

PAULA J. TROUT, JD, MBA, MPA 1350 E. Flamingo Road, #604, Las Vegas, Nevada 89119-5263
E: pjtroutmlm@aol.com O: (702) 980-1181 c: (310) 251-4973
Fax: (702) 796-0913 Website: www.pjtrout-mediation.com

PROFESSIONAL QUALIFICATIONS

Over 25 years of professional experience:

- Business Administration, Organizational Development, Public Relations;
- EEO Laws & Regulations, EEO Investigations, Human Resources, and Ethics Review
- Strategic Planning, Public Policy Development, Auditing, Financial Management
- Alternative Dispute Resolution (ADR), Negotiation, Facilitation and Conciliation;
- Dispute Resolution Systems Design, ADR/Conflict Management Practitioner and Trainer;
- Program Budgeting and Program Evaluation; Managerial and Regulatory Compliance;
- Labor/Union & Management Committees and Collective Bargaining Agreements (CBA);
- Service on Professional Associations, Governmental Boards, Commissions & Committees
- Work with Diverse Ethno-Cultural Populations

EDUCATION

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| Juris Doctor | Capital University School of Law | 1986 |
| M.A., Business Administration | Central Michigan University | 1980 |
| M.A., Public Administration | Central Michigan University | 1978 |
| B.A., Psychology | Capital University | 1974 |

CREDENTIALS/LICENSES

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|---|------|
| Mediator Certification, Maryland Council for Dispute Resolution | 2021 |
| Realtor, State of Nevada | 2015 |
| Certification in Transformative Mediation | 2005 |
| Supreme Court of the United States of America | 1992 |
| United States Claims Court | 1992 |
| United States Tax Court | 1992 |
| United States Court of Appeals, Sixth Circuit | 1992 |
| United States District Court, Northern District of Ohio | 1992 |
| United States District Court, Southern District of Ohio | 1989 |
| Supreme Court of Ohio | 1987 |

Advanced ADR training:

- Harvard University, Program on Negotiation
- Cornell University & U S EEOC Mediation Program (New York), EEOC
- Temple University & Institute for the Study of Conflict Transformation
- Hamline University School of Law, Transformative Mediation
- National Judicial College, Alternative Dispute Resolution, Nevada
- CDR Associates, Dispute Resolution Systems and Design, Colorado
- American Arbitration Association, Construction Arbitration & Mediation, Ohio
- American Arbitration Association, Securities and Commercial Mediation, Ohio
- Federal Mediation and Conciliation Service (FMCS), Mediation, Ohio & Nevada
- DeMars Associates, CAP-RV Mediation and Arbitration Training, Illinois
- Construction Dispute, (CDRS), Mediation, Arbitration & Review Board, New Mexico

Advanced ADR training: Continued

- Capital University School of Law, Negotiation and Mediation, Ohio
- Workers' Compensation College, Arizona
- Workers' Compensation System and the Industrial Commission, State of Ohio
- Capital University School of Law (OH), Negotiation and Mediation Trainer
- Capital University School of Law (OH), Advanced EEO Mediation Training
- Ohio State University Law School, Advanced Mediation Skills and Techniques
- Association for Conflict Resolution, (formerly AFM, SPIDR and CreNet)
- Mediation Training & Consultation Institute (MI), Family & Divorce Mediation
- Community Mediation & Conflict Management Services (OH), Advanced Mediation
- Association of Family and Conciliation Courts (WI), Mediation and Ethics
- Neighborhood Justice Center (NV-NJC), Community, EEO & Workplace Mediation
- EEOC Technical Assistance, ADR & Human Resource Issues (LA District Office)
- South Texas College of Law, Transformative Mediation and Mediation Trainer
- Institute for the Study of Conflict Transformation, Certification in Transformative Mediation
- Maryland Council for Dispute Resolution (MCDR), Certification Training

PROFESSIONAL DEVELOPMENT

Alternative Dispute Resolution Forums

2004 - present

Private Practice, Mediator/Arbitrator and Trainer
Nevada, California, Arizona, Ohio, Minnesota and Alaska

