



The Mediation and Conflict Resolution Office (MACRO)
Community Mediation Performance Grants

Fiscal Year 2015 Grant Guidelines

Mediation and Conflict Resolution Office (MACRO)
903 Commerce Road, Annapolis, MD 21401
410-260-3540

The Ten Point Model of Community Mediation in Maryland

1. Train community members - who reflect the community's diversity with regard to age, race, gender, ethnicity, income and education - to serve as volunteer mediators.
2. Provide mediation and conflict resolution services at no cost or on a sliding scale.
3. Hold mediations in neighborhoods/communities where disputes occur.
4. Schedule mediations at a time and place convenient to the participants.
5. Provide mediation at any stage in a dispute.
6. Mediate community-based disputes that come from diverse referral sources, such as community organizations, police, faith-based institutions, courts, community members, government agencies, and the center's outreach activities.
7. Educate community members about mediation and conflict resolution.
8. Maintain high quality mediators by providing intensive, skills-based training, apprenticeships, continuing education and ongoing evaluation of volunteer mediators.
9. Work with the community in governing community mediation programs in a manner that is based on collaborative problem solving among staff, volunteers and community members.
10. Provide conflict resolution services to community members who reflect the community's diversity with regard to age, race, gender, ethnicity, income education, and geographic location.

1. Introduction and Purpose

Community mediation is an important resource for the court, providing vital conflict resolution services at the neighborhood level, preventing violence and addressing the underlying causes of conflict in a manner that cannot be achieved in a courtroom. As part of its statewide collaborative process, the ADR Commission, MACRO's predecessor, developed a detailed, grassroots, nine-point model for community mediation centers in Maryland. This model, now containing ten points, serves as the foundation for MACRO's funding criteria for community mediation centers.

MACRO's goal in funding community mediation is to make mediation and conflict resolution services accessible and affordable to everyone in Maryland. MACRO's community mediation performance grant program is designed to ensure the achievement of that goal.

1.1 Eligibility

MACRO supports non-profit 501(c)3 and government based community mediation centers in the state of Maryland that meet the ten point model outlined above. MACRO views these points as the definition of good community mediation and therefore requires centers to meet each of the points in order to be eligible for funding under this program.

MACRO also supports community mediation centers that have diverse financial support. With the exception of Start-up centers and first-year Level 1 centers, centers must have raised some funds as a cash match in order to be eligible for funding under this grant program.

Funding under this grant program is provided on an invitation only basis. MACRO distributes invitations to community mediation centers each winter for funding in the following fiscal year. **Entities wishing to establish a new center MUST contact MACRO in order to receive an invitation.**

2. Overview of the Funding Model

MACRO's funding model for community mediation contains four parts. Part I addresses how the center is meeting the 10-point model of community mediation (listed at the front of the grant guidelines). Part II, which is optional, challenges centers to work collaboratively with an identified population on a Targeted Long-Term Community Project. Part III contains seven performance levels with the aim of encouraging centers to work toward continually increasing the conflict resolution services provided to their communities. Part IV requires centers to raise a cash match that directly corresponds to their performance level.

Funding under this grant program provides community mediation centers with general operating support to assist them in meeting the ten-point model of community mediation. While centers are asked to submit a report of their current fiscal year operational expenditures and a projected budget for the forthcoming fiscal year, applications for Community Mediation Performance Grant Funding are not reviewed on a financial need basis and MACRO's Grant Review Committee does not review/approve specific budget categories or amounts. Applications are instead evaluated

on: a center's operations within the 10-point model, a center's work within their targeted long-term community project, their direct service performance (intakes, mediations or others conflict resolution sessions), and the amount of funds they have raised. The combined review of these factors will determine whether a center is 1) still a community mediation center operating within the 10-point model and therefore is eligible for funding under this grant program; and 2) what level of funding the center is eligible to receive.

2.1 Application Deadline

Grant applications MUST be received by MACRO no later than 5:00 p.m. on Thursday, April 10, 2014, to be considered for funding in Fiscal Year 2015.

Exceptions to this deadline require extraordinary circumstances and the approval of The Honorable Mary Ellen Barbera, Chief Judge of the Maryland Court of Appeals.

Please submit your original hard copy application, with all appropriate attachments and requested duplicates, to:

Grants Director
Maryland Mediation and Conflict Resolution Office (MACRO)
903 Commerce Road
Annapolis, MD 21401

Your application should be printed on white 8 ½" x 11" paper and be bound with one binder clip. Please do NOT use staples, folders, or 3-ring binders. Any small attachments should be taped to an 8 ½" x 11" piece of paper.

