

UNIVERSITY OF MASSACHUSETTS BOSTON

GRANT APPLICATION REQUEST (GAR)
For Pre-Qualified Community Mediation Centers

**Massachusetts Community Mediation Center
Grant Program**

Fiscal Years 2025-2027
Grant Guidelines

June 1, 2024



SUBMITTED BY

MASSACHUSETTS OFFICE OF PUBLIC COLLABORATION
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Introduction

The Massachusetts Office of Public Collaboration (MOPC) of the University of Massachusetts Boston is the statutory state office of dispute resolution and administrator of the state-sponsored Community Mediation Center Grant Program (CMC Grant Program) under G. L. Ch. 75, Sections 46 and 47. The mission of the office is to facilitate and build capacity for dispute resolution within the Commonwealth by serving as a neutral forum and state-level resource for public agencies and courts to access skilled mediation, facilitation, program design, administration, evaluation, training, and procure qualified mediators and collaborative practitioners for service on public contracts.

The CMC Grant Program provides operational and program funding to community mediation centers to broaden access to dispute resolution for all Massachusetts residents by promoting community mediation as an affordable public service. A community mediation center is defined as “a community-based program of a private nonprofit or public agency organized for the resolution of disputes or for a public service, charitable or educational purpose, that provides direct access to free or low-cost mediation services at any stage of a conflict through trained community volunteers and involves community members in the governance of the center.” (G.L. Ch. 75, Section 47)

The CMC Grant Program provides a sustainable funding framework that enables public and private investment in community mediation infrastructure and programming. The Grant Program’s eligibility criteria and performance-based grant distribution system are aimed at achieving incentivized growth and diversification of funding. MOPC annually evaluates the overall performance of the program with grantee centers and files an annual program report to the Legislature, Governor, and Trial Court to demonstrate impact and return on investment.

MOPC awards state funding to qualified community mediation centers under a Grant Application Request (GAR). All grant awards are distributed under annual state contracts in periodic installments tied to the submission of data reports from grantees. The grant-making process takes place on a three-year basis, and the resulting grant awards are distributed through three one-year state contracts *subject to the availability of funding* for the CMC Grant Program provided through annual state budget appropriations. Grants are awarded through an open and competitive GAR process. Administration of the CMC Grant Program by MOPC complies with state and university policies and procedures. MOPC reserves the right to adjust the grant guidelines in future to better serve the CMC Grant Program and the Commonwealth.

For the FY 2025-2027 GAR, funding is available for pre-qualified community mediation centers¹ in Massachusetts. The total annual state funding available for grant awards is estimated to range between \$2,000,000-\$2,500,000 depending on the final fiscal year state budgets. This funding is projected to cover center operational grants for up to twelve (12) pre-qualified centers, and four (4) types of optional program grant awards for up to (12) pre-qualified centers. **Grants awarded through this multi-year procurement are contingent upon continued availability of state funding from the Legislature.**

Note: Applicants must read all guidelines and instructions to properly complete grant application forms and ensure compliance with grant requirements outlined below before signing their application(s).

¹ Pre-qualified centers are those centers who were initially qualified to receive state operating grants through this Grant Program in FY 2013 and have continued to receive Grant Program funding annually through FY 2024.

I. Grant Application Request Process

1.1 Application Delivery

To be considered for this Grant Application Request (GAR) process, center applicants must submit *one (1) electronic copy of **each** Grant Application Form as a **separate** single PDF document* for each grant category. The electronic submission(s) must be emailed **no later than 5:00 PM on Monday, July 15, 2024**, to **CMCGrantProgram@umb.edu** with “MOPC GAR” in the subject line. For confirmation purposes, applicants should list the specific grant categories they are applying for in their cover email with applications forms attached as separate documents.

1.2 Applicant Questions and Briefing

Grant application-related questions must be emailed to MOPC at **CMCGrantProgram@umb.edu** by **9:00 AM on Friday, June 14, 2024**. Emails should contain the words “MOPC GAR Question” in the subject line. Questions will not be accepted via telephone. Following submission of written email questions, MOPC will hold a **virtual briefing on Friday, June 14, 2024, at 9:30 AM-11:30 PM** to answer pre-submitted questions from prospective grant applicants and questions that may be asked during the briefing. To participate in the briefing, applicants must use the following Zoom link:

Join Zoom Meeting
<https://umassboston.zoom.us/j/93078716602>
Meeting ID: 930 7871 6602
Passcode: 428103

Participation in the briefing is **required** to ensure that all applicants receive additional information at the same time. Failure to participate in the briefing will result in rejection of the applicant’s submission.

1.3. Application Forms and Instructions

Applicants must apply by using the designated GAR Grant Application Forms provided by MOPC. Instructions for completing the grant application forms are provided below under each grant category.

1.4 Grant Application Review

Grant applications are reviewed by MOPC upon submission, beginning with a screening to ensure that the application submission is complete. Complete grant applications then follow a two-phase review process. First, center operating grant applications are reviewed by a Grant Review Committee (GRC) consisting of a MOPC staff member and senior practitioners and former program administrators from the mediation field with community mediation knowledge and experience. The GRC reviews eligibility criteria for operating grant awards and MOPC directors review criteria for program grants.

During this first phase of the grant review process, reviewers reserve the right to conduct due diligence to confirm the status and standing of any grant applicant, the right to consult with MOPC program staff who have worked with the applicant, and the right to contact and/or meet with grant applicants individually as necessary to collect supplemental information and verify applicant capacity to carry out center operating grant and program grant responsibilities. For this purpose, MOPC pre-schedules mid-review meetings on Zoom with applicants to address any questions related to the grant application, center operations, and CMC grant program issues. Applicants select several potential dates in their operating grant applications and are notified of their meeting time slot after all grant applications have been received. Once the GRC and MOPC director reviews are complete, applicants are notified of the need for the meeting and the topics to be covered. During these meetings, applicants answer questions, provide clarifications, and submit documentation and written information as requested.

For the second phase of the grant application review process, MOPC's Executive Director considers all applicant submissions, including information from any follow up contact, recommendations from the Grant Review Committee on operating grants, recommendations from MOPC directors with input as requested from MOPC program managers, and makes the final grant award decisions, including recipients and funding levels of the awards subject to availability of state funding.

1.5 Grant Renewal Review

The grant award renewal process takes place at the end of the first and second grant years when CMC Grant Program award renewal decisions and funding levels for the second- and third-year contracts are made. Renewal determinations by MOPC are based on review of data/program reports, interim updates on goals, budgets and staffing, information on changed circumstances submitted by grantees, input from MOPC program managers to confirm grant compliance, and grantee meetings as needed.

