



903 Commerce Road  
Annapolis, MD 21401  
(410)260-3540  
fax: (410)260-3541

## **FY2011 Grant Guidelines**

### **1. PURPOSE OF THE CONFLICT RESOLUTION GRANT PROGRAM**

MACRO's mission is to collaborate with stakeholders statewide to develop and expand conflict resolution services and education in courts, communities, schools, state and local government agencies, criminal and juvenile justice programs, family service programs, and businesses; and to promote quality assurance in mediation throughout Maryland.

MACRO's Conflict Resolution Grant program provides funding for start-up or expansion projects and other programs which support and further its mission. MACRO is particularly interested in projects it believes have a high likelihood of success, which can be replicated by others, and projects that have a high positive impact. Types of projects funded include, but are not limited to: conflict management training, program evaluation, staff, start-up funds, conferences, pilot projects, facilitations, and other dispute resolution services. MACRO funds are *not* intended to supplant existing services, nor are they intended to cover all operational costs for any given program.

#### 1.1 Eligibility

Any Maryland non-profit organization or government agency with a Federal Employee Identification Number is eligible to apply. Non-profit religious organizations are eligible to apply for funds, but MACRO will not fund any projects that have, or appear to have, a religious component.

### **2. SUBMITTING A GRANT APPLICATION**

MACRO provides funding on a state fiscal year cycle (July 1 to June 30). Applications for MACRO funding should be submitted as follows.

#### 2.1 Application Deadlines

Grant requests for up to \$5,000: MACRO awards a limited number of small non-renewable grants each year, when funding is available, for one-time projects, such as trainings, scholarships, small events, or hiring a conflict resolution professional to help resolve a conflict. These grant applications may be submitted at any time. They will be reviewed upon receipt in MACRO's office, and may be awarded without being reviewed by the Grant Review Committee. Requests for up to \$5,000 must be submitted on MACRO's Short Application Form.

Grant requests for over \$5,000: Applications in this category must be reviewed by the Grant Review Committee, which meets in May to review grants for projects in the following fiscal year. Requests for over \$5,000 must be submitted on MACRO's Standard Application Form.

**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.**

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 two signed original hard copies bound with one binder clip each (no staples or folders, please) of your application, with all appropriate attachments to:**

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

Additional Grant Deadlines: If funding is available, MACRO may announce additional grant deadlines at other times throughout the fiscal year. These grant deadlines will be posted on MACRO's website.

***PLEASE NOTE: ALL GRANT FUNDS, REGARDLESS OF AWARD DATE, MUST BE EXPENDED BY JUNE 30, 2011***

## 2.2 Instructions for Completing the Application Form

Grant requests must be typed and submitted on a MACRO grant application form *after* consultation with MACRO staff, and with the general understanding that the request is consistent with MACRO's mission. **If you are applying for renewal funds, please be sure to see section 2.3 below for additional instructions when completing your grant application form.**

### The Application Cover Sheet

- 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.
- In the section provided, please include a **brief** summary of the project for which you are requesting funds. There will be ample opportunity to describe the project in much greater detail under the subsequent questions, so please keep the summary to 50 words or less.
- Be sure to note on your application cover sheet if you are applying for renewal funds.

### Applicant Information

- In this section, please tell us about your organization, or agency, and its mission. You might also consider including any previous experience your organization has had with alternative

dispute resolution projects. You may wish to attach your organization's program brochures, annual report, or other publications, to your application.

#### Project Description

- Please be sure to read all of the Grant Guidelines before writing your grant application.
- The Project Description section consists of six questions in the standard form and three questions in the short form, that ask you to describe in detail *what* your project entails, *why* it is important, *when* you plan to accomplish the particular components of your project, and how you plan to *evaluate* the success of your project. Please provide as much detail as you can in your answers. Be sure that your statements clearly identify what the project is, and how MACRO funds will help you to accomplish it.
- If your project involves working with, or receives support from, other organizations, you must submit letters in support of the project from these organizations with your application. Missing support letters can significantly delay the processing of your grant application.
- When developing your project timeline, please keep in mind that MACRO's grant process generally takes three weeks to review the grant application, and then, if your application is approved, another six to eight weeks to distribute the grant funds.