2.2 Completing the Application

The Application Cover Sheet and Signature Page

- The cover sheet is used to clearly identify the applicant - the non-profit center or the government agency or higher education institute that operates the center. Please include all the requested information on your application cover sheet.
- Be sure to include your organization's Federal Employee Identification Number. If this number is missing, it may delay the processing of your grant application.
- Include a brief statement of your center's top three accomplishments for the past year, and three things you hope to accomplish in the next year. This can be attached as a separate page, if needed.
- Please carefully read the agreement statement on the application signature page and the entire MACRO Community Mediation Performance Grant Guidelines. Both the Center Director and the financial officer who will be responsible for completing the financial reports must sign this page. By signing this page and submitting a MACRO grant application, your center is agreeing to abide by all of the terms stated in the application and grant guidelines. Please note – the Project Financial Officer must be someone other than the Center Director – and must be someone who is responsible

for the Center's finances. This person could be an Accountant, Bookkeeper or Board Treasurer.

- Please be sure to submit two original copies of your application cover sheet and signature page.

Part I: The Ten Point Model for Community Mediation

- This section asks centers to respond to a number of questions that describe how the center is meeting each of the ten points. To the best of your ability, please provide a narrative response to each of the questions. Your responses in Part I must include the points themselves, but do not need to list each of the sub-questions as you answer them.
- MACRO supports community mediation centers that meet the needs of all segments of their community by having a diverse pool of mediators, using many mediation sites, developing many diverse referral sources, and striving to provide services to all segments of their service area. A center that has a significant imbalance in any of these areas should be prepared to submit an explanation and plan that illustrates how the center is, or will be, serving the whole community. (See individual Points in the application for specific questions/requirements.) *MACRO reserves the right to reduce a grant award or to not fund a center based on the explanation and plan provided.*
- Each of the ten points is worth a particular score, as indicated in the application form. The Community Mediation Grant Review Committee will review the center's responses to each point and determine a score based on the appropriateness of the center's goals and actions. The center's total grant award for Part I will be proportional to the center's total score received. The maximum score a center can receive is 130 points.
- Start-up centers can receive up to \$25,000 for Part I. Level 1-6 centers can receive up to \$15,000 for Part I.

Part II: Targeted Long-Term Community Project (Optional)

- Participation in Part II is optional. Centers that choose to participate in Part II of the funding model can receive up to \$5,000 for participating. Centers that choose not to participate in this portion, will not receive funds for Part II.
- Using the questions and form provided in this section, participating centers are asked to report on their work with their identified population. (See application for complete instructions.) Centers need to report on what goals, activities and accomplishments took place in the immediate past year. The form also asks Centers to outline the goals, activities and accomplishments that are anticipated in the coming year and in the year after.
- This section is designed to be a long-term commitment to working with a particular population. Centers that choose to change their identified population will need to submit a STRONG explanation on why they are changing. The Committee may or may not choose to support a center's wish to change populations.

Part III: Performance Levels

- MACRO funds community mediation centers at seven performance levels - Start-up, and Levels 1, 2, 3, 4, 5, and 6. Each performance level is worth a pre-determined dollar amount. See the attached chart for specific funding levels.
- A center's performance level is determined by the number of intakes, mediation sessions, and other conflict resolution sessions conducted by the center during the immediate past performance cycle (April 1st to March 31st). Only data from cases that closed during this period can be counted. Data from cases that remain open on April 1st will count toward the next year.
- Each intake is worth 1 point and each session is worth 3 points. A center's total performance point score is what determines their performance level. *Please note that a center's final funding level is also affected by the amount of matching funds it has raised. See the instructions for Part IV for matching requirements.*
- Community-based multi-party conflict resolution sessions (i.e. large group facilitation, community conferencing) count the same as a regular mediation, however, intakes and sessions from these conflict resolution processes can only count for up to a maximum of 20% of a center's final intake or sessions score.
- For Part III, centers need to submit their MADtrac MACRO Summary Report along with their MADtrac MACRO Detailed Case Report. Only Centers that conduct community-based multi-party conflict sessions will also need to submit a record of the intakes and sessions conducted for these processes. These logs must only include closed cases.
- MACRO will review these logs closely. We recommend that centers double check that their logs match the information provided on the Summary Report, and that the logs contain a complete record of the center's intakes and sessions for all cases that closed between April 1, 2013 and March 31, 2014.
- Please be sure to submit two original copies of your MADtrac MACRO Summary Report.