If the amount of available CMC Grant Program state funding for the second and third years remains the same, the grant awards continue at the same level as the first year. If the amount of available state funding increases or decreases for the second and third grant years, the grant awards will be adjusted proportionately. *MOPC reserves the right in its discretion to adjust the second- and third-year grant award funding levels based on other factors, such as the number of centers accepting renewal awards, grantee continued compliance with grant requirements, and changes in center circumstances.*

Applicants who were denied or declined a year one program grant award are eligible to request **reconsideration** of their applications with the submission of additional information during the year two and year three grant renewal processes based on the same grant guidelines as in year one. Funding for such reconsideration awards will not impact awards to other grantees.

1.6 Grant Award Notifications and Agreement Letters

Upon completion of grant application review for the first year and grant renewal reviews for the second and third years, all applicants receive a notice from MOPC informing them of the outcome. Those awarded funding receive a grant award agreement letter notifying them of their grant amount for the coming fiscal year. To accept the award, the center director or other authorized agent of the center grantee must sign the agreement letter committing to comply with the grant requirements and any award conditions and return a signed scanned copy of the letter to MOPC.

1.7 Grant Contracts and Distribution of Grant Funds

Upon receipt of signed grant agreement letters for awards in the first year and for renewals for the second and third years, the University of Massachusetts Boston will generate contracts on the [Standard State Contract Form and related contract documents](#) for execution by grantees. To comply with university rules, center operating grant awards and program grant awards will be distributed to grantees in four equal installments of 25% tied to the submission of quarterly reports due to MOPC on October 15; January 15; April 15; and July 15 of each fiscal year. Payments will be generated to grantees within 45 days after report submission. *MOPC reserves the right to adjust grant distributions as needed due to extraordinary circumstances impacting the state budget and/or MOPC and University operations.*

II. Grant Categories, Requirements, Application Instructions

A. Center Operating Grant

A.1 Center Operating Grant – Eligibility and Funding

A.1.1 Baseline Grant Award

The center operating grant awarded under the CMC Grant Program supports non-profit 501(c)(3) and public agency-based community mediation centers operating in the Commonwealth. To be eligible for baseline operational funding under the CMC Grant Program, pre-qualified center applicants must show that they continue to meet the statutory definition of a community mediation center and continue to adhere to the CMC Grant Program Twelve-Point Model criteria in their operations (see [Appendix I](#)).

Center applicants must submit a data report or complete a brief narrative update for each point of the Twelve-Point Model using the template provided in the grant application. The GRC will review this section to confirm adherence. If more information is needed, the applicant will be required to participate in a grant review meeting with MOPC and a GRC representative and may be required to submit additional information. If a lack of adherence is found, MOPC will draw up a performance plan with the center applicant to address the issue in the upcoming grant year. If the lack of adherence continues, it may result in the withdrawal of grant funding.

Subject to funding, the baseline grant award is estimated to range between \$36,000-\$42,000 per center per grant year based on the projected CMC Grant Program budget and the projected number of grantees (up to 12 pre-qualified centers). MOPC may adjust this range if the number of eligible applicants is less than projected to enable allocation of all available funding. Baseline grants are awarded in equal amounts.

A.1.2 Technical Assistance Award

Subject to funding, center applicants eligible to receive baseline funding will also receive a \$10,000 per center per grant year technical assistance award toward center staff time and expenses required for training in and implementation of the new community mediation Resolution Activity Manager (RAM) database system to replace the CMC Grant Program's current MADtrac case management database.

A.1.3 Performance-Based Grant Awards

For center applicants eligible for baseline operating awards, the CMC Grant Program provides the opportunity for two additional operating awards based on performance criteria. Funding for performance grant awards has been budgeted at approximately one-third for Criteria A and two-thirds for Criteria B to emphasize self-determined performance goals set by the centers.

Performance Criteria A: Caseload: Criteria A performance relates to the caseload being handled by the center. There are six Criteria A performance levels. An applicant's performance level is determined by three factors: new cases opened, closed cases mediated, and mediation sessions beyond the first session on closed mediated cases during the past performance period (July 1 to June 30) based on MADtrac data reports (see [Appendix II](#)). Criteria A awards are determined *proportionally based on the grantee's percentage of the overall number of points awarded across all grantees* for caseload activity. Subject to funding, Criteria A awards are estimated to range between \$5,000-\$15,000 per center per grant year.

Performance Criteria B: SMART Goals: Criteria B performance relates to the level of the center's achievement of four SMART Goals related to the Twelve-Point Model that the center sets for itself in the prior grant cycle as a measure of its effectiveness as a community mediation center (see [Appendix I](#)).

There are six Criteria B performance levels. An applicant's performance level is determined initially through self-assessment of the efforts the center has undertaken, and the results achieved through its four SMART Goals. Applicants rate the extent of progress on SMART Goals using a scale of 0 to 5, with 0 indicating no progress and 5 indicating that the goal has been fully achieved (see [Appendix III](#)).

Center applicants must provide *specific details* in their grant application narratives (*and documentation upon request*) to demonstrate the amount of progress they are reporting and justify their self-ratings. The four self-ratings are reviewed for suitability by the Grant Review Committee (GRC) and confirmed or adjusted. The same scoring rubric and worksheet are used by both applicants and GRC members (see [Appendix IV](#)). The ratings are totaled to determine performance level with the lowest SMART Goal rating omitted from the overall point score. Criteria B awards are determined *proportionally based on the grantee's percentage of the overall number of points awarded across all grantees* for progress on SMART Goals. Subject to funding, Criteria B awards are estimated to range between \$15,000-\$30,000 per center per grant year.

MOPC reserves the right to reduce a grant award or to not fund an applicant based on the lack of or insufficiency of information provided.

For purposes of setting performance criteria for the next grant cycle, applicants must commit in their grant applications to submit four new SMART Goals to MOPC by October 15 of the first grant year. SMART Goals are set for three years with yearly benchmarks that can be adjusted annually at the time of grant renewal to accommodate circumstances on the ground. SMART Goals cannot be changed entirely unless the grantee has been impacted by an extraordinary situation and has obtained written permission from MOPC at the time of grant renewal to replace the goal with another one.

A.1.4 Required Match

The CMC Grant Program supports community mediation centers grantees that have diverse financial support, including community-based support. Center applicants must therefore pledge to raise funds as a cash match for any operating funding awarded. The cash match can come from grants, fund-raising, and fees received for mediation and training services and other sources including other MOPC contracts. In-kind contributions cannot be used toward the match. Specific match amounts are *a percentage of the center grantee's total center operating grant tied to its performance level under Criteria A*. The required match must be raised annually by April 15 or the end of each state fiscal year with MOPC permission.

