

**PAULA J. TROUT, JD, MBA, MPA** 1350 E. Flamingo Road, #604, Las Vegas, Nevada 89119-5263  
E: [pitroutmlm@aol.com](mailto:pitroutmlm@aol.com) O: (702) 980-1181 c: (310) 251-4973  
W: [www.pjtrout-mediation.com](http://www.pjtrout-mediation.com)

## PROFESSIONAL QUALIFICATIONS

Over 25 years of professional experience:

- Business Administration, Organizational Development, Public Relations
- EEO, Human Resources, Budgeting, Auditing, Financial Management
- ADR, Conflict Management, Negotiation, Facilitation and Conciliation
- Dispute Resolution Systems Design, ADR practitioner and trainer
- Work with Diverse Ethno-Cultural Populations
- Program Budgeting, Program Development and Program Evaluation
- Strategic Planning, Public Policy Development and Ethics Review
- Service on Professional Associations, University Committees, Community Based Organizations, Governmental Boards, Commissions and Committees

## EDUCATION

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

## LICENSES/CREDENTIALS

Real Estate, 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 (included but not limited to):

- 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 Bd, New Mexico
- Capital University School of Law, Negotiation and Mediation
- Workers' Compensation College, Arizona
- Workers' Compensation System, Ohio and Florida

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**Advanced ADR training (included but not limited to): Continued**

- Workers' Compensation College, Arizona
- Capital University School of Law, Negotiation, Mediation as a Trainer
- Capital University School of Law, Adv. EEOC Mediation Training
- Ohio State University Law School, Adv. Mediation Skills and Techniques
- Association for Conflict Resolution, (formerly AFM, SPIDR and CreNet)
- Mediation Training & Consultation Institute, Family & Divorce Mediation
- Comm. Mediation Svc. & Conflict Management Services, Adv Mediation
- Association of Family and Conciliation Courts, Mediation and Ethics
- Neighborhood Justice Center (Nev. NJC), EEO & Workplace Mediation
- EEOC Technical Assistance, ADR & HR Issues (L A District Office)
- South Texas College of Law, Transformative Mediation and Trainer
- Urban Management and Development, Inc & the Urban Youth Academy

**PROFESSIONAL DEVELOPMENT**

***Alternative Dispute Resolution Forums***

**2004 - present**

Private Practice, Mediator/Arbitrator and Trainer  
Nevada; California, Arizona, 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 (& CBA disputes), workers' compensation (administrative and operational issues), consumer, domestic, child custody, guardianship issues, interpersonal/relationship, adoption, civil, securities, construction, ADA, contract and business related disputes. Clients included (but not limited to): RPB Associates, Nationwide Insurance, Key Bridge Foundation, Ohio Department of Education, United States Equal Employment Opportunity Commission (EEOC), US Postal Service (REDRESS Program), Raytheon Corporation, Resolute Systems, DeMars & Associates, US Department of Energy, and the US Department of Homeland Security (e.g., TSA, ICE and FAM). Is trained and certified in 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 also administers Arbitration and Short Trial Programs-STPs; e.g., cases that have a probable jury award value not in excess of fifty thousand dollars per plaintiff). Additionally, trained students in advance mediation skills, transformative mediation, facilitation, conciliation and arbitration. Provided coaching services for the UNLV Law School in its mediation training and have volunteered as a mediator for the Neighborhood Justice Center's (NJC's) mediations and mediation training program(s).

With respect to mediating employment disputes with the EEOC, I mediated cases for seven (7) district offices of the EEOC. My employment cases primarily involved laws under the jurisdiction of the EEOC including; but not limited to, Title VII, ADEA, EPA, and ADA. The disputes included those of a particularly unique, difficult or complex nature. Additional areas of responsibility 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

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information. Worked with the individual parties to understand the basic nature of the employment dispute. 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 the fifty (50) Postal Service REDRESS trainers during the Postal Service's initial roll-out of its Mediation Program in 1998.