Part IV: Financials

Matching Funds

- All applicants, with the exception of Start-Up grants and first-year Level 1 centers, **must** provide a cash match in order to receive funding under MACRO's community mediation performance grant program.
- As noted in the attached table, each performance level in Part III has a specified cash match requirement. Centers must have raised the amount required for their particular performance level within the immediate past performance year – April 1st to March 31st. *MACRO reserves the right to change the match requirements in future years, and to grant exceptions to the matching requirement in extraordinary circumstances.*
- **Center's that have not raised the specified funding amount that is required for their performance level will be funded at the performance level that is consistent with the amount of funds they have raised.** For example, a center that has raised \$8,000 in matching funds, would be considered a Level 2 center, even if their performance score would place the center a higher level. (In extraordinary circumstances, MACRO may waive this requirement.)

- Please be sure that your matching funds summary sheet is included with your application and clearly indicates the amount of funds your center has raised.
- A center's cash match can come from grants, fund-raising efforts, fee-based services, or other sources. In-kind contributions cannot be used toward the cash match. ***In addition, centers may not use funds that have originated from the Maryland Judiciary (MACRO or the AOC Family Division or other office), either directly or indirectly, toward their cash match.***
- Fees that centers receive for mediation services will be deducted from their final grant award. Centers may, however, count these funds toward their match requirement.
- In addition to your matching funds summary sheet, please include appropriate documentation for your matching funds. Documentation can include (but is not limited to): copies of grant award letters, table containing donations received (donor names optional) with dates received and amounts, table/ledger showing amounts raised at fund raising events, etc.) Please do not send photocopies of checks received.

Current Year Financial Statement and Projected Budget

- While funding under this model is performance-based, MACRO does consider the financial health and operational capacity of each center during its grant review process. To assist us in this process, we ask that centers submit their current year financials as well as their projected budget for the forthcoming fiscal year.
- Please submit a copy of your center's current year financial statement to date. This document should include budget figures as well as the center's actual income and expenses to date. In-kind contributions can be listed on this statement, but must be identified as such.
- In addition, you must also include a copy of your center's FY2015 projected budget. Please be sure that your budget identifies all projected income sources, as well as expenses. Expected in-kind contributions can be included in your budget, but must be identified as such.

Organizational Procurement Policy and Personnel Procedures

- Grantees are required to have their own written Procurement policies, and are required to follow them when spending MACRO grant funds.
- Grantees are also required to follow their own payroll, personnel, and time and attendance procedures for all positions, whether partially or fully, funded with MACRO grant funds. (See Section 4.1 for personnel records which must be maintained.)

Part V: Supplemental Materials

- Please include with your application, the following attachments: a current list of your center's board members and staff; letters of support from partner organizations, copies of any recent good press about your center or the services it provides; if applicable, a letter from your primary funder (if that primary funder is a government agency, educational institution or other public entity) stating that your primary funding will not be reduced should you receive grant funding from MACRO; and a copy of your center's most recent audit report, if conducted.

2.3 Applications from Start-Up Centers

Entities wishing to establish a new community mediation center **MUST** contact MACRO first before submitting an application. The committee's initial priority in reviewing start-up applications will be to determine how closely the startup center's operating philosophy, organization, by-laws, and other supporting documents reflect MACRO's ten-point model for community mediation. Priority will be given to service areas that have no existing community mediation programs at the time of application.

If two or more groups apply for funding to serve the same geographic area, or if a center applies to serve an area already served by another center (generally, this could be a county or metropolitan area), MACRO will initiate and participate in a collaborative process, with the intention of helping all participants to find an organizational outcome that best serves the communities and the goals of community mediation.