A.2 Center Operating Grant – Requirements

A.2.1 Center Operating Grant Commitments

By accepting a CMC Grant Program center operating grant, grantees commit to:

- Comply with all CMC Grant Program policies, grant guidelines and contract requirements and work with the MOPC program manager as needed to support successful performance on the grant.
- Operate in a professional, fiscally responsible manner, and maintain good standing in their community.
- Use the MADtrac/RAM database and program evaluation tools provided by MOPC to enable efficient systematic collection of data for reporting and public accountability purposes.
- Support MOPC efforts to secure the CMC Grant Program annual state budget appropriation.
- Keep MOPC informed of program development and fundraising involving courts, and state and local government so MOPC can effectively advocate as intended by G.L. Ch. 75, Sections 46 and 47.
- Engage in open communication and good faith behavior with MOPC as program administrator and with other center grantees, be responsive to requests for information and assistance, and collaborate on CMC Grant Program development and implementation to the best of their ability.

A.2.2 Use of Center Operating Grant Funds

In recognition of the continuing challenge to grantees from shortages of paid staff, center operating grant funds are to be used by grantees *primarily to stabilize and increase staffing levels*.

By accepting a center operating grant and signing the CMC Grant Program contract, grantees agree to use the grant funds in compliance with the following:

- Center operating grant funds are intended solely to provide general support for grantees to operate as community mediation centers within the framework of Twelve-Point Model.
- Grantees may not use grant funds for activities outside of the Twelve-Point Model, such as conciliation and consumer advocacy, religious, political, or lobbying purposes.
- Grantees do not need to request permission from MOPC for budget modifications provided that the use of grant funds is for operating within the framework of the Twelve-Point Model.
- For each grant year, grantees must spend all state grant funds received before June 30 by the end of the state fiscal year and all funds received after June 30 by the end of the next fiscal year.
- When spending grant funds, grantees are required to follow their own written procurement policies for the purchase of goods and services and their own written personnel policies when funding staff positions with grant program funds. In the absence of written policies, grantees should follow [state procurement policies](#) and [state human resources policies](#).
- Grantees are expected to acknowledge state sponsorship in outreach, education, and fundraising by indicating they are working in cooperation with the Massachusetts Office of Public Collaboration.

A.2.3 Delivering Services through Volunteers

Grantees must adhere to guidelines for the delivery of services through volunteers. The CMC Grant Program considers a volunteer anyone who delivers a conflict resolution service without pay, including people who receive reimbursement for out-of-pocket expenses; people who receive subsidized training; people who are working outside their normal functions as a staff member without pay; and people who receive small stipends in recognition of expenses on a regular or annual basis or as a portion of the opportunity cost of the volunteer's time. As a supplement to delivering services through volunteers, grantees may pay practitioners for delivering advanced skilled services on an hourly or per case basis beyond an amount that would cover their reasonable expenses provided that this practice does not constitute the majority of the grantee's work and provided that for those assignments such practitioners are considered staff or consultants for purposes of MOPC data reporting.

A.2.4 Record Keeping

CMC Grant Program grantees must maintain full and accurate financial records of all expenses paid with grant funds. Grant funds may not be co-mingled with other types of grantee funding. Grantees must maintain purchasing and procurement records that demonstrate compliance with the center's 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 staff worked on grant-related activities. Grantees paying salaries out of more than one funding source must be sure salaries are accurately charged to the appropriate source to avoid any appearance of double payment.

A.2.5 Management Reviews and Audits

MOPC may conduct financial and programmatic reviews of grantees. If requested, grantees will cooperate and provide records for review by MOPC staff or representatives with identifying information about parties served redacted. Grantees must keep financial, procurement and payroll records relating to their MOPC grants on file for at least seven years after the grant period ends.

A.2.6 Financial and Performance Reports

As a prerequisite for payment of center operating award installments, grantees will be required to submit to MOPC electronic MADtrac/RAM data reports on a quarterly basis as follows:

- October 15 – covers data from July 1 through September 30
- January 15 – covers data from October 1 through December 31
- April 15 – covers data from January 1 through March 31
- July 15 – covers data from April 1 through June 30

In addition, grantees must provide MOPC with data for evaluation and reporting purposes through surveys and other methods as requested. Grantees may also be required to submit to MOPC periodic financial, narrative and performance reports and/or survey responses as needed by MOPC for program administration. Data of a sensitive nature involving human subjects will be collected only after a thorough review process completed by MOPC with the University's Institutional Review Board.

Grantees must submit **required match documentation** to MOPC by April 15 of each year and may provide supplementary information by June 30 or as otherwise directed by MOPC, if the match has not been met by April 15. Match documentation can include but is not limited to:

- grant award and donation letters (required when available)
- tables containing donations received (donor names optional) with dates/amounts received
- tables or ledgers showing amounts of income, gifts, and grants

All grantee reports, invoices, and match forms must be signed and certified by the center director or financial officer, one of whom must be the authorized signatory for the grantee. The financial officer should be someone who has responsibility for the center's finances (e.g., an accountant, bookkeeper, board treasurer or other board member).

A.2.7 Budget and Staffing Information

The CMC Grant Program provides grantees with general operating support to assist them with funding core staff and operations under the Twelve-Point Model. Grantees are required to submit annual budgets based on the accrual method of accounting that report on their completed fiscal year operational expenditures and their projected budget expenditures for the forthcoming fiscal year. Grantees must also report annually on the breakdown of staff positions and salaries to ensure adequate staffing and compensation levels to carry out responsibilities tied to CMC Grant Program awards. MOPC will not review applications for operating grants on a financial need basis, nor review/approve specific budget categories or amounts. *MOPC reserves the right to withhold or rescind distribution of grant payments for late or incomplete data reports and match documentation submissions.*

A.2.8 Information Technology and Equipment

Grantees are required to use the MADtrac/RAM databases provided by MOPC and own or have access to computers and related equipment that support the databases. Grantees are required to provide MOPC with data or access to data reports collected during past and current grant periods to enable MOPC to conduct monitoring, evaluation, research, and reporting for the CMC Grant Program.

Center grantees are required to have a ***MADtrac/RAM Lead***, which is a designated staff member trained in the database(s), responsible for administering the system(s) and capable of entering data, ensuring data entry by other appropriate users, generating reports, and managing the database(s) on a regular basis, identifying center training needs and participating in trouble-shooting and technical assistance as needed. Grantees are required to participate in database training and meetings with MOPC and are strongly encouraged to have all staff trained to use RAM after the roll out. Training and guidance will be provided to assist centers with this requirement and to support the transition of legacy data.