#### Evaluation

- Evaluating your project is as important as doing your project. MACRO asks grantees to develop their goals and evaluation plan at the beginning of their project. Question number 3 in the standard form asks you to complete the Goals and Evaluation Plan form, which can be found in the appendices of the grant application. Please describe how you plan to assess the project, including how you will measure whether the project's goals, outcomes and indicators will have been met.
- When developing your project goals and indicators, as well as your plan for measuring them, think about both long- and short-term goals. What do you hope you will accomplish with regard to your project in the next year? In five years? How will you measure whether you have met your one-year goals, and whether you have made progress toward your five-year (or longer) goals?
- For projects that will be providing direct service (either to the public or to an internal audience), such as providing mediations, or other conflict resolution services, trainings and conferences, be sure to include service objectives for the next year.
- **We can help you develop your evaluation plan:** If you need assistance in determining how to evaluate your project you may contact MACRO's ADR Projects Evaluations Director, Nick White, at 410-260-3540 or by email at [nick.white@mdcourts.gov](mailto:nick.white@mdcourts.gov).

#### Budget

- Using the Grant Budget Request Form provided with the grant application, outline your project budget including all anticipated revenues and expenses associated with the project under consideration. When completing this form, be sure to complete both the budget table and the budget narrative sections. If you are applying only for a portion of your project expenses, please include a budget for the full project, and identify those line items for which MACRO funds will be used. **Please round your request to the nearest whole dollar.**

- If your project will generate income, such as from fees or registration costs, please be sure to include in your budget the amount of revenue you anticipate receiving and indicate how these funds will be used.
- When requesting funding for a staff position, please include the percentage of time that will be covered by the amount requested. For positions that will also be working on other non-MACRO funded projects, the total percentage of time an individual is assigned to various projects should never equal more than 100%. If an individual's entire salary is to be paid for from a MACRO grant, that individual should not have any time allocated to other projects.
- Your request may include indirect costs, but you must specifically justify their inclusion, and they may not exceed 10% of the total MACRO funds requested. Circuit and District courts may not request indirect costs.
- All grant applicants are strongly encouraged to seek matching or additional funding from sources other than MACRO. In many instances, federal, state or local funding support may be appropriate along with private grants or donations. Upon request, MACRO may be able to provide letters of support or other assistance as needed for projects to receive additional funding from other sources. Information regarding your matching funds will be used to demonstrate MACRO's ability to leverage or maximize the use of outside funds and in kind services to support conflict resolution activities in Maryland.
- If you are applying for renewal funds, please see section 2.4 below, for more information on recommended cash matches.
- When developing your project budget and timeline, please be aware that MACRO funds may not be spent prior to start of the official grant period (July 1, 2010 or the date an agreement letter is signed if awarded after July 1<sup>st</sup>.) Any funds spent before this date will not be reimbursable.

#### Supplemental Attachments

- Please include with your application as many of the attachments requested on the application form as are relevant to your organization. Not all of the requested items will be appropriate for every applicant. If you are in doubt as to whether you must submit a particular item, please contact Alecia Parker, MACRO's Budget and Grants Director (410-260-3544), for clarification.

#### Agreement and Signature Page

- Please carefully read the agreement statement on the application form and the entire MACRO Grant Guidelines. By signing and submitting a MACRO grant application, your organization or agency is agreeing to abide by all of the terms stated in the application and grant guidelines. The agreement statement in the application form, reads as follows:  
 "We have read MACRO's *Grant Guidelines* and agree to abide by the requirements specified within them. We agree to follow our own procurement policy, or in the absence of a policy will follow the Judiciary's Procurement Policy when spending MACRO grant funds. We agree to share any collected data and evaluation conclusions with MACRO. We agree to cooperate with any evaluations that MACRO may conduct with regard to this project. We agree to share with MACRO any promotional materials and to include the following acknowledgment on published materials, reports or products created as part of the grant funded project: "Produced with support from the Maryland Mediation and Conflict Resolution Office." We agree to inform MACRO of

any events regarding this project. We agree to permit MACRO to publicize the project successes, in consultation with the project managers.”

- Please note that when crediting MACRO in grant funded published materials, such as brochures, study reports, etc., MACRO is happy to provide grantees with an electronic copy of its logo.
- Both your organization’s Director or authorized agent, and the Financial Officer (the person who will be responsible for completing and certifying the financial reports) must sign the Application Signature Page. One copy of this page will be returned to you with your grant agreement letter, if your grant is awarded funding.

### 2.3 Requests for Renewal of MACRO Funds

MACRO grants are not intended to be relied upon by grantees as a continuous source of long-term funding, however, MACRO does permit grantees to apply for renewal funds for a previously funded project. Grantees who wish to seek renewal funding must reapply each year, and receipt of funding in one year in no way guarantees renewal of funding in subsequent years.