Start-Up centers are expected to complete Parts I, IV and V of the application, and may be awarded up to \$25,000. **Start-up applications may be submitted at any time if MACRO has funding available, however the center may only be eligible for partial year funding.**

2.4 Review of Grant Applications

All community mediation grant applications go through a two-phase review process. In the first phase, applications are reviewed by members of the Community Mediation Grant Review Committee. This Committee consists of the Chair of the Community Mediation Maryland (CMM) Board, one member of MACRO's regular Grant Review Committee, two or more individuals who are familiar with community mediation in Maryland, as well as the Deputy Director and Budget and Grants Director of MACRO. This Committee reviews the applications for individual center performance and progress toward the ten-point model. It also makes funding recommendations to MACRO's regular Grant Review Committee (GRC), which takes on the second phase of review. This second committee consists of six individuals who come from backgrounds that are similar to the funding categories of MACRO's regular grant program. Among these individuals is someone who has significant experience with community mediation but is not currently affiliated with a center that is applying for funds. The GRC reviews the applications for statewide performance trends, significant variations from expected center performance projections, and progress toward the ten points. MACRO's regular Grant Review Committee makes all final award decisions.

3. Grant Award Notification and Project Commencement

3.1 Notification and Agreement Letter

All applicants who are approved for funding will receive two copies of a grant agreement letter in the mail notifying them of the grant amount that has been awarded to them. In order to accept the award, the Director or authorized agent of the center must sign both copies of the agreement letter and return one signed original to MACRO.

3.2 Use of Grant Funds

Funds received through MACRO’s Community Mediation Performance Grant Program are intended solely to provide general support for centers to assist them in operating within the ten-point model of community mediation. By signing the grant agreement letter, grantees are agreeing to use the grants funds only for that purpose. Because of the nature of this funding model, centers do not need to request permission from MACRO for budget modifications, provided the use of the funds is for operating the center within the 10-point model. Centers may not use performance funds for activities that are not within the 10-point model, nor may they submit a change of purpose request to use the funds for such a purpose. Grant funds may not be used for religious, political or lobbying purposes.

3.2.1 Use of Grant Funds for Purchasing Goods and Services

Grantees are required to follow their own written procurement policies when spending MACRO grant funds. In addition, grantees may not use grant funds to contract with any individual or entity that has been “debarred” by the Judiciary’s Department of Procurement and Contract Administration.

3.2.2 Use of Grant Funding for Staff Positions

Grantees are required to follow their own written personnel policies when hiring staff with MACRO grant funds. Grantees must also maintain adequate payroll records for these grant funded positions.

3.3 Grant Disbursements/Payment Schedule

Grant funds will be disbursed on a quarterly reimbursement basis. Under this disbursement method, MACRO will reimburse your organization for the exact amount that has been spent. To receive each payment you must submit a **Disbursement Request Form** and the required **Reporting Form**, according to the schedule below. Grantees who have spent 100% of the grant award may submit their **Final Report and Reimbursement request** at any time prior to the August 15, 2015 deadline. Electronic copies of these forms may be downloaded from MACRO’s website: <http://www.courts.state.md.us/macro/guidelinesforms.html>.

FY2015 Reimbursement/Reporting Schedule:

<u>Disbursements</u>	<u>Period Covered</u>	<u>Report Required</u>	<u>Due Date</u>
1 st Request	July - September	Progress Report	November 15, 2014
2 nd Request	October- December	Progress Report	February 15, 2015
3 rd Request	January - March	Progress Report	May 15, 2015
4 th Request	April - June	Final Report	August 15, 2015

Alternate Disbursement Option

Nonprofit grantees for which straight reimbursement will incur a financial hardship may elect to receive their grant disbursements according to a payment schedule. Under this method, MACRO will

disburse grant funds according to the schedule outlined below. To receive each payment, you must submit a **Disbursement Request Form**, along with the required **Reporting Form**. *To select this method of disbursement, the Center Director or authorized agent must sign the alternate disbursement request portion of the agreement letter.* **Please note, this option is not available to courts and government agencies.** FY2015 alternate disbursement schedule is as follows:

<u>Disbursements</u>	<u>Requestable Amount</u>	<u>Report Required</u>	<u>Due Date</u>
1 st Request	25% of Grant Award	None	With Agreement Letter
2 nd Request	30% of Grant Award	Progress Report	October 31, 2014
3 rd Request	35% of Grant Award	Progress Report	January 31, 2015
4 th Request	10% of Grant Award**	Final Report	August 15, 2015

All grant funds, regardless of disbursement method, must be spent by June 30, 2015. No extensions will be granted. If you experience any project delays or difficulties that are likely to affect your project budget, please contact Alecia Parker, MACRO's Budget and Grants Director, right away at 410-260-3544 or at alecia.parker@mdcourts.gov.