Grantees must maintain a working email account for communication purposes, own or have access to a document scanner to submit electronic invoices, data reports, match forms and other documents to MOPC. Grantees are required to own or have access to technology for participating in online/remote meetings and delivering remote/online services.

A.2.9 Unexpected Center Closure

Should a center 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 MOPC within 30 days. *MOPC reserves the right to request other documentation as necessary to ensure accountability.*

A.2.10 Non-Compliance

Failure to comply with grant requirements and commitments will disqualify center grantees from receiving current grant payments and/or future grants under the CMC Grant Program. Compliance issues during prior grant years will be considered in final award determinations for each grant cycle and if continuing may result in condition-based grant awards, no awards and/or disqualification of grantees from receiving future grants under the CMC Grant Program. *MOPC reserves the right to grant exceptions to grant requirements in extraordinary circumstances.*

A.3. Center Operating Grant – Application Instructions

To apply for a center operating grant, applicants must submit the required information by answering questions, filling out forms and attaching documents using the **GAR Grant Application FORM #1.**

FORM #1 Instructions for Part 1

Coversheet: To legally identify the applicant entity responsible for operating the community mediation center, applicants need to fill in all information requested accurately, including the organization's contact information and Federal Tax ID/Employer Identification Number (EIN).

Checklist: Use the checklist to ensure the application is complete and submit the checklist with the application form and attachments in the order in which they are listed.

Signature Page: By signing this page and submitting a grant application, the applicant agrees to all terms in the application statement and grant guidelines. Both the center director and a financial officer responsible for completing the grant financial reports must sign this page. A financial officer must be someone other than the director such as an accountant, bookkeeper, or board treasurer.

Signatory: If the signatory authority for the organization has changed since the last grant application, the applicant must submit written documentation of signatory authority as an attachment to the FY 2025-2027 grant application. Such documentation may be a form or minutes from a Board of Directors meeting or other document delegating signatory authority.

FORM #1 Instructions for Part 2: Center Continued Adherence to Twelve-Point Model

Center applicants need to provide an update of their continued adherence to the Twelve-Point Model of community mediation, which serves as the foundation for a baseline state operating grant award. Applicants complete this section by providing narratives where indicated on the application form and using a check box that references relevant data reports for the immediate past performance period. Applicants submit data using **four (4) MADtrac data reports for FY 2024 (July 1, 2023-June 30, 2024)**– center summary, demographics, case counts and case time by activity, which must be submitted with the application in 4 separate PDFs. *No other supporting documentation is required for this part of the grant application.*

FORM #1 Instructions for Part 3: Performance Award (Criteria A): Caseload

Performance Award Criteria A: A center applicant's performance level is determined by three indicators of caseload activity from the immediate past performance period (July 1 – June 30) as follows:

- i. New cases opened during reporting period – 1 point each
- ii. Closed cases mediated – 3 points each
- iii. Mediation sessions – 2 points for each additional full session in multi-session cases.

Data Submission: Data from the applicant's *FY 2024 MADtrac data reports* submitted separately in PDF format with the application will be used to make this determination. *No other supporting documentation* is required for this part of the application.

FORM #1 Instructions for Part 4: Performance Award (Criteria B): SMART Goals

SMART Goal Narratives: for each of their four SMART goals, center applicants will need to:

- Copy the 2-year FY 2023-2024 SMART goal as it appeared in the final submission to MOPC and specify which point of the Twelve-Point Model it relates to.
- Provide narrative answers to the specific questions in the application form.
- Assess and rate the extent of progress towards achieving the SMART Goal (on a scale of 0 to 5) and describe why these ratings were selected. (See [Appendix III](#) and [Appendix IV](#)).
- Confirm center's commitment to submit four 3-year SMART Goals for FY 2025-2027 by October 15.

Required Details: In the Part 4 narratives, applicants will need to provide details on SMART Goal progress and achievements using no more than two pages for each of their four goals (8 pages in total). The more details that are provided to support the narrative responses, the better the Grant Review Committee (GRC) will be able to consider the appropriateness of applicant self-ratings under the rating protocol. There is *no need to attach documentation to verify SMART goal progress* with the application, but applicants should have documentation available if requested by the GRC (i.e., reports, curriculum, flyers, award letters, MOUs).

FORM #1 Instructions for Part 5: Center Operating Grant Match

Match Pledge Sheet: As part of the operating grant application, applicants must sign a pledge that they will raise a cash match to the total combined baseline and performance operating awards at the relevant percentage tied to their Criteria A performance level (see [Appendix II](#)).

FORM #1 Instructions for Part 6: Budget and Staffing Summary Sheets

Financial Information: Applicants must submit financial information using the budget sheets provided in the grant application. Budgets are to be submitted based on the fiscal year of July 1 through June 30, using the accrual accounting method.

Actual Year-End Budget: Use the Actual columns on the budget sheet provided within the grant application (or Excel spreadsheet replica) to submit the center applicant's actual income and expenses for FY 2024, including an itemized list of staff salaries. In-kind contributions, other than those human resources already accounted for in MADtrac, can be listed on this form, but must be identified as such (e.g., rent, phone line etc.)

Projected Next-Year Budget: Use the Projected columns on the budget sheet provided within the grant application (or Excel spreadsheet replica) to submit the center applicant's projected operating budget for the coming fiscal year FY 2025. Identify all projected income sources, as well as expenses. Expected in-kind contributions can be included in the budget but must be identified as such.

Staffing Summary Sheet: Use the staffing summary sheet provided in the grant application to submit information on current and projected center applicant staff for the coming fiscal year of FY 2025, including hours, salary/compensation, responsibility areas, and funding sources. Also use this form to confirm the staff member designated as the center's *required MADtrac/RAM lead*.

FORM #1 Instructions for Part 7: Supplemental Materials

Required Documentation: Attach and list the following required documents as part of the grant application: a current list of board members with contact information; list of current volunteers and mediators (names only); fee schedules/policies and sliding scales; and by-laws for the center/parent organization (*only if the by-laws changed since the prior grant application*).

Optional Documentation: Center applicants may attach other documentation in support of their center operating grant application. If optional materials are submitted, applicants must list these in the Part 7 index as well.

B. (Optional) DEI Program Grants

In its discretion, MOPC may make grant awards to center grantees under the Diversity, Equity, and Inclusion Program (DEI Program) with funding provided through the annual state budget appropriation for the CMC Grant Program. These grants support DEI initiatives aimed at building the capacity of centers to be diverse, inclusive, and equitable organizations under the Twelve-Point Model serving populations in need. The overall goal is to catalyze true institutional change at centers that dismantles discrimination, inequities, racism, oppression, exclusionary practices and transforms the culture within community mediation. There are two types of DEI Program grants, the more internal-focused DEI organizational grant, and the more external-focused DEI expansion grant.