In general, MACRO will fund projects for up to three years. In some circumstances, MACRO may be willing to consider funding a project beyond three years. Applicants who wish to be considered for funding beyond three years should discuss this option with MACRO staff, and plan to submit a written justification with their application form.

Grantees who are submitting an application for renewal funds must also comply with the following additional requirements:

- If you are submitting your renewal application before your Final Report is due on your current grant, then you must complete and submit with your renewal application a Preliminary Final Report. ***Applications for renewal funding will not be considered without the submission of either a Preliminary Final Report or a Final Report.***
- MACRO recognizes that it may take some time to solidly get a project or program off the ground and to develop internal financial support for it, and MACRO also believes that, for the long term success of a project, it is important that the grantee take on some responsibility for supporting it. To this end, MACRO requires that renewal requests in the third year and beyond, include a cash match of the following proportions.

Requests For...	Required Cash Match:
Third Year of Funding	15% of Requested Amount
Beyond the Third Year	30% or more of Requested Amount

MACRO may waive the matching requirements in extraordinary circumstances.

- **The cash match must consist of cash contributions *to the cost of the proposed project, either from the grant applicant or from third parties.*** For example, if an applicant is requesting a third year of funding for a project that costs \$30,000, the request to MACRO

should be no greater than \$25,500, and the applicant must contribute, or show contributions by a third party organization equaling, at least \$4,500 in cash toward the cost of the project. If the source of funds is from outside of the applying organization, documentation must be provided for funds received/or anticipated. In-kind contributions cannot be used to meet the cash match requirement. In addition, applicants may not use funds that have originated from MACRO, either directly or indirectly, toward their cash match.

#### 2.4 Review of Grant Requests

Funding decisions are made by the Executive Director, the staff of MACRO and MACRO's Grant Review Committee. Depending upon the extent to which a proposal supports MACRO's goals and upon the availability of funding, grant requests will be approved, denied, partially funded, or tabled to gather more information. If the request is tabled, or denied, MACRO staff will attempt to assist the grant applicant, if possible, by explaining how the proposal may be modified to better reflect MACRO's goals, providing technical assistance, suggesting other potential funding sources, and/or offering other support. If requested, grant applicants must also agree to attend a MACRO Grant Review Committee meeting, meet with MACRO's staff, and/or provide MACRO with an update on their project to respond to concerns or explain the project's outcome.

### **3. GRANT AWARD NOTIFICATION AND PROJECT COMMENCEMENT**

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 grant recipient must sign both copies of the agreement letter and return one signed original to MACRO.

In addition to the grant agreement letter, grantees will also receive a copy of the Disbursement Request Form. Grantees can request up to 25% of their total grant award upon signing the agreement letter. Grantees should submit this form with their signed grant agreement letter. MACRO will not issue any grant funds until the signed grant agreement letter and Disbursement Request Form is received. (See Section 3.2 for subsequent disbursements.)

Most grant periods will begin on July 1, 2010 and will continue through June 30, 2011. Grants awarded after July 1<sup>st</sup> will have different beginning dates for their grant periods; however, these grants will also end on June 30, 2011. All projects should be initiated within 90 days of the start of the grant period or other projected start date as indicated in the grantee's time line. If the project is not operational within that time frame, the grantee must report to MACRO the steps being taken to initiate the project, the reason for delay, and the expected start date. Failure to implement projects within this 90 day period or to obtain an extension may result in cancellation of the grant award.

#### 3.1 Use of Grant Funds

Funds received from MACRO's Conflict Resolution Grant Program are intended solely to be used for those activities outlined in your grant application. 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 or after the end of the grant period.

### 3.1.2 Use of Grant Funds for Purchasing Goods and Services

Grantees are required to follow their own written procurement policies when spending MACRO grant funds. Grantees that 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>.

### 3.1.3 Notification of Funding Origination When Hiring Contractual Service Providers

If MACRO grant funds are used to hire contractual service providers, the grantee must notify all potential vendors that the funds have originated from MACRO. When using a competitive bid process, grantees must also include a notice in their Request For Proposals (RFPs) that the project is funded by MACRO. Grantees are free to hire any contractor they may choose, consistent with their own procurement policy. Upon request, MACRO is happy to provide technical assistance to help grantees develop RFPs, identify potential contractors, and craft interview questions, but MACRO will not participate in interviews or in the selection of contractors.

