable participants to learn and to share their viewpoints in non-adversarial ways in large, community settings. In 2010, WJC convened and facilitated dialogues focused on issues such as gangs, racial profiling, and law enforcement transparency, engaging over 150 community members and police employees. By creating a space to exchange ideas and perspectives on difficult issues, community members and law enforcement personnel can build trust and, in turn, build safer communities.



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A visionary group of judges, lawyers and civic leaders created the Western Justice Center Foundation to improve the quality of justice and to promote the resolution of conflict through the creation, evaluation and dissemination of model peace-building programs. Today, the Board of Directors includes federal and state judges, attorneys and community leaders – all of who contribute significantly to the development of the organization’s work with children, communities and courts.

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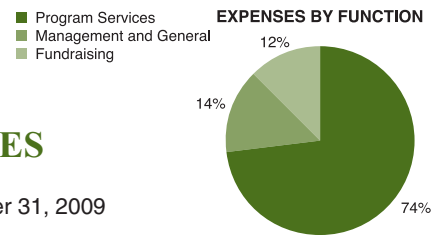
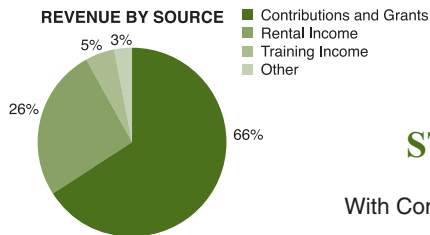
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STATEMENT OF ACTIVITIES

Year Ended December 31, 2010
With Comparative Totals for the Year Ended December 31, 2009

	2010	2009
REVENUE AND SUPPORT		
Contributions	\$ 320,777	\$ 352,598
Grants	557,417	312,820
Rental Income	343,526	340,263
Training Income	70,020	210,243
Dividend Income	-	-
Contributions In-Kind	47,513	40,019
Net Assets Released from Program Restrictions	-	-
TOTAL REVENUE AND SUPPORT	1,339,253	1,255,943
EXPENSES		
Program Services	953,515	919,466
Management and General	186,831	116,273
Fundraising	160,473	169,678
TOTAL EXPENSES	1,300,819	1,205,417
CHANGE IN NET ASSETS	38,434	50,526
Net Assets - Beginning of Year	3,156,105	3,105,579
NET ASSETS - END OF YEAR	\$3,194,539	\$3,156,105

STATEMENT OF FINANCIAL POSITION

December 31, 2010
With Comparative Totals for December 31, 2009

	2010	2009
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 283,964	\$ 248,544
Accounts Receivable	21,020	62,053
Pledges Receivable, Net	44,211	107,495
Prepaid Expenses and Other Assets	18,596	3,962
TOTAL CURRENT ASSETS	367,791	422,054
NONCURRENT ASSETS		
Property and Equipment, Net	3,153,583	3,126,908
TOTAL NONCURRENT ASSETS	3,153,583	3,126,908
TOTAL ASSETS	\$3,521,374	\$3,548,962
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	\$ 5,165	\$ 19,136
Accrued Liabilities	29,381	20,772
Deferred Revenue	45,764	35,640
Security Deposits	28,825	23,055
Line of Credit	28,941	55,117
Capital Lease Payable (Current)	53,142	50,378
TOTAL CURRENT LIABILITIES	191,218	204,098
NONCURRENT LIABILITIES		
Capital Lease Payable (Noncurrent)	135,617	188,759
TOTAL NONCURRENT LIABILITIES	135,617	188,759
TOTAL LIABILITIES	326,835	392,857
NET ASSETS		
Unrestricted	3,094,061	2,922,768
Temporarily Restricted	100,478	233,337
TOTAL NET ASSETS	3,194,539	3,156,105
TOTAL LIABILITIES AND NET ASSETS	\$3,521,374	\$3,548,962

Thank you to our many donors who generously gave of their time, money, talent, and in-kind goods and services. The board and staff wish to express sincere appreciation for the donations made. Should acknowledgment not appear for a donation you have made as of December 31, 2010, kindly accept our apologies and notify us by calling 626-584-7494 ext 10.

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Richard S. Zbur, Esq.



55 South Grand Avenue
Pasadena, California 91105
Phone (626) 584-7494 • Fax (626) 568-8223
info@westernjustice.org • www.westernjustice.org

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