Provide alternative dispute resolution services in mediation, negotiation, facilitation, conciliation, settlement conferences, fact finding (decisional and pre-decisional), early neutral evaluation (ENE), investigation and arbitration services - primarily in the areas of employment (e.g., management, labor & CBA disputes), workers' compensation (administrative and operational issues), consumer, domestic, child custody, guardianship issues, interpersonal/relationship issues, adoption, civil, securities, construction, contract, Title VII, ADA, ADEA, and business related disputes. Clients included (but not limited to): RPB Associates, US Department of Energy (DOE), US Department of the Interior (DOI), Nationwide Insurance, Key Bridge Foundation, Ohio Department of Education (ODE), US Postal Service (USPS REDRESS Program), Environmental Protection Agency (EPA), ADR Vantage, Collaborant LLC, Raytheon Corporation, Resolute Systems, DeMars & Associates, the US Department of Homeland Security (e.g., TSA, ICE and FAM), and the United States Equal Employment Opportunity Commission (EEOC). Trained and certified in both Facilitative Mediation and Transformative Mediation.

Mediated and arbitrated cases for the Eighth Judicial District Mediation Program overseen by the Alternative Dispute Resolution Office (e.g., Clark County ADR Commissioner who administers Arbitration and Short Trial Programs-STPs). Additionally, provided training in advance negotiation and mediation skills, transformative mediation, facilitation, conciliation, and arbitration.

Provided ADR and coaching services for the UNLV Law School in its mediation training programs. Volunteered mediation services, training and coaching services for the Neighborhood Justice Center's (NJC's) mediation and mediation training program(s).

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With respect to employment discrimination disputes, I have served as an investigative fact-finder and dispute resolver of EEOC issues, and understand the impact, use and necessity of the Weingarten decision (aka 1975 Weingarten Rights) when conducting employment investigatory interviews as they relate to union representation. With extensive knowledge in Human Resource Management, Union and Collective Bargaining, I mediated cases for seven (7) district offices of the EEOC. The employment cases primarily involved laws under the jurisdiction of the EEOC including; but not limited to, Title VII, ADEA, ADA, EPA, FMLA, Whistleblower & Retaliation cases.

The employment disputes were those of a particularly unique, difficult and/or complex nature; and included information-gathering to understand the overall context of the dispute situation including general information concerning the parties and other necessary or useful background facts or information.

Interviewed various (and diverse) parties to understand the basic nature of the employment dispute/workplace conflict. Used a variety of ADR techniques; provided parties with resolution options, and facilitated their interaction and successful resolution. Prepared documents such as settlement and/or other agreements entered into by the parties. Further provided consultation to customers and customer organizations regarding the EEOC process of mediation as an alternative to administrative investigations and other formal adjudicative procedures. Submitted factual and timely reports and public information activities in the format established/required by the EEOC. Explained the basic function of the EEOC, its role in the ADR process, its methods and procedures and the general philosophy upon which the EEOC operates its Mediation Program.

With respect to mediating employment disputes with the US Postal Service in its REDRESS Program (e.g., Resolving Employment Disputes Reaching Equitable Solutions Swiftly), I was also one of fifty (50) Postal Service REDRESS trainers during the Postal Service's initial REDRESS roll-out of its USPS Mediation Program throughout the United States in 1998.

Family Mediation Center, Eighth Judicial District Court

1998 - 2004

Senior Family Mediation Specialist
Las Vegas, Nevada

Mediated domestic disputes in child custody, domestic, divorce, relationship, guardianship, parent-child, access visitation (never married) cases and adoption issues. In addition to providing mediation services, also developed parenting plans/agreements, conducted child interviews, marriage assessments, provided family group decision making services (specifically addressing family safety issues) and supervised visitation services at the request of the Court. Provided basic mediation training to the FMC. Consulted with judges, magistrates and attorneys regarding the mediation process, parenting plan issues and parenting agreements. Submitted monthly statistical reports and maintained extensive documentation regarding the various ADR services the FMC provided for the courts. Assisted with mediation training for the courts, schools, university and neighborhood justice centers (NJC). Additionally, provided mediation training and services to the United States Postal Services during its REDRESS program (e.g., "Resolving Employment Disputes Reaching Equitable Solutions Swiftly"); the United States Equal Employment Opportunity Commission disputes, and private sector disputes. Provided volunteer mediation services for the Clark County, Neighborhood Justice Center (NJC) - primarily addressing community and business disputes. Assisted the NJC with its mediation and mentoring programs.