***The final 10% must be requested in reimbursement after all grant funds have been expended. This final payment will equal 10% of the grant award or the exact amount spent, whichever is less.*

MACRO will monitor grantee financial reports throughout the grant period. MACRO may delay or withhold grant disbursements to grantees that are: 1) not spending down their grant funds in a timely manner; or 2) have not provided MACRO with adequate information in their reports to demonstrate implementation of the approved project/program; or 3) are not in compliance with this grant policy. In addition, MACRO may reduce the amount of the total grant award at any point in the fiscal year if the grantee's expenditures are significantly delayed or expected to be below budgeted levels, or if MACRO's grants appropriation from the Judiciary or the Legislature is reduced or changed in any way.

3.4 Spending Funds by the End of the Grant Period

No grant funds may be spent prior to the start of the grant period and all grant funds *must* be spent or obligated by the end of the grant period, June 30, 2015. Grant funds are considered spent when payments for goods/services/salaries have been completed. Grant funds are considered obligated if the center has purchased and *received* goods/services/staff time on or before June 30th, but have not yet received/paid the invoice/staff paycheck. **Grant period extensions will not be granted, and grantees will only be reimbursed for funds they have spent prior to the end of the grant period.**

4. Accounting Requirements

4.1 Record Keeping

Centers must maintain full and accurate financial records of all expenses paid for with MACRO grant funds, and must reconcile those expenses to the center's financial records, financial reports and requests for payments. Centers must also maintain purchasing and procurement records that demonstrate compliance with the center's procurement policy. If grant funds are used to pay salaries,

the center must maintain time sheets and payroll records for those staff positions, which document that the staff person(s) worked-on grant related activities. Grantees that pay for salaries out of more than one funding source must be sure that salaries are accurately charged to the appropriate funding source, so as to avoid any appearance of double payment.

4.2 Management Reviews and Audits

MACRO may conduct financial and programmatic reviews of grant recipients. If requested, centers must agree to be subject to a review by MACRO staff or its representatives. Grantees must keep financial, procurement and payroll records relating to their MACRO grant on file for a minimum of five years after the end of the grant period.

5. Reporting Requirements

5.1 Financial and Performance Reports

Grantees are required to submit financial, narrative and performance reports throughout the grant period, according to the schedule outlined above. Centers must also submit completed Performance Data Summary Sheets on these same dates. These reports must be submitted on the forms provided by MACRO. These forms may be downloaded from MACRO's website at www.courts.state.md.us/macro/guidelinesforms or by sending an email to MACRO's Grants Director at alecia.parker@mdcourts.gov. Centers MUST use MADtrac to report all of their performance data.

All reports must be signed and certified by both the Center Director and the Financial Officer and sent to MACRO by mail. The signatures of the Center Director and the Financial Office must be different people. The Financial Officer should be someone that has responsibility for the Center's finances. This person could be an Accountant, Bookkeeper or Board Treasurer, but CANNOT be the Center Director. MACRO will not release any grant disbursements to grantees if the required reporting forms have not been received, or have not been completed to MACRO's satisfaction. (See also Section 3.3, Grant Disbursements)

5.2 Non-Performance

MACRO closely monitors the progress reports and performance numbers reported by centers. MACRO reserves the right to either reduce the grant award amount or to not renew a grant to any center that it deems as underperforming for an extended period of time.

5.3 Unexpected Center Closure

Should a grantee unexpectedly go out of business, the grantee must submit a Final Report of all grant activities and funds spent, and return all unused grants funds to MACRO within 30 days, through a check made payable to "Treasurer, State of Maryland."

6. Funding Availability and Limitations

MACRO is committed to supporting community mediation throughout Maryland, subject to funding availability. MACRO's intention is not to be the sole financial supporter of community mediation centers.

State Funding: MACRO's grant funds are state general funds approved by the legislature as part of the Judiciary's budget to support several areas including community mediation. Availability of grant funding for community mediation is dependent on the state budget process among other factors. MACRO reserves the right to change the funding levels for any part of this grant program, from year to year, or to not award any funding, depending on the availability of MACRO funding from the legislature.

Court Referred Cases: Since MACRO's funding comes from the court system, court cases referred to a community mediation center must be mediated at no cost to the participants in order for those cases to be counted toward the center's performance point score.

7. Acknowledgment of MACRO Support

Grantees must agree to include the following acknowledgment on all published materials, reports or products (paper or electronic) created with MACRO grant funds: "Produced with support from the Maryland Judiciary's Mediation and Conflict Resolution Office."