### 3.1.4 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. (See also Section 4 for recordkeeping requirements.)

### 3.1.5 Use of Grants for Research on Human Subjects

Grantees must follow Maryland law on human subjects research; Title 13, Subtitle 20 of the Health-General Article requires all human subject research in Maryland to follow Title 45, Part 46 of the Code of Federal Regulations, Protection of Human Subjects. Research is defined by federal regulations as "a systematic investigation, including research development, testing and evaluation designed to develop or contribute to generalizable knowledge." For more information, please see Maryland Title 13, Subtitle 20 of the Health-General Article [http://www.dsd.state.md.us/comar/Annot\\_Code\\_Index/H-Index.htm](http://www.dsd.state.md.us/comar/Annot_Code_Index/H-Index.htm), and Title 45, Part 46 of the Code of Federal Regulations, Protection of Human Subjects <http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm>.

## 3.2 Grant Disbursements/Payment Schedule

Grant funds are disbursed in multiple payments, according to a payment schedule, with the final payment made in reimbursement. Grantees must submit **Disbursement Request Forms** in order to receive each grant payment. The initial grant payment of 25% can be requested and submitted to MACRO at the time that the grant agreement letter is signed. Subsequent payments of 30% and 35% can be requested in October 2009 and January 2011, (4 and 7 months into the grant period), respectively. Grantees must submit a Progress Report with each Disbursement Requests. (See Reporting Requirements, Section 5.1) The final 10% must be requested in reimbursement after all

grant funds have been expended. This final payment will equal the exact amount spent by the grantee.

Grantees may also choose to receive their entire grant on a reimbursement basis. Grantees who choose this method must submit a Progress Report with each Disbursement Request. Under this payment option, grantees may submit disbursement request forms at quarterly intervals or when they have spent 25%, 50%, 75%, or 100% of their grant funds. MACRO will reimburse grantees for the exact amount that has been spent.

MACRO will monitor grantee financial reports throughout the grant period. MACRO may delay grant disbursements to grantees that 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 expected to be below budgeted levels.

### 3.3 Spending Funds by the End of the Grant Period

**MACRO grant funds *must* be spent or obligated by the end of the grant period (June 30, 2011).** Grant funds are considered spent when payments for goods/services/salaries have been completed. Grant funds are considered obligated if the grantee has purchased and *received* goods/services/staff time on or before June 30<sup>th</sup>, but have not yet paid the invoice/staff paycheck. **Grant period extensions will not be granted. Grantees will only be reimbursed for funds they have spent prior to the end of the grant period.**

### 3.4 Changes in the Project/Budget

MACRO grant funds may not be used for any purpose or activities other than those stated in the original grant application without submitting a written **change of purpose request** for MACRO's approval. The grant recipient's change of purpose request letter must include the reason for the change, as well as a detailed description of what they would like to do, how they will evaluate the change, and a revised project budget detailing any costs related to this change.

Grantees may move small amounts of money (10% or less) from one category to another category of your original project budget. These changes do not constitute a change in the project, and does not require MACRO's authorization.

### 3.5 Project Expansion Requests

Grantees that have completed their original project ***prior to the end of the grant period*** and still have funds remaining, must either: 1) submit a ***Project Expansion Request*** along with a Progress Report, or 2) return the remaining funds to MACRO with a Final Report. An expansion request letter must contain the reasons for the additional work, how it will enhance the completed project, a detailed description of what they would like to do, how they will evaluate the expansion, and a budget detailing how the remaining funds will be spent. If MACRO approves the expansion, a reporting schedule for the expansion will be included in the approval letter. If MACRO does not

approve the expansion, grant recipients must file a Final Report within 45 days, and return the remaining grant funds to MACRO via a check made payable to the "Treasurer, State of Maryland."

#### 4. RECORD KEEPING AND ACCOUNTING REQUIREMENTS

Grant recipients must maintain full and accurate records of all financial transactions and accounts related to the grant-funded project, including invoices and receipts for expenses incurred with grant funds., Grantees must also maintain purchasing and procurement records that demonstrate compliance with their procurement policy. If grant funds are used to pay salaries, the grantee 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.

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.

##### 4.1 Management Reviews and Audits

MACRO may conduct audit reviews of grant recipients. By accepting MACRO grant funds, grantees agree to be subject to a review or audit of their grant funded project, if requested.

#### 5. REPORTING REQUIREMENTS

##### 5.1 Reporting Forms

Grantees are required to submit financial and narrative reports throughout their grant period. These reports must be submitted on the forms provided by MACRO. Electronic copies of these forms may be downloaded from MACRO's website [www.marylandmacro.org](http://www.marylandmacro.org) or by sending an email to MACRO's Grants Director at [alecia.parker@mdcourts.gov](mailto:alecia.parker@mdcourts.gov).

