**Administrative Office of the Courts**

**Mediation and Conflict Resolution Office (MACRO)**

**187 Harry S. Truman Pkwy., Annapolis, MD 21401**

NOFA#: N21-0007-25G

**Fiscal Year 2021 Community Mediation Performance Grant**

**Grant Application Cover Sheet**

**Applicant Organization Name**:

**Office/Department/Unit (if applicable):**

**Program Name (if different):**

**Address**:

**City**: **State**: **ZIP**:

**Federal Employee Identification Number (FEIN)**: **DUNS:** N/A

**Estimated Performance Award: $** **Funds Raised:** $

|  |  |  |  |
| --- | --- | --- | --- |
| **Applicant Organization Personnel** | **Name** | **Phone Number** | **Email** |
| Administrative Judge/ Organization Director: |  |  |  |
| Court Administrator/  Administrative Clerk: |  |  |  |
| Project Manager: |  |  |  |
| Project Finance Manager: |  |  |  |

|  |  |
| --- | --- |
| **Authorizing Signatures**  *By signing below, the applicant agrees to abide by all terms of the Maryland Judiciary’s General Grant Conditions as well as the terms of the FY2021 Special Conditions for Community Mediation Performance Grants.* | |
| **Director/Administrative Authority:** | **Financial Authority:** |
|  |  |
| *Signature* | *Signature* |
|  |  |
| *Printed Name* | *Printed Name* |

*Title Date Title Date*

**Please compile your application into one PDF document and submit it to:** [MACROgrants@mdcourts.gov](mailto:MACROgrants@mdcourts.gov) **by Monday, March 9, 2020**

**Application Checklist**

**Please be sure that your application contains everything on this list, and that you have arranged your materials in the following order:**

1. Application Cover Sheet
2. Part I: Narrative Application
   * + Program Summary
     + Demographics Report
     + Section A: Community Interconnections
     + Section B: Quality Program Services
     + Section C: Operational Capacity
3. Part II: Performance Data\*
4. Part III: Financial Documents
5. Part IV: Supplemental Attachments

\*Not required for start-up applications, unless responses are available.

**NOTICE**

**Please be sure to read the Judiciary’s General Grant Conditions and MACRO’s Special Conditions for Community Mediation Performance Grants before completing and submitting this application.**

<http://mdcourts.gov/procurement/grants/macro/index.html>

***Part I: Narrative Section***

**Summary of the Grant**: >Insert name of Applicant Organization< will provide community mediation and conflict resolution services to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (service area) according to the Ten Point Model of Community Mediation.

**Part I is divided into three sections – Community Interconnections, Quality Program Services, and Organizational Capacity. Please read the precursor for each section and then respond to the questions provided.**

**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. Encourage early use of mediation to prevent violence or to reduce the need for court intervention, as well as 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.

**Community Mediation Demographics**

Community Mediation centers are required to track and report on the demographics of their mediators, clients, staff, and board members. In addition, centers are required to compare the collected data to the most current census or American Community Survey (ACS) data available for their service area. These data can be found at: [www.factfinder.census.gov](http://www.factfinder.census.gov).

All Centers must use the Excel version of the Demographic Data Report provided by MACRO. Centers that use MADtrac to collect demographic data, will need to run the ‘MACRO Demographics by County’ report and then use it to complete the report. Once completed, please create a PDF of your demographic report and insert it in the space noted below.

**Instructions:** When you convert your application to PDF, insert your demographics table immediately following this page. [Do not insert it as an image.]

**Section A: Community Interconnections**

**Section Overview:** To be a successful community mediation program, centers must be strongly tied to the community they serve. Each of the Points listed below are all integral to building and maintaining strong interconnections to the community. They are not listed in numerical order intentionally. No one point is more important than the others. They are also interdependent on each other. In this part of the application, centers are asked to think and respond holistically about their work toward integrating mediation into the community and integrating the community into the center.