B.1 DEI Program Grants – Eligibility

B.1.1 DEI Organizational Grant

Only pre-qualified community mediation centers applying for center operational funding are eligible to apply for the DEI organizational grant. This grant is for initiatives that involve an organizational approach aimed at building effective and long-lasting DEI policies, practices, culture, and capacity that are aligned with the center's commitment and value towards diversity, equity, and inclusion. Grant proposals must seek to build DEI capacity within the center and have an element of fairness or justice that seeks to address institutional racism, injustice, inequity, or oppression. This grant is for centers at early, middle, and late stages of integrating DEI into their community mediation mission and operations.

B.1.2 DEI Expansion Grant

Only pre-qualified community mediation centers applying for center operational funding are eligible to apply for the DEI expansion grant. This grant is for initiatives that are aimed at expanding the center's community mediation services to priority geographic areas of need as defined by a holistic set of indicators. Geographic areas can be within or outside of the center applicant's current service area. Initiatives must demonstrate a long-term investment in understanding, collaborating with, and serving the needs of marginalized or disadvantaged group(s) in these areas.

B.2 DEI Program Grants – Criteria and Requirements

B.2.1 DEI Organizational Grant

Applicants for the DEI organizational grant must demonstrate that they can meet the following grant criteria and requirements in their grant applications:

1. Description of the center's commitment to diversity, equity, and inclusion in carrying out the center's mission under the Twelve-Point Model.
2. Strategic proposal that includes *one or more* of the following as outlined in Appendix VI:
 - a) Conducting a DEI organizational assessment of center's policies, practices, human resources, and cultures.
 - b) Developing a DEI plan informed by a DEI organizational assessment, MOPC's DEI report², or other evidence-based approach to DEI organizational change, laying out strategies the center is undertaking to be a more equitable and inclusive organization.
 - c) Implementing DEI strategies from a DEI plan informed by a DEI assessment, MOPC DEI Report or other approach to DEI organizational change.

² June 2023: *Addressing Barriers to Diversity, Equity, and Inclusion in Massachusetts Community Mediation*: Palihapitiya, Madhawa; Ho, Jarling; Yokotsuka, Shino. https://scholarworks.umb.edu/mopc_pubs/35/

3. Designated staff member to lead the center’s DEI organizational grant-related activities.
4. Identified resources/funding sources for DEI organizational activities (*in addition to this grant*).
5. Submission of quarterly progress reports on DEI organizational grant-related activities.
6. Engagement in periodic calls/meetings with MOPC to monitor DEI organizational grant work.
7. Participation in the DEI learning community for reflective practice & peer training.
8. Participation in grant-related data collection, program evaluation and research guided by MOPC, including a mandatory meeting with MOPC at the outset each grant year.
9. Work with MOPC program manager as needed to support successful performance on the grant.
10. Partner with MOPC on one community listening session annually (optional).

B.2.2 DEI Expansion Grant

Applicants for the DEI Expansion grant must demonstrate that they can meet the following grant criteria and requirements in their grant application:

1. Description of the center’s commitment to diversity, equity, and inclusion in carrying out the center’s mission under the Twelve-Point Model.
2. Strategic proposal to expand the center’s services to one or more priority geographic area of need selected in accordance with Appendix VI and including the following:
 - a) Conducting outreach activities to a targeted population in need and organizations that serve that population to introduce center services, gain an understanding of community needs, and develop relationships of trust.
 - b) Establishing local partnerships to increase awareness, promote access to services, generate referrals, and recruit community members who are interested in being trained and serving as volunteers and board members with the center.
 - c) Refining the center’s plan for expanded services to target population within the priority area of need that incorporates community input and confirmed local partnerships.
 - d) Providing direct services according to the refined plan and integrating community members from the target population/geographic area as volunteers with the center.
3. Designated staff member to lead the center’s DEI expansion grant-related activities.
4. Identified resources/funding sources for DEI expansion grant activities (*in addition to this grant*).
5. Submission of quarterly progress reports on DEI expansion grant-related activities.
6. Engagement in periodic calls/meetings with MOPC to monitor DEI expansion grant work.
7. Participation in the DEI learning community for reflective practice & peer training.
8. Participation in grant-related data collection, program evaluation and research guided by MOPC, including a mandatory meeting with MOPC at the outset of each grant year.
9. Work with MOPC program manager as needed to support successful performance on the grant.
10. Partner with MOPC on 2-3 community listening sessions – at least one in Years 1 & 2 (required).

B.3 DEI Program Grants – Evaluation & Research

DEI Program Grants are an opportunity for centers and MOPC to work together in gathering program evaluation data to inform programming and research and support fundraising. The goals are twofold: (a) to identify and address barriers to DEI in community mediation and implement long-term solutions to systemic racism and historical inequities; and (b) to demonstrate impact, accountability and learning while seeking to diversify funding to promote long-term sustainability of community mediation centers.

B.4 DEI Program Grants – Funding

Subject to funding, DEI organizational grant awards may be made in annual amounts of \$5,000 to \$15,000 per grantee per grant year and DEI expansion grant awards in annual amounts of \$20,000 to \$35,000 per grantee per grant year. A center applicant may apply for both types of DEI Program grants

but might be awarded one grant. The amount of the DEI Program grant awards will be determined by MOPC based on the number of applicants, the strength and complexity of the proposals, and the availability of funding and need not necessarily be awarded in equal amounts. DEI Program grant funds must be used solely for expenses related to the grant's designated purpose.

B.4 DEI Program Grants – Invoicing and Reporting

DEI Program grants will be distributed in four equal quarterly payments of 25% in October, January, April, and July each grant year. For each payment, Centers will be required to submit an invoice and progress/data report on DEI grant activities. MOPC will provide report guidance for both types of DEI Program grants before the reporting deadlines.

B.5 DEI Program Grants – Application Instructions

To apply for a DEI Program grant, center applicants must submit a proposal by answering questions using the **GAR Grant Application FORM #2A** for the DEI organizational grant and the **GAR Grant Application FORM #2B** for the DEI expansion grant.

FORM #2A & FORM #2B Instructions

Narratives: The narratives are used to demonstrate applicant eligibility and capacity to fulfill grant requirements. Complete the relevant set of grant narrative questions for the DEI organizational grant and DEI expansion grant applications (**FORM #2A & FORM #2B**). Respond fully to all relevant questions and provide details outlining goals, strategies, activities, and benchmarks in accordance with the guidance and information provided in Appendix VI and Appendix VII. Narratives should not exceed 7 pages (not counting attachments) for each type of DEI Program grant. Applicants must indicate commitment to support MOPC program evaluation and research including submitting data and other information during the grant period.