Grantees must submit two **Progress Reports**. The first will be due on October 29, 2010 and the second will be due on January 31, 2011. These reports ask grantees to submit a detailed account of expenses incurred using MACRO grant funds, as well as a brief narrative statement on the progress of the project. **Grantees are encouraged to submit these reports as early as they have the appropriate data ready for the report.** Grantees must submit a **Final Report** on their grant funded project, to MACRO no later than August 15, 2011 (45 days after the close of the grant period). This report includes both a detailed financial report, as well as several narrative questions asking grantees to report on the outcomes of their project.

All reports must be signed and certified by both the project 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 3.2, Grant Disbursements)

## 5.2 Interest on Grant Funds

Interest earned on MACRO grant funds should be reflected in the grantee's financial reports. While MACRO does not require grantees to keep grant funds in an interest bearing account, if it does so, the interest earned must be used in support of the grant funded project or returned to MACRO. In no instance should interest earned on grant funds be commingled with a grantee's general funds.

## 6. EVALUATION AND DATA COLLECTION

Grant recipients are required to conduct an evaluation of their grant funded project. For most grantees, this will be a self-assessment, using the narrative question contained in the grant reporting forms.

For grantees whose projects provide direct service (either to the public or to an internal audience), MACRO requires that evaluation data be collected over the course of the grant period and analyzed in order to assess the services provided. The data might include the number of trainees and forms on which the trainees evaluate the training, the number of people attending a conference and the forms on which the attendees evaluate the conference, the number of cases being screened for ADR, the number of cases being referred to mediation (or other ADR process), the number of cases settled in mediation (or other ADR process), the number of staff participating in the program, etc. Grantees in this category should include a summary table of the data they have collected, as well as a narrative statement discussing the conclusions of their analysis, in their Final Report.

### 6.1 MACRO Sponsored Evaluations

MACRO periodically conducts evaluations, at its own cost, of grant funded projects. These evaluations are not intended to be an evaluation of the grantee, but rather an attempt to capture the benefits of MACRO's grant program, and to assess the advancement of ADR within Maryland. By accepting a MACRO grant, grant recipients are agreeing to cooperate with MACRO sponsored evaluation projects.

## 7. ACKNOWLEDGMENT OF MACRO SUPPORT

Grantees must agree to include the following acknowledgment on all published materials, reports or products created as part of the grant funded project: "Produced with support from the Maryland Mediation and Conflict Resolution Office."

## 8. FUNDING AVAILABILITY

MACRO is committed to supporting conflict resolution programs and projects throughout Maryland, subject to funding availability. MACRO's grant funds are state general funds approved by the legislature as part of the Judiciary's budget to support conflict resolution in several areas. Availability of grant funding is dependent on the state budget process among other factors. MACRO reserves the right to withhold, reduce or cancel a grant award based on the availability of funding or for non-compliance with MACRO's Grant Guidelines.

## 9. SUBMITTING YOUR GRANT APPLICATION/REPORTING FORMS

Completed grant applications and reporting forms should be mailed to:

Grants Director  
Maryland Mediation and Conflict Resolution Office  
903 Commerce Road, Annapolis, MD 21401  
(410)260-3540; FAX: (410)260-3541  
[alecia.parker@mdcourts.gov](mailto:alecia.parker@mdcourts.gov)

All grant applications and forms must be signed by the agency Director or other authorized person.

## 10. FOR MORE INFORMATION: CONTACT MACRO'S STAFF

If you have any questions about MACRO's grant process or would like to inquire about the appropriateness of MACRO funding for your project, please feel free to contact the MACRO staff members listed below at (410)260-3540.

### Staff

Rachel Wohl, Executive Director

Lou Gieszl, Deputy Executive Director

Ramona Buck, Public Policy Director

Cheryl Jamison, Quality Assistance Director

Julie Linkins, Court ADR Resources Director

Nick White, ADR Programs Evaluation Director

Alecia Parker, Budget and Grants Director

### Project Areas

If you would like help brainstorming about your project or would like MACRO to collaboratively participate in designing your project/program

Community Mediation  
Schools  
Criminal and Juvenile Justice

Government/Public Policy  
Mediator Quality Assurance

Maryland Program for Mediator Excellence  
Conferences/Events

Courts  
Family Service

Program Evaluation  
Research

Small Grants  
Questions about the grant application process  
or reporting requirements