***Point 7. Educate community members about mediation and conflict resolution.***

*Direct grassroots outreach to individuals is an important part of building a connection with the community you serve. Each interaction with a person exposes them to the idea that they can create their own solutions by participating in mediation; they can help others to resolve conflicts by becoming a mediator; they can be a bridge for others to reach mediation by becoming a referral source; they can be a community leader by serving on the center’s board; they can help support this work by making a donation; etc. Outreach also serves as an opportunity to educate the community about using conflict resolution skills that encourage collaboration and dialogue even when conflicts don’t end up in mediation.*

***Point 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.***

*A center reflects the community it serves by mirroring the diversity of the community in the diversity of the center’s staff and volunteers. This approach creates stronger community support, a sense of ownership with the community at large and with the individuals who go through the mediation process. Additionally, having mediators who represent a range of experiences and perspectives ensures that these perspectives are included in training discussions, policy development, and program growth.*

***Point 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.***

*People in conflict can be found in all segments of society. Strong community mediation centers meet the needs of their whole community by providing service to all segments of the community’s population.*

**Point 3.** **Hold mediations in neighborhoods/communities where disputes occur.**

*Site location can be a critical element in how a center is perceived by the community it serves. The location of the mediation sends a message to participants and potential participants that a center’s services are part of the community. Mediation sites should be located in areas that are visible, easily accessible, perceived by participants* *as neutral, and reflect a sense of empowerment. In addition, centers should have a sufficient number of sites to ensure proximity to all residents in the service area for the sake of convenience and to reinforce a sense of connection and accessibility.*

**Point 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.**

*Since people involved in a conflict may seek help from any number of organizations or agencies, it is important that centers have relationships with a diverse set of referral sources. By increasing the number and types of referral sources, centers will increase the use of mediation and reinforce the message that community mediation is connected to all parts of the community.*

**Point 9(a). 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.**

*Strong community mediation centers are those that have the solid support of the communities they serve. Active participation of community members in operating and governing decisions of the center is essential.*

**Section A Questions:**

***Outreach and Education about mediation and conflict resolution.***

1. Describe the grassroots outreach to the general public your center has done in the past year. Include the kinds of activities you did, the types of audiences you targeted (and reached), as well as geographic areas where these activities occurred.

[You can use a table]

1. Describe the conflict resolution education activities your center has done for the general public in the past year.
2. Estimate the total number of people your center reached in the past year through outreach and education to the general public? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [do not include intakes]. Within that:

* How many did you reach through social media? \_\_\_\_\_\_\_\_\_\_\_\_
* How many did you reach through face to face activities? \_\_\_\_\_\_\_\_\_
* How many did you reach through print or other media? \_\_\_\_\_\_\_\_\_\_

***Demographic Alignment with the Community***

1. Using your demographic data chart, identify and discuss where the demographics of your ***mediators*** align with that of the community your center serves, as well as the areas where there is imbalance. [Please be sure to write about any imbalances that are equal to or greater than a 10% difference.]
2. Using your demographic data chart, identify and discuss where the demographics of your ***clients*** align with that of the community your center serves, as well as the areas where there is imbalance. [Please be sure to write about any imbalances that are equal to or greater than a 10% difference.]
3. Describe the outreach or other activities your center plans to do in the coming year to address any imbalances identified above for your mediators and clients served.
4. Does your center consider any other demographic categories or characteristics, not included in the chart above, when recruiting potential mediators or participants? If so, describe what characteristics you look for and why.
5. When scheduling mediations, what actions does your center take to try to match the demographics of the mediators to those of the participants?

***Partnering with Site Locations***

1. How many mediation sites does your center have? \_\_\_\_\_\_\_\_
2. How many sites does your center have available during the evenings? \_\_\_\_\_\_\_\_, Saturdays?\_\_\_\_\_\_\_ Sundays? \_\_\_\_\_\_\_\_\_\_
3. How many have you used in the past year? \_\_\_\_\_\_\_\_\_
4. How does your center make sure that the staff and community at your mediation sites are aware of and understand the services that your center offers?