Documentation: For DEI organizational grant applications, center applicants must attach DEI organizational assessment reports, DEI plans or other materials as relevant to support proposals outlined in the DEI organization grant application narratives. For DEI expansion grant applications, center applicants may attach relevant documents in support of proposals outlined in DEI expansion grant application narratives.

Grant Budget Sheet and Narrative: Fill out a separate budget sheet for each type of DEI Program grant that itemizes projected spending for the first grant year only (FY 2025). Also, identify and itemize all committed and potential sources of funding. In the grant application narratives, provide a narrative explanation for each budget line for the first grant year. For expansion grants only, provide a general narrative description of projected spending and resources for the second and third grant years.

C. (Optional) Youth Program Grant

In its discretion, MOPC may make grant awards to center grantees under the Youth Conflict Resolution & Restorative Practices Program (Youth Program) with funding provided through the annual state budget appropriation for the CMC Grant Program. Through social emotional learning and positive youth development approaches, the Youth Program aims to reduce youth conflict and violence by harnessing youth as assets and building youth capacity through conflict resolution skill training and leadership development, so youth become more engaged citizens who contribute to their families, neighborhoods and to the communities they live in. Youth Program grants seek to transform violence into peacemaking, and anti-social behavior into pro-social behavior, and to improve school climate, community health, community safety, and family and community engagement. The youth grants are intended to establish center-based youth programs in multiple domains like schools, neighborhoods, and courts, and systematically gather evidence of impact through evaluation and research by MOPC, with investments from community partners, sponsors, and funders to ensure sustainable youth programming throughout the state.

C.1 Youth Program Grant – Eligibility

C.1.1 Youth Grant Criteria

Only pre-qualified community mediation centers applying for center operational funding are eligible to apply for the Youth Program grant. Applicants must demonstrate that they have a ***center-based youth program framework*** that provides for the delivery of *direct services* to youth (ages 5-24) and focuses on *building infrastructure* capable of supporting youth. Priority will be given to applicants seeking to enhance or scale-up existing center-based youth programs, although new programs are also welcome, particularly programs involving marginalized and at-risk youth, youth services, courts and/or law enforcement partner agencies, and that have the potential for broad social impact and replication. Applicant center-based youth programs must:

- a) Aim to *develop knowledge and skills* of youth (as mediators, trainers, intervenors, circle keepers, conflict coaches, facilitators etc.);
- b) Encompass *two or more of the Youth Program Principles* (see [Appendix VII](#)) and aim to include youth from marginalized or underserved communities; and
- c) Include at least one of the following methods, and may include combination of two or more: peer mediation, youth violence prevention, conflict resolution skill building, restorative justice/restorative practices, conflict coaching, facilitation, juvenile diversion, re-entry mediation, and creative approaches to conflict transformation like participatory photography/videography/storytelling/art.

C.1.2 Youth Grant Partner Commitment

Commitments to support youth grant-funded initiatives are required from at least one key partner, and ideally two or more. These should be ongoing partners committed to continuing to work with the center's youth program during the grant period. The key partner(s) may be school districts representing multiple involved schools, schools alone if not involved via district support, and/or community organizations working with the program (e.g. youth group, local library, community nonprofit, etc.). Applicants should be able to show they have continued relationships in the community to help sustain youth programming in the coming years. If an applicant is proposing a new initiative or seeking new partners, commitment from partners who are coming on board later in the grant year are acceptable.

C.2 Youth Program Grant – Requirements

Applicants for a youth program grant must demonstrate that they can meet the following grant criteria and requirements in their applications:

1. Dedicated staff youth program coordinator (*part-time or full-time*) with youth-related training and/or experience managing youth project(s).
2. A center-based youth program framework with clearly articulated design (goals, objectives, activities, outputs, benchmarks, timelines).
3. Demonstrated community need(s) for program supported by available data/evidence.
4. Partnership on program with community organization(s), e.g., local non-profits, schools, courts, law enforcement agency, other public agencies, local chapters of national organizations etc.
5. Established relationship(s) with program partner(s).
6. Demonstrated track record in the program area(s) and/or expertise/capacity to design and implement the program by center and partners.
7. Partner commitment form(s) signed by key program partners.
8. Itemized budget and narrative including all funding sources and expenses.
9. Match pledge form committing to raise required 50% grant match.
10. Collaboration with MOPC on youth program evaluation plan(s) and instrument(s).
11. Data collection guided by MOPC and in compliance with research protocols as needed.
12. Submission of quarterly progress reports and a final report, including evaluation data collected.
13. Engagement in periodic update meetings with MOPC to monitor youth program grant work.
14. Participation in the Youth Program learning community for reflective practice & peer training.
15. Commitment to share program materials with MOPC for program development, advocacy, and research and to cite collaboration with MOPC when communicating about center youth work.
16. Work with MOPC program manager as needed to support successful performance on the grant.

C.3 Youth Program Grant – Funding and Match

C.3.1 Youth Grant Funding

Depending on the availability of state funding, MOPC may in its discretion award youth grants to up to 12 pre-qualified community mediation centers and grants will be limited to one per center. This grant award is ***primarily to support center staffing for youth-focused work*** to build the capacity of the centers to provide youth-related services for the long term. Subject to funding, youth grant awards may be made in annual amounts of \$25,000 to \$50,000 per center per grant year. The amount of the grant award will be determined by MOPC based on the number of strong program proposals and the availability of funding. *Youth Program grants need not necessarily be awarded in equal amounts to center grantees.* Youth grant funds must be used solely for expenses related to the designated center-based youth program.

C.3.2 Youth Grant Required Match

Center applicants applying for youth program grants must outline their plan to raise the required 50% match of new funds/resources for this grant. The match can come in the form of cash and other types of resources such as donated time, space, expertise, etc., but at least half of the match must be in ***new cash funds raised specifically to support the youth program***. The Youth Program grant award is treated separately for match purposes from the center operating grant award. MOPC reserves the right to grant exceptions to the matching requirement in extraordinary circumstances.

C.4 Youth Program Grant – Evaluation & Research

Youth Program grants are an opportunity for centers and MOPC to work together in gathering program evaluation data to inform programming and research and support fundraising. The goals of these programs are twofold: (a) to address youth needs through community dispute resolution to implement long-term solutions to pressing youth-related public problems; and (b) to demonstrate impact, accountability and learning while also conducting advocacy to diversify funding sources to promote long-term sustainability of community mediation centers and their youth-focused initiatives.

C.5 Youth Program Grant – Invoicing and Reporting

The Youth Program grant funding will be distributed in four equal quarterly payments of 25% in October, January, April, and July each grant year. For each payment, Centers will be required to submit an invoice and progress report on the youth program activities. MOPC staff will provide a report guidance in advance of the report deadlines. Match documentation will be due annually in April.