**Visiting Professor**

<b>DeVry University, Keller Graduate School of Management, Las Vegas</b>	<b>2013 – Present</b>
<b>The Art Institute of Las Vegas</b>	<b>2007 – 2010*</b>
<b>DeVry University, Keller Graduate School of Management, Las Vegas</b>	<b>2005 – 2010*</b>

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; Intellectual Property (Copyrights, Patents, Trademarks and Trade Secrets); ADR: Theory and Practice; Contract Negotiation & Negotiation Skills; Managing Conflict in the Workplace; Managing Organizational Change; Workplace Culture and Communication; Strategic Planning/ Management; Historical and Political Issues; Technology, Critical Thinking and Problem Solving; Psychology and Criminal Justice. \*[Relocated to Anchorage, Alaska 2010-2013].

<b>Family Mediation Center, Eighth Judicial District Court</b> Senior Family Mediation Specialist Las Vegas, Nevada	<b>1998 - 2004</b>
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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-related disputes. Assisted the NJC with its mediation and mentoring programs.

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**Law Offices of Paula J. Trout**  
**Attorney at Law and Alternative Dispute Resolution**  
Private Practice, Attorney, Mediator/Arbitrator, Trainer  
Columbus, Ohio

**1991 - 1998**

Provided alternative dispute resolution services; e.g., mediation, conciliation, early neutral evaluation, settlement conferences, investigation, fact finding, arbitration, med-arb (and arb-med) and traditional litigation regarding employment disputes, complicated/complex workers' compensation issues, tort, insurance, civil, interpersonal relationships & alternative lifestyle relationships, domestic/family/guardianship, adoption, neighborhood/ community, diversity and 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) and a court appointed Arbitration Chairperson by the Franklin County Court of Common Pleas, and volunteer mediator for the same during their Settlement Week.

A member of the Panel of Arbitrators for the American Arbitration Association. Practiced and consulted in the following fields: government finance, employment, workers' compensation, business management, 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**, on third (3<sup>rd</sup>) shift, as a Youth Specialist, specializing in Direct Residential Care for Adolescent Youth. Was responsible for the care, supervision and "safety" of the adolescent youth and for the "safety" of the agency. Prepared daily logs and written reports.

**City of Columbus, Ohio -- Office of Management and Budget**  
Director  
Columbus, Ohio

**1989 - 1991**

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, 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.

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**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 comprised of approximately 1,400 employees. As a Commissioner, representing the Public member constituency, I adjudicated contested matters, and set policy for the workers' compensation system of Ohio. 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 commission member of the Ohio Industrial 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 settlement issues; held Lump Sum Settlement (LSS) hearings; held meetings with meetings/conferences with attorneys representing employers and attorneys representing claimants; and held hearings on Facial Disfigurements.

Additionally, as a commissioner, was responsible for decisions involving operational, regulatory and financial matters, e.g., held meetings involving actuarial rates, accounting, auditing, administrative issues rehabilitation, VSSRs (e.g., Violation of Specific Safety Regulations) and JCARR (e.g., Joint Committee on Agency Rules and Regulations) issues; heard 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 its the seven-billion dollar investment portfolio; was briefed by the Bureau's investment consultants, both equity and fixed assets; 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). Spoke to various groups on the technical issues of the Workers' Compensation System (e.g., AFL-CIO, UAW, OSIA, etc).

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

**1985 - 1987**

Deputy Administrator  
Columbus, Ohio

Supervised 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 experience rating (formerly referred to as merit rating). Managed a seven-billion dollar investment portfolio comprised of stocks, bonds, cash, commercial paper, and real estate. Negotiated construction, actuarial, auditing, purchasing and procurement contracts. Responsible for 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

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Nationwide Plaza). 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, OSIA - regionally) regarding workers' compensation financial and risk related matters. Oversaw 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 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, Risk Management, and sixteen (16) District Offices.

The Bureau's Finance Department comprised of three (3) sections: 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 to include 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 and recommended solutions to management/departmental problems; prepared and monitored OBWC's controlling board and emergency requests/submissions.

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**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; monitored agencies' controlling board and emergency board requests/submissions.

**Additional Experience and Positions Held:**

**2<sup>nd</sup> Lieutenant, Ohio Army National Guard**

**1975 - 1982**

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 Army Base, San Antonio, Texas  
Ranger Training (Swamp Phase): Eglin Air Force Base: Pensacola, Florida

**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 youth 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, Bexley, Ohio

**1971 - 1974**

As a college student, I graded exams, papers and assisted with special projects.