***Referral Partnerships***

1. Describe one or two referral partnerships where your center has been particularly successful in the past year? What actions have made this partnership successful?
2. Describe any challenges your center has experienced in the past year regarding referral partnerships. What actions has the center taken to overcome those challenges?
3. ***Did 50% or more of your referrals OR mediation sessions come from one source or category?*** *Yes\_\_\_\_\_\_ No\_\_\_\_\_\_\_*

*If yes, please provide a written explanation detailing 1) how the center is meeting the needs of the whole community, while getting so many cases from the single source - such as reporting on the history of your other referral sources over the past three years; 2) what you are doing to ensure that the major referral source is not exerting undue influence on the center’s mediation practice; and 3) what your plans are to increase and diversify referral sources over the next year.*

***Community and Board Leadership***

1. How does the center’s board/advisory board reflect the diversity of the community served? Please discuss the composition of your board, including demographics, occupations, geographic regions of the area your center serves, and other factors that demonstrate how the community is involved in governing your center.
2. If the center had a vacancy on the board in the past year, or has one currently, how did you go about filling the position, or plan to fill it? How does the board consider the importance of reflecting the diversity of the community when recruiting new board members?
3. Does your center have additional opportunities for the community to be involved in operating and governing your center other than serving on the board (such as committees, volunteer staff positions, etc.)? If so, what are they, and how are people recruited for those opportunities?

**Goals: Community Interconnections**

Reflecting on what you have written above, please state your center’s top two goals for the coming year with regard to building and maintaining strong interconnections with the community it serves? Describe how you plan to achieve these goals.

*[Note: Goals are intended to be cross-cutting and touch on multiple Points in the 10-Point Model.]*

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| **Goal #1:** |
| Activities Planned to Achieve This Goal? |

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| **Goal #2:** |
| Activities Planned to Achieve This Goal? |

**Section B: Quality Program Services**

**Overview:** The success and strength of a community mediation center depends not only on strong community interconnections, but also on the provision of high quality services. Centers need to have highly skilled mediators, facilitators and other ADR practitioners for the community served to receive a reliable, high quality service. A center also needs well-trained staff who can provide good customer service, conduct thorough intakes, and communicate effectively with volunteers, referral partners, funders, and others. In addition, it is important for center staff and board members to reflect on performance and continuously measure whether the center is successfully meeting the needs of the entire community it serves.

MACRO sees the following Points as integral to providing high quality community mediation services in Maryland. Each Point is reliant on the others, as well as on the Points discussed above. Once again, they are intentionally not listed in numerical order. Please consider and respond holistically in detail about the work your center is doing to provide high quality conflict resolution services.

**Point 8. Maintain high quality mediators by providing intensive, skills-based training, apprenticeships, continuing education and ongoing evaluation of volunteer mediators.**

*Centers can and should encourage all mediators to continuously stretch and improve their mediation skills. Centers should screen potential volunteers before offering mediation training in exchange for a volunteer service commitment. Centers should ensure that all mediators have had a minimum of 40 hours of basic mediation skills training. An apprenticeship process should be in place, and each mediator should be evaluated periodically. Continuing education of at least 5 hours per year should also be given at no cost to mediators.*

**Point 2. Provide mediation and conflict resolution services at no cost,** **or on a sliding scale.**

*High quality community mediation and conflict resolution services should be accessible to anyone who needs them regardless of ability to pay.*

**Point 4. Schedule mediations at a time and place convenient to the participants.**

*Community mediation services should be available for as broad a range of times as is possible* *to ensure accessibility for participants.*

**Point 5. Encourage early use of mediation to prevent violence or to reduce the need for court intervention, as well as provide mediation at any stage in a dispute.**

*Conflicts evolve and change along with the people who experience them. Some escalate very rapidly, some simmer for a long time, and still others seemingly move up and down the escalation ladder multiple times. Providing quality conflict resolution services to people experiencing conflict at any of these, or other stages of conflict, requires centers to apply skill and nuance to all areas of its work. Whether engaging the public through outreach, developing and maintaining referral partnerships, conducting intake, or working to maintain a roster of highly skilled mediators, centers must be able to both communicate and demonstrate the ability to meet people where they are.*

**Section B Questions:**

***Practitioner Education and Quality Assurance***

*If your center provides more than one conflict resolution service, please respond separately to the following questions for each type of service offered. (i.e. Mediation, Large Group Facilitation, Conflict Coaching, Restorative Circle Processes, etc.)*

1. What processes and activities does your center use to recruit, screen, and retain volunteer mediators/practitioners?
2. What continuing education requirements does your center have for its practitioners, and how does your center monitor compliance with meeting those requirements?
3. Please list the specific trainings you provided (or made available) to your practitioners in the past year to help ensure they have the requisite skills to handle cases at different stages and levels of conflict. How many participated in each?
4. How does your center prepare its mediators to be able to mediate disputes effectively with people experiencing different levels of conflict? (Such as conflict prevention cases where parties may have trouble identifying issues, long entrenched cases where emotions run deep, and parties keep discovering new issues, primarily monetary cases where parties may not be looking for ongoing relationship after the mediation, and other conflicts in between.)
5. What has your center done in the past year to evaluate its mediators/practitioners?