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Law Offices of Paula J. Trout

1991 - 1998

Attorney at Law and Alternative Dispute Resolution

Private Practice, Attorney, Mediator/Arbitrator, Trainer
Columbus, Ohio

Provided alternative dispute resolution (ADR) services; e.g., Mediation, Conciliation, Facilitation, Early Neutral Evaluation (ENE), Settlement Conferences, Fact Finding, Arbitration, Med-arb (and Arb-med). Provided traditional litigation and client representation in Employment Disputes, Workplace Conflict and Investigation(s), Union and Collective Bargaining Agreements, Labor-Management, complicated/complex Workers' Compensation issues, Tort, Insurance and Risk, Civil, Interpersonal Relationships & Alternative Lifestyle Relationships, Domestic, Neighborhood / Community, Diversity and Merchant-Contractual disputes.

Also mediated in the court's MAND Program (e.g., Mediating Abuse, Neglect and Dependency cases which primarily addressed "visitation" and "safety" issues in addition to working with other state agencies, protective services/case managers/community partners to determine and/or assist caregivers in obtaining other needed resources); Mediated Parent-Child disputes, Adolescent Truancy and Victim-Offender issues for the court. Was a Court appointed Guardian ad Litem (GAL); conducted Child Interviews and Investigations and testified the same before the Court. Was a court appointed Arbitration Chairperson by the Franklin County Court of Common Pleas (Ohio), and volunteer mediator for the same during their Settlement Week. Additionally lectured on the issues of ADR forums, practices and Confidentiality requirements.

Appointed to arbitration cases as an Arbitration Chairperson or Arbitration Panel Member (of 3)-assigned by the Franklin County Common Pleas Court (Ohio). Additionally, a member of the Panel of Arbitrators for the American Arbitration Association. Practiced and consulted in the following fields: employment, workers' compensation, business management, government finance, bankruptcy and family law. Affiliated with Capital University Law & Graduate Center's Center for Dispute Resolution, Community Mediation Services of Central Ohio and Conflict Management Services as a Trainer in General Mediation, Negotiation, Advanced Mediation Training and Skills and Transformative Mediation. Additionally, I worked with the *Rosemont Center, Inc.*, Columbus, Ohio (a Residential Care Facility) from 1996 -1998, as a Youth Specialist, specializing in Direct Residential Care for Female Adolescent Youth. In that capacity, I was responsible for the care, supervision and safety of the female adolescent youth and for the safety of the agency. Prepared daily logs, wrote assessments and prepared weekly written reports.

City of Columbus, Ohio - Office of Management and Budget

1989 - 1991

Director
Columbus, Ohio

The Director of OMB is a mayoral appointment, and member of the Mayor's Cabinet. Responsible for the administration of a 600 million dollar budget; administrative, budgetary and policy guidance, strategic planning, municipal finance, city-wide financial management, administrative support, facility management and city-wide information processing. Managed OMB's 300 employees. Provided direct management control over five (5) operating divisions: Financial Management, to include Risk Management (e.g., workers' comp. and unemployment comp. and insurance, Debt Management, Administrative and Capital Improvement Budgeting, Purchasing & Procurement,

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Facilities & Property Management, Information Services (to include the government television channel and cable regulation), and Minority and Female Business Development. Additional areas of responsibility included functional control over Union Contract Negotiations for the American Federation of State, County and Municipal Employees (AFSCME), International Association of Fire Fighters (IAFF), Fraternal Order of Police (FOP); the centralized Mail Distribution Center; Relocation Program; Strategic & Tactical Planning; Federal Grants Management; Mayor's Action Center; Employee & Labor Relations; and Human Resource Management.

State of Ohio - Industrial Commission

1987 - 1989

Commissioner
Columbus, Ohio

A gubernatorial appointment with required Senate confirmation. One member of a five-member Industrial Commission, and represented the Public ("neutral member") constituency. I was the "swing" vote 92% of the Commission cases. The Ohio Industrial Commission (Commission) comprised of approximately 1,400 employees. As an Industrial Commissioner, representing the Public member constituency, I adjudicated Workers' Compensation contested matters, and set policy for the Ohio Workers' Compensation system. Also a member of the Labor-Management and Strategic Planning Committee; Chaired the Self-Insuring Employers' Evaluation Board (SIEEB).