C.6 Youth Program Grant – Application Instructions

To apply for a Youth Program grant, center applicants must submit their youth grant proposal(s) by answering questions and filling out forms using the **GAR Grant Application FORM #3**.

FORM #3 Instructions

Narratives: The narratives are used to demonstrate applicant eligibility and capacity to fulfill grant requirements. Complete the questions in the grant application (**FORM #3**). Grant applications must outline specific goals, objectives, activities/timeline, outputs, expected outcomes, roles, staffing, means of verification and any foreseen challenges during the three-year grant period. Applications may be up to 10 pages (not counting required forms and attachments). Applicants must indicate commitment to support MOPC program evaluation and research including submitting any program materials used/developed during the grant period.

Program Budget Sheet and Narrative: Use the budget sheet to provide an itemized budget for the first grant year only and include a narrative explanation for each item in the grant application narratives. Itemize and identify all funding and potential funding sources and account for all program expenses including those related to the youth grant funds and those relating to the required match. Also, provide a general narrative description of projected spending and resources for the second and third grant years.

Match Pledge: The center applicant must sign and submit a match pledge statement *contained within the Budget Sheet* that indicates the applicant's commitment to raise a 50% match of new funds and/or resources by the end of each fiscal year if a youth grant is awarded.

Program Partner Commitment Form: Key program partners must sign the partner form provided to affirm their understanding of the proposed program and their intention to work with the center applicant on youth grant requirements. This signed form(s) must be submitted with the completed youth grant application.

D. (Optional) Reentry Program Grant

In its discretion, MOPC may make reentry grant awards to center grantees under the Reentry Mediation Program (Reentry Program) with funding provided through the annual state budget appropriation for the CMC Grant Program. Based on a proven model from Maryland, the Reentry Program aims to reduce the rate of recidivism in Massachusetts through the provision of reentry mediation services to incarcerated populations and returning citizens across the state. Under an evidence-based, statewide framework, the program leverages existing Massachusetts state-funded dispute resolution infrastructure in the form of local community mediation centers and the state dispute resolution office (MOPC) working in partnerships with the MA Department of Correction (DOC) and County Sheriffs under Memoranda of Understanding.

The goal of the Reentry Program is to provide conflict resolution services to help break the cycle of incarceration by building better pro-social relationships, post release stability and conflict management skills. The reentry grants funded by MOPC under the Reentry Program support the delivery of pre-sentence, pre-release and post-release mediation services that enable incarcerated people to engage in appropriate planning with their community connections and develop realistic, workable agreements that can mitigate harmful socio-relationship failures pre-disposing a risk of recidivism and potential homelessness. The state and county correctional facilities served by the Reentry Program include, but are not limited to, MCI Framingham, MCI Norfolk (pending), MCI Shirley, MCI Concord and NE Correctional Center, Boston Pre-release Center and Houses of Correction for Berkshire, Dukes, Essex, Franklin, Hampden, Hampshire, Middlesex, Suffolk, Worcester, Bristol (pending), and Barnstable (pending) Counties.

D.1 Reentry Program Grant - Eligibility

D.1.1 Reentry Grant Criteria

Only pre-qualified community mediation centers applying for center operational funding are eligible to apply for the Reentry Program grant. Center applicants must have a ***dedicated staff reentry case coordinator, 3-4 experienced mediators and 1-2 mentors of mediators***, all trained by MOPC in the Maryland model of reentry mediation, known as Inclusive Listening™.

D.1.2 Reentry Grant New Centers

New Centers seeking to participate in the Reentry Program who are without the necessary trained case coordinator, mediators and mentor(s) can apply for this grant in year one but would not be eligible for funding in year one. However, by participating in necessary reentry trainings provided through MOPC, shadowing a grantee center to learn more about program policies and processes, and working with MOPC to identify trained reentry mediators to become mentor(s), such Centers may become eligible for funding in years two and/or three.

D.2 Reentry Program Grant - Requirements

Applicants for reentry grants must demonstrate in their applications that they can meet the grant criteria and must commit to the requirements laid out in the Reentry Program **Scope of Services** in Appendix VIII.

D.3 Reentry Program Grant - Funding

D.3.1 Reentry Grant Center Funding

Depending on the availability of state funding and center eligibility, MOPC may, in its discretion, award reentry program grants to up to 12 pre-qualified community mediation centers. The purpose of the reentry program grant awards is ***primarily to support center staff for reentry work*** to build the capacity of the centers to provide reentry mediation program services for the long term. Subject to funding, reentry grant awards may be made in annual amounts of \$20,000 to \$25,000 per center. The amount of the grant award will be determined by MOPC based on the number of applicants and the availability of funding. Reentry grant funds must be used solely for the Reentry Program, including staff costs and other expenses needed to support the program such as travel expenses and materials for outreach and case management.

D.3.2 Reentry Grant Mentor Stipend

In addition to the main Reentry Program grant amount, depending on the availability of state funding, MOPC may award an additional \$2,500 to reentry center grantees for each mentor of mediators they contribute to the program up to two mentors in consultation with MOPC. Funding for mentors must be paid to mentors in recognition for their mentoring services within the center and across the program.

D.4 Reentry Program Grant - Invoicing and Reporting

The reentry grant funding will be distributed in four equal quarterly payments of 25% in October, January, April, and July. For each payment, Centers will be required to submit an invoice, reentry data and program reports. MOPC staff will provide report guidance in advance of the report deadlines.

D.3 Reentry Program Grant - Application Instructions

To apply for a Reentry Program grant, center applicants must answer the questions and fill out forms using the **GAR Grant Application FORM #4**.

FORM #4 Instructions

Narratives: The narratives are used to demonstrate applicant eligibility and capacity to fulfill Reentry Program grant requirements. Applicants must complete the narrative questions in the reentry grant application (**FORM #4**), responding fully to all relevant sections using up to 3 pages.

Commitments Form: Applicants must sign and submit a commitment form with their reentry grant application pledging their willingness to perform the required Reentry Program Scope of Services (see [Attachment VIII](#)) and participate in MOPC reentry program evaluation and research, and reentry program development/fundraising initiatives.

E. (Optional) Housing Program Grant

In its discretion, MOPC may make program operating grant awards to center grantees under the Housing Mediation Program (Housing Program) with funding provided through the annual state budget appropriation for the CMC Grant Program. The statewide Housing Program was initially created to serve needs of tenants and landlords affected by the COVID-19 pandemic as part of the Governor's Eviction Diversion Initiative (EDI) to mitigate the costs and negative economic impacts from evictions and promote housing stability. After the EDI ended, the Housing Program was expanded to handle any housing dispute that could lead to loss of housing and homelessness. The Housing Program involves partnerships with the Executive Office of Housing and Livable Communities (EOHLC) housing stabilization and public housing divisions and a partnership with the Massachusetts Housing Finance Agency (MassHousing) for dispute resolution services to Tenant Assistance Program-enrolled sites.