***Performance Feedback and Program Improvement***

1. What opportunities does your center provide for ***participants to give feedback*** on the quality of services they received? How does your center use the feedback it receives?
2. What opportunities does your center provide for ***mediators/practitioners to give feedback*** to each other on the quality of services provided? How does your center use this feedback in monitoring the quality of its services?
3. Does your center accept (or plan to accept) mediators who practice in different frameworks? \_\_

If no, skip to next question. If yes, please respond to following questions:

1. Identify what frameworks are accepted by your center: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Describe the process your center uses to assign co-mediators to a case.
3. Describe how your center reviews and evaluates the quality of its mediators from each framework, as well as who conducts these reviews/evaluations. What knowledge and experience do your reviewers have with the framework they are responsible for reviewing/evaluating?

***Providing Accessible Services to All***

1. Please indicate whether your service(s) are provided at no cost to participants or provided on a sliding scale fee structure. \_\_\_\_\_\_\_\_\_\_
2. If you charge for any services, please state what those services are, the amount you charge (or scale of fees charged), and how you ensure services can be accessed by anyone, regardless of ability to pay.
3. What days of the week and hours of the day does your center normally provide mediations or other conflict resolution services?
4. What does your center do when it receives requests for services outside those days/hours?

***Meeting People Where They Are in Conflict***

1. Describe an example from the past year where your center has effectively communicated to the general public or referral partners, its ability to provide high quality mediation and conflict resolution services to people at any stage of dispute. How did you make the case to this audience, and what was the result?
2. Please describe how your center communicates and demonstrates the ability to help people at any stage of conflict when conducting intake conversations.

**Goals: Quality Program Services**

Reflecting on what you have written above, please state your center’s top two goals for the coming year regarding the provision of high quality services to the community it serves? Describe how you plan to achieve these goals.

*[Note: Goals are intended to be cross-cutting and touch on multiple Points in the 10-Point Model.]*

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| **Goal #3:** |
| Activities Planned to Achieve This Goal? |

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| **Goal #4:** |
| Activities Planned to Achieve This Goal? |

**Section C: Organizational Capacity**

**Overview:** Equally important to running a strong community mediation center is the ability to build and maintain a solid operational base that includes qualified staff, a board of directors that responsibly manages the center, established operating policies and practices, a physical location, and adequate financial resources to be able to provide continuous services to the public. For this section, please provide the information requested in addition to responding to the questions outlined below.

**Section C Questions**

1. **Staff:**

Please attach a list of all current staff, including names, number of FT/PT/AmeriCorps, length in position, and position titles.

1. **Practitioners:**

How many active mediators does your center currently have (not including apprentice mediators)?

\_\_\_\_ Staff mediators + \_\_\_\_\_ AmeriCorps mediators + \_\_\_\_\_ Volunteer mediators =

**\_\_\_\_\_ Total Mediators**

How many apprentice mediators does your center currently have? \_\_\_\_\_\_\_

How many are likely to complete their apprenticeship in the next six months? \_\_\_\_\_\_\_\_

How many performance-based certified mediators does your center currently have? \_\_\_\_\_

Of those, how many are staff? \_\_\_\_ How many are volunteers? \_\_\_\_\_

Does your center offer staff/volunteers any incentive to complete performance-based certification? \_\_\_\_\_\_\_ If so, what?

1. **Board Members:**

Please attach a list of all current board members (or advisory board members where appropriate) including names, terms, officer positions, and affiliations.

How often does the board meet? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **Staff/Board/Volunteer Relationships:**

Please attach the collaborative policy that your center uses to handle conflicts within your center’s staff, board members and volunteers.

What does the center do to foster positive relationships and a sense of community among volunteers, staff and Board?

1. **Fundraising:**

What is your fundraising goal for next year? $\_\_\_\_\_\_\_\_

*[Note: Your fundraising goal should include all sources of funds you hope to receive or earn, other than Judiciary grants.]*

How do you plan to achieve this goal?