Note: By law, the SIEEB is to be chaired by the "neutral member" of the Commission. The SIEEB was charged with the responsibility to investigate complaints and allegations of misconduct on the part of self-insured employers and to resolve questions regarding whether particular self-insured employers continue to meet the minimum standards required of them; held hearings and heard cases on the determination of a claimant's application for Permanent Total Disability; referred cases to REHABILITATION; negotiated, approved and heard issues of settlement; held Lump Sum Settlement (LSS) hearings; held hearings on Facial Disfigurements; and held meetings and conferences with both attorneys representing employers and attorneys representing claimants.

Additionally, as a commissioner, I was responsible for decisions involving administrative, operational, regulatory and financial matters; e.g., issues involving actuarial rates, accounting, auditing, underwriting, and administrative issues related to rehabilitation; including agency safety regulations e.g., VSSRs (e.g., Violation of Specific Safety Regulations), OSHA violations and JCARR (e.g., Joint Committee on Agency Rules and Regulations); heard Workers' Compensation Appeals and considered issues raised by the Attorney General's Office in its defense of Industrial Commission cases.

Reviewed, monitored and approved real estate and investment decisions made by the Bureau of Workers' Compensation relative to it's the seven-billion dollar investment portfolio; was briefed by the Bureau's investment consultants, both equity (stocks) and fixed assets (bonds); and was responsible for a number of operational and administrative duties that were associated with the daily operation of the Industrial Commission as an agency (e.g., REHABILITATION, Safety & Hygiene, Legal, Personnel, Labor Relations, Fiscal, Budget, and Audit Departments). Presented at regional conferences regarding investments and technical issues of the Workers' Compensation System (e.g., AFL-CIO, UAW, IBEW, OSIA, etc.).

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**State of Ohio - Bureau of Workers' Compensation
Accounting and Risk Management Division**

1985 - 1987

Deputy Administrator
Columbus, Ohio

Within the Ohio Bureau of Workers' Compensation (OBWC), I supervised/oversaw the Accounting, Actuarial, Investment, Self-Insured, and Underwriting and Field Auditing Departments totaling over 200 employees. In addition to administrative duties, I assisted in the establishment of actuarial rates; such as, premium and assessment rates, state fund rates, private employers rates (both state and taxing districts), self-insured employer rates and retrospective rating (formerly referred to as merit rating). During my tenure, the investment portfolio increased from one (1) billion dollars to well over seven (7) billion dollars. The seven (7) billion dollar investment portfolio comprised of stocks, bonds, cash, commercial paper, and real estate. Negotiated construction, actuarial, auditing, purchasing and procurement contracts.

Reviewed OSHA issues; VSSRs (e.g., Violation of Specific Safety Regulations) and JCARR (e.g., Joint Committee on Agency Rules and Regulations). Responsible for interviewing/securing actuarial and investments consultants, and reviewed the Bureau's real estate financing for its new building complex (e.g., The William Green Building, Atrium and Three Nationwide Plaza location). Interfaced with investment firms and the banking industry.

Coordinated the Bureau's annual financial, managerial, and compliance audits, and worked closely with private sector accounting firms assigned by the Auditor of State and participated in Strategic Planning. Represented the Bureau's Administrator in several speaking engagements. Spoke to various organizations (e.g., AFL-CIO, UAW, IBEW, OSIA - regionally) regarding workers' compensation financial and risk related and OSHA related matters. Oversaw division hiring, strategic and tactical planning, and audited and monitored agency expenditures.

**State of Ohio -- Bureau of Workers' Compensation
Services Division**

1979 - 1985

Finance Director
Columbus, Ohio

Responsible for all of the OBWC's administrative finances, real estate (building and financing) projects and participated in establishing agency policy. Defined the scope and content of budget planning, program tracking, and cost estimating data required by the Bureau. Prepared the Bureau's biennium budget (a \$56 million administrative budget) and justified the same before both houses of the State Legislature during the legislative budget hearing process. Understood and prepared zero-based budgeting proposals and prepared fiscal forecasting reports. Negotiated construction projects (e.g., design build, design build lease back and certificates of participation), purchasing, procurement and auditing contracts. Interacted with the Bureau's various internal operations/sections to include the Law Section, Ombudsmen, Claims, Inquiry & Response, Self-Insured, Accounting, Actuarial, Human Resources, Labor-Management Teams, Risk Management, and sixteen (16) District Offices.