Appendices

Point Score for Determining Performance Levels

Performance Levels	Point Range*
Start-Up Centers (Year 1)	n/a
Level I Center Intakes: 1-125 and Sessions: 1-25	1 - 200
Level II Center Intakes: 126-375 and Sessions: 26-75	201 - 600
Level III Center Intakes: 376-750 and Sessions: 76-150	601 - 1200
Level IV Center Intakes: 751-1500 and Sessions: 151-300	1201 - 2400
Level V Center Intakes: 1501-3000 and Sessions: 301-600	2401 - 4800
Level VI Center Intakes: 3001 + and Sessions: 601+	4801 +

***Point Scores:** Intakes are weighted at 1 point each and Sessions are weighted at 3 points each. A center's performance level is determined by their total point score.

Calculating the Grant Awards Parts I and II and III Combined

Please Note: Performance Grants awarded after July 1 will receive partial year funding

Performance Level	Part I Funds*	Part II Funds[†]	Part III Funds	Total Potential Grant \$(1+3) / \$(1+2+3)	<u>Match Requirements[‡]</u>
Start-Up Center - Year 1	\$25,000	\$0	\$0	<u>\$25,000</u>	None (10% Recommended)
Level I Center	\$15,000	\$5,000	\$8,000	<u>\$23,000 / \$28,000</u>	10% = \$2,300
Level II Center	\$15,000	\$5,000	\$15,000	<u>\$30,000 / \$35,000</u>	20% = \$6,000
Level III Center	\$15,000	\$5,000	\$35,000	<u>\$50,000 / \$55,000</u>	25% = \$12,500
Level IV Center	\$15,000	\$5,000	\$55,000	<u>\$70,000 / \$75,000</u>	30% = \$21,000
Level V Center	\$15,000	\$5,000	\$80,000	<u>\$95,000 / \$100,000</u>	35% = \$33,250
Level VI Center	\$15,000	\$5,000	\$110,000	<u>\$125,000 / \$130,000</u>	40% = \$50,000

* This table shows all centers receiving the maximum amount for Part I. Some centers may receive less than the full amount for this portion of their grant.

[†] Participation in Part II is optional. Only those centers that participate in Part II will receive funds for this portion of the funding model. Some centers may receive less than the full amount for this portion of their grant.

[‡] No funds that originate from the Maryland Judiciary, directly or indirectly, may be used as matching funds. First-year Level 1 centers are not required to have a cash match.

Community Mediation Referral Categories

Circuit Court - Civil: Any referral made from circuit court civil personnel.

Circuit Court - Family Division: Any referral made from circuit court family personnel.

Community Member: Refers to anyone who may have informed the participant about mediation who does not fall into the other categories. This may include a friend, family member, co-worker, neighbor, etc.

Community Organization: Refers to a geographically-based group such as a neighborhood association or home-owners association.

Correctional Facility: Refers to any referrals from a prison or detention facility.

Court Personnel - Pre-filing: Refers to any referrals made by court staff before the parties have filed a court case.

Criminal - Other: Any criminal referrals from judges, public defenders, clerks, etc.

Day of Trial (District Court): Any mediation done in court on the day of the trial.

District Court/Civil – Peace Order: All referrals (prior to day of trial) from the District Court for Peace Order cases.

District Court/Civil – Small Claims: All referrals (prior to day of trial) from the District Court for Small Claims cases.

District Court/Other: Includes all referrals from District Court personnel, clerks, judges, brochures, District court Docket website, public website, etc.

Former Client: Anyone who used the services in the past who is using them again, or if the participant calling was informed about the services by someone who used them in the past.

Government Agency: Any governmental agency other than police, courts, schools. This would include Department of Social Services, Parks and Planning, Department of Juvenile Justice, etc.

MHIC: All referrals from the Maryland Home Improvement Commission.

Non-profit Organization: Refers to non-profit organizations other than government agencies and other than geographically-based groups. These might include Legal Aid, YWCA, a family center, etc.

Outreach/publicity: Refers to an intake call which came from any outreach conducted by a program, including PSA's, brochures in public places, or presentations to groups.

Police: Any referral from the police.

Religious Institutions: Any referral made by the staff or members of a place of worship.

Schools: Any referral from school administration, teachers, etc.

State's Attorney's Office: Includes referrals from State's Attorneys made before the trial.

Website/Phone Book: Any referrals where the clients found the center through its website or phone book listing.