Do all members of the board currently contribute financially to your center?

Is this a requirement, or is it voluntary?

**Goals: Organizational Capacity**

Please state your center’s top two goals for the coming year with regard to maintaining or increasing its organizational capacity. How do you plan to achieve these goals?

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| **Goal #5:** |
| Activities Planned to Achieve This Goal? |

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| **Goal #6:** |
| Activities Planned to Achieve This Goal? |

***Part II: Performance Data***

Please include copies of the following performance reports in your application:

1. **MACRO Summary Report** for January 1, 2019 to December 31, 2019 (from MADtrac)
2. **MACRO Detailed Log Report** for January 1, 2019 and December 31, 2019 (from MADtrac)
3. A table(s) summarizing any other conflict resolution services provided between January 1, 2019 and December 31, 2019 and not captured by MADtrac.

**DEFINITIONS**

Only intakes and sessions that meet the following definitions will be counted in a center’s performance score.

* **Intake** – **An intake contact is:** Each person in a conflict with which your center has a conversation, with the specific intent of bringing the person into a mediation or conflict resolution session. \*Day-of-Trial sessions from either the District or Circuit Courts do not have intakes. Letters and general calls for information do not count as intakes.
* **Mediation or Conflict Resolution Session** – A mediation or conflict resolution session is defined as a face-to-face gathering of individuals involved in a specific conflict, who meet with one or more neutrals to address their conflict. Sessions may only be counted if participants appear and the session begins. \*Mediations conducted by phone/computer may not be counted, except in extraordinary circumstances. Contact MACRO if your center has conducted sessions via electronic means.

**Note: Large Group Facilitations – The same definitions above apply to these types of cases. The purpose of the gathering must be to address a specific conflict. Each gathering of the group counts as one session. Breakout discussion groups during a Facilitation do not count as separate sessions.**

***Part III: Financial Documents***

**Fundraising Summary Sheet**

**Total Funds Raised Between January 1, 2019 and December 31, 2019: $\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**(Do not include funds from MACRO or other Judiciary sources.)**

All centers are required to meet the fundraising requirements as described in the FY2021 Special Conditions for Community Mediation Performance-based Grants. **Only funds raised for the purpose of operating your center according to the 10-Point Model of Community Mediation count toward the fundraising requirement.** Please provide a detailed list below of all funds raised by your center to support its community mediation activities during the period of January 1, 2019 to December 31, 2019.

Centers that operate as part of a local government, educational institution, or a larger nonprofit parent organization, may include funds contributed by the agency, institution, or parent organization to their internal centers in lieu of raising outside funds. However, those funds must have contributed to expenses that are directly related to providing community mediation services according to the 10-Point Model. In-kind contributions may be listed, but cannot be counted toward the fundraising requirement.

***Exclusions: Funds received from other Maryland Judiciary sources cannot be counted toward a center’s match, and should not be listed below.***

**Sources (please list):** **Amount: Date Received:**

[Note: this list should match the total listed above.]

**Financial and Budget Statements**

Please attach a copy of the following financial documents:

* **FY2020 Financial Statement for the period of July 1, 2019 to date**.

While MACRO’s funding under this model is performance-based, it does consider the financial health and operational capacity of each center during its grant review process. Please submit a copy of your center’s current year financial statement to date. **This report should include *all income and expenses for this period*, not just MACRO funds.**

* **FY2021 Proposed Budget**. You must use the MACRO Proposed Budget form, and complete both the Budget Application and the Budget Narrative tabs. List the funds you are requesting from MACRO under the Requested Amount column. Show expenses using other funds under the appropriate column. **The form should show your entire projected organizational budget.**

***Part V: Supplemental Attachments***

* Letters of support from partner organizations and courts

**(You must have a minimum of 3 letters. Preferably one should be from a judge.)**

* A copy of your most recent audit report, if conducted.
* Optional: If possible, please include a selection of press articles that were written about your center.

**Please compile your entire application into one PDF document and submit it to** [**MACROgrants@mdcourts.gov**](mailto:MACROgrants@mdcourts.gov) **by March 9, 2020.**

**If you need to send a PDF file that is larger than 8MB, we suggest that you upload your file into Google Docs or a similar program and then “share” your file with the address above.**