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The Bureau's Finance Department comprised of three (3) Sections; e.g., Budget Section, Fiscal & Accounting, and Purchasing & Procurement. Supervised a staff of thirteen (13) employees, and was responsible for the effective administration of a Three-Hundred (300) million dollar budget; responsible for defining the scope and content of the OBWC's budget planning; program tracking, and cost estimating data required by the Bureau; prepared the Bureau's Executive Budget and testified/justified the same before budget committees of both houses of the Ohio General Assembly's Finance Committees (e.g., The House Finance Committee and the Senate Finance Committee).

Additional areas of responsibility: Executive Budget and testified/justified the same before both houses of the Ohio General Assembly's Finance Committees (e.g., The House Finance Committee and the Senate Finance Committee). Additional areas of responsibility: Prepared and negotiated OBWC's contracts; analyzed program budgeting and developed budgetary performance indicators; coordinated the annual audits with outside accounting firms (incorporating financial, managerial and compliance audits); monitored the effectiveness of existing internal accounting systems for investing and tracking state funds; maintained liaison with other State and Federal agencies including the Ohio General Assembly regarding the Bureau's program budgeting and strategic planning; briefed the OBWC's Administrator on budget issues, fiscal forecasts/trends; defended the OBWC's biennium budget enacted by law; provided fiscal and budgetary information/reports to the legislature; researched and investigated complaints.

State of Ohio - Office of Budget and Management **1977 - 1979**
Senior Budget & Management Analyst
Columbus, Ohio

Responsible for analyzing budgetary and fiscal policy, including departmental budget requests for twenty-five (25) state agencies, boards and commissions. Specific duties included: assisting state agencies in the development and review of the biennium budgets, fiscal policies & procedures; briefed agency/department administrators on budget issues and fiscal forecasts/trends; defended the Office of Budget and management's (OBM's) budgetary decisions regarding agency funding issues; testified before the legislative budget committees; researched and monitored legislation that impacted state agencies from a fiscal impact perspective; analyzed proposed state and federal legislation to determine the potential impacts upon fiscal policies in general; writing and preparing budgetary briefings and reports; prepared, defended and monitored state agencies' controlling board and emergency board requests/submissions.

ACADEMIA

Visiting Professor
DeVry University, Keller Graduate School of Management, Las Vegas **2013 – Present**

Adjunct Professor
DeVry University, Keller Graduate School of Management, Las Vegas **2005 - 2010***

Concentrated areas/courses taught:
Human Resource Management; Principles of Ethics; Business Law; Business Policy; Legal, Political and Ethical Dimensions of Business; Leadership and Organizational Behavior; Managing

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Conflict in the Workplace; Workplace Culture and Communication; Managing Organizational Change; Ethical and Legal Issues in the Professions; Public Speaking; ADR: Theory and Practice; Negotiation Skills; Information Security Systems Law; Strategic Planning/ Management; Critical Thinking and Problem Solving; Intellectual Property (Copyrights, Patents, Trademarks and Trade Secrets); Criminal Justice and Political Science. **[Relocated to Anchorage, Alaska 2010-2013].*

Additional Experience and Positions Held:

2nd Lieutenant, Ohio Army National Guard 1978 - 1980

Army National Guard Basic Training: Fort McClellan - Anniston, Alabama
Ohio Army National Guard: Officer Candidate School (OCS) Graduate
Branch Officer Basic Training: Medical Service Corp (MSC): Fort Sam Houston Texas
Ranger Training (Swamp Phase): Eglin Air Force Base: Pensacola, Florida
Honorable Discharge – [NGB and NGR 635-100 Forms]

Group Worker/Counselor for an Adolescent Youth Program 1975 - 1977

Neighborhood House, Inc., Columbus, Ohio
The program was called The Neighborhood House After-School Adolescent Program.
The program allowed for the development and implementation of inner-city adolescent programs under the guidelines of United Way and Title XX.

Claims Examiner, Ohio Vietnam Veterans Bonus Commission, Columbus, Ohio 1974 - 1975
Examined and processed Vietnam Veterans' bonus claims.

EDP Operator, Ohio Department of Taxation, Columbus, Ohio 1972 - 1974
As a college student, I examined, Keyed-in and processed state tax filings.

Professor's Assistant, Capital University (Undergrad), Bexley, Ohio 1971 - 1974
As a college student, I graded examinations, papers and assisted with Special projects as assigned.

REFERENCES

Available upon request