



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

Fiscal Year 2011 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 community mediation centers in the state of Maryland that meet the ten point model. 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 prior to submitting an application.**

2. Overview of the Funding Model

MACRO's funding model for community mediation contains three parts. Part I addresses how the center is meeting the ten points. Part II, which is optional, challenges centers to work collaboratively with a low-income neighborhood, or part of a neighborhood, to identify conflict related issues that the neighborhood is interested in working with the center to address. 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.

2.1 Application Deadline

To be considered for funding in Fiscal Year 2011, your grant application must be received by MACRO no later than 5:00 p.m. on Wednesday, April 7, 2010. Late applications will NOT be accepted.

Exceptions to this deadline require extraordinary circumstances and the approval of The Honorable Robert M. Bell, Chief Judge of the Maryland Court of Appeals.

Please submit one signed original hard copy, 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. 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 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: Work in Low-Income Neighborhoods (Optional)

- Participation in Part III is optional. Centers that choose to participate in Part III 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 III.
- In this portion of the application, participating centers are asked to report on their new or ongoing work to increase the use of nonviolent conflict resolution strategies in at least one low-income neighborhood, or section of a neighborhood, where there is an interest in working with community mediation.
- In the first year, centers that choose to participate in Part II will be funded based on their plan for identifying a low-income neighborhood(s), exploring possible partnerships, and establishing relationships with residents and leaders in that neighborhood.
- In the second year and beyond, participating centers will be funded based on what they have accomplished in the previous year and their plan(s) for the next year.

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 FY2011 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). 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 II, centers need to submit a Data Summary Sheet along with copies of their Intake Logs and Mediation Session Logs. 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.
- MACRO will review these logs closely. We recommend that centers double check that their

logs match the information provided on the Data Summary Sheet, and that the logs contain a complete record of the center's intakes and sessions between April 1, 2009 and March 31, 2010.

- Any intakes or sessions that cross over two reporting periods (i.e. one intake takes place on March 30th and a second intake for the same case takes place on April 2nd), should only be reported once. This can be in either the previous or the current performance year, or a split between them, but centers may not report the same intakes or sessions in more than one set of logs.
- Please be sure to submit two original copies of your performance data summary sheet.

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. Please note, though, that MACRO recommends that all centers have at least 10% cash match to be prepared for the 10% reimbursable portion of the MACRO grant.
- 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.*
- **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 MACRO, 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

- 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 FY2011 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 follow their own written Procurement policies when spending MACRO grant funds. Grantees who do not have their own written procurement policy are required to follow the Maryland Judiciary's Procurement Policy for all purchases over \$2,500. A copy of this policy is available on the Judiciary's website at <http://www.courts.state.md.us/procurement/index.html>.
- Grantees are 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; 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.
- **Please tape any small items onto an 8/12" x11" piece of paper.**

2.3 Applications from Start-Up Centers

Applications to start a new community mediation center can be submitted at anytime in the fiscal year. 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, 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, one or two individuals who are familiar with community mediation in Maryland, as well as the Deputy 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 Grant Program are intended solely to provide operational support for centers to assist them in meeting 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. No grant funds may be spent prior to the start of the grant period.

3.3 Grant Disbursements/Payment Schedule

Grant funds will be disbursed in multiple payments, either on a straight reimbursement basis or according to a payment schedule. In both instances, the final payment of 10% will be made as a reimbursement. At the bottom of this letter you must select whether your grant will be disbursed in straight reimbursement payments or scheduled payments.

Straight Reimbursement

Under this disbursement method, MACRO will reimburse grantees for the exact amount that has been spent. To receive each payment you must submit a Disbursement Request Form, along with either a Progress Report or a Final Report, as appropriate. Disbursement requests may be submitted quarterly or when you have spent 25%, 50%, 75%, or 100% of your grant funds.* This is MACRO's preferred disbursement method.**

Scheduled Disbursements

Grantees for whom 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.

FY2011 disbursement schedule:*

<u>Disbursements</u>	<u>Requestable Amount</u>	<u>When to Submit*</u>	<u>Report Required</u>
1 st Request	25% of Grant Award	With Agreement Letter	None
2 nd Request	30% of Grant Award	By October 29, 2010	Progress Report and Performance Summary
3 rd Request	35% of Grant Award	By January 31, 2011	Progress Report and Performance Summary
4 th Request	10% of Grant Award**	By August 15, 2011	Final Report and Performance Summary

MACRO will monitor grantee expenditure reports throughout the grant period. MACRO may delay grant disbursements to grantees who are not spending down their grant funds or have not provided MACRO with adequate information of when their grant funds will be spent. In addition, MACRO may reduce the amount of the total grant award and redirect funds to other grant projects, if the grantee's expenditures are significantly delayed or below budgeted levels.

3.4 Spending Funds by the End of the Grant Period

All MACRO grant funds *must* be spent or obligated by June 30, 2011. 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. 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 who 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 three years after the end of the grant period.

5. Reporting Requirements

5.1 Financial and Performance Reports

Grantees are required to submit financial and performance-based reports throughout their grant period. The financial and narrative reports must be submitted on the forms that MACRO provides. Centers may use the Excel performance spreadsheets that MACRO provides, or may use their own data tracking system, provided their summary report includes all of the same information requested in MACRO's Performance Data Summary Sheet.

Centers must submit two financial Progress Reports due October 29, 2010 and January 31, 2011. Centers must also submit completed Performance Data Summary Sheets on these same dates. A Final Report is due to MACRO no later than August 15, 2011 (45 days after the close of the grant period). This report will include a financial report, a narrative report, as well as a cumulative Data Summary Sheet.

All reports must be signed and certified by both the Center Director and the Financial Officer and sent to MACRO by mail. 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 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.

District Court Referred Cases: Since funding comes from the court system, District Court cases referred to a community mediation center receiving these funds must be mediated at no cost to the participants. MACRO will not fund a center that charges participants for District Court referred mediations.

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 Mediation and Conflict Resolution Office."

Appendices

Point Score for Determining FY2011 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 FY2011 Grant Awards Parts 1 and 2 and 3 Combined

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

Performance Level	Part 1 Funds*	Part 2 Funds [†]	Part 3 Funds	Total Potential Grant \$(1+3) / \$(1+2+3)	Match Requirements [‡]
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 MACRO, 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

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

Criminal - Other: Any criminal referrals from judges, public defenders, clerks, etc. or prisoner re-entry referrals.

District Court - Civil: Includes all referrals from District Court sources other than Day of Trial (Includes personnel, clerks, judges, brochures, District court Docket website, public website, etc.

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

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

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

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

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.

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.

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

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.

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.

Police: Any referral from the police

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

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