The housing grants funded by MOPC under the Housing Program support the delivery of mediation services for upstream/community-based referrals and downstream/court-connected referrals of eviction cases and housing disputes through a statewide network. This award gives centers the opportunity to invest in their staff to enable the building of ongoing relationships with agencies that refer upstream cases in connection with the administration of housing assistance resources and public housing.

E.1 Housing Program Grant - Eligibility

E.1.1 Housing Grant - Criteria

Only pre-qualified community mediation centers applying for center operational funding are eligible to apply for the Housing Program grant. Center applicants must have a ***dedicated staff housing case coordinator, and 2-4 experienced mediators*** trained in summary process mediation and oriented to and available for the Housing Program, including MassHousing TAP dispute resolution services.

E.2 Housing Program Grant - Requirements

Applicants for housing grants must demonstrate in their applications that they can meet the grant criteria and must commit to the requirements laid out in the Housing Program **Scope of Services** in Appendix X.

E.3 Housing Program Grant - Funding

Depending on the availability of state funding and center eligibility, MOPC may, in its discretion, award housing program grants to up to 12 pre-qualified community mediation centers. The purpose of the housing program grant awards is ***primarily to support center staffing for housing mediation work*** to build the capacity of the centers to provide housing mediation program services for the long term. Housing grant awards may be made in annual amounts of \$25,000, \$50,000 or \$75,000 per center per grant year, depending on staffing levels and other factors – *see chart of Funding Levels & Criteria in Appendix IX*.

Beyond a base amount to cover a staff case coordinator, award amounts may vary depending on the number housing cases handled in the prior year, the proportion of community and self-referred versus court-referred cases, the number of courts served for summary process sessions, staff time for conducting community-based outreach, staff time for managing cases, and other relevant factors such as bilingual housing program staff/mediators and the diversity of parties served. Housing grant funds

must be used solely for the Housing Program, including staffing costs and other expenses needed to support the program, such as travel, and materials needed for outreach and case management.

E.4 Housing Program Grant - Invoicing and Reporting

The housing grant funding will be distributed in four equal quarterly payments of 25% in October, January, April, and July. For each payment, Centers will be required to submit an invoice and confirmation of bi-weekly and monthly submissions of housing caseload and outreach data reports. MOPC staff will provide report guidance in advance of the report deadlines.

E.5 Housing Program Grant – Application Instructions

To apply for a Housing Program grant, center applicants must answer the questions and fill out forms using **GAR Grant Application FORM #5**.

FORM #5 Instructions

Narratives: Applicants must complete the narrative questions in the housing grant application (**FORM #5**), responding fully to all relevant sections using up to 3 pages.

Documentation: Applicants must attach the following **two FY 2024 MADtrac reports**: Housing Mediation Program Case Detail (closed) and Housing Mediation Program Summary Report.

Commitments Form: Applicants must sign and submit a commitment form with the housing grant application pledging their willingness to perform the required Housing Program Scope of Services (see Attachment X) and participate in MOPC housing program evaluation and research, and housing program development/fundraising initiatives.

Appendix I

Operating Grant Award: Baseline Community Mediation Twelve-Point Model

Serving Communities

1. Provide mediation and conflict resolution services for a range of community needs.

Community mediation centers best serve their communities by providing conflict resolution services that address a wide array of issues, for example, in housing, consumer, family, neighborhood, peer/youth, and workplace issues. By doing so, centers can address the diverse conflict needs identified within and by their communities while satisfying programmatic requirements imposed by funding sources. In addition to mediation, center services may include restorative practices, conflict coaching, and specialized services for complex disputes.

2. Establish collaborative community relationships with other service providers to meet the needs of communities.

Community mediation centers generate the most impact in meeting the needs of communities by adopting a comprehensive approach that leverages resources available in the community. By collaborating and partnering with other community organizations to learn about and address the needs of the communities, centers can more effectively serve those needs, and in doing so, help to empower the communities served.

3. Offer outreach and learning opportunities about mediation and conflict resolution to communities.

The mission of community mediation includes empowering people in the community by sharing knowledge about and providing resources on different ways to prevent, manage, and resolve conflicts. As people learn about mediation and other conflict resolution services through outreach and learning opportunities, they are more likely to have access to and use the services. Sharing learning opportunities and outreach can serve to build positive social relationships while increasing community capacity for conflict resolution and reducing violence.

4. Involve community members in center governance and center development (including fundraising) as staff, volunteers, board members, and partners.

Community mediation centers thrive when they are strongly supported by and involved in the communities they serve. Such support will be promoted by obtaining funding from and partnering with a variety of community and other sources and by the participation of community members in the center. Examples of community sectors include government, neighborhood coalitions, business, education, healthcare, social services, philanthropy, arts, sports, trade/professional organizations, religious organizations, finance, and technology sectors. Furthermore, centers that apply collaborative problem-solving and other conflict management strategies to their own personnel issues and decision-making processes will advance effective center governance.

Providing Accessible Services

5. Provide mediation and conflict resolution services at no cost or on a sliding scale.

Community mediation centers serve the community by providing affordable community mediation and conflict resolution services to all segments of the population. When sliding scale fees are charged, the ability to pay is considered.

6. Deliver mediation and other conflict resolution services in settings convenient to participants including accessible venues and remote options.

Centers build community and facilitate community involvement by making mediation sites available across their communities. As a result, dispute resolution services become more accessible to community members, and centers become an integral part of communities. Having sufficiently numerous community sites accommodates a greater number of community members. Community locations that are welcoming, safe and accessible, like libraries and community centers, are necessary. Additionally, remote service delivery options may provide accessible alternatives for parties and expand the ability of centers to serve broader geographic areas.

7. Schedule mediation and conflict resolution services at a time convenient to the participants.

Making community mediation services available at the broadest range of times possible respects participants' convenience, increases accessibility of services and broadens use.

8. Provide mediation and conflict resolution services at any stage in a dispute - including the early use of such services for conflict prevention and collaborative problem-solving.

Community mediation centers best serve their communities by providing access to a wide range of services at all conflict stages. Centers aim to meet people's needs where they are, including handling conflict at its earliest stages through prevention, planning, and problem-solving approaches in addition to mediation. Examples include conflict management skill building, facilitation, restorative practices around community building, collaborative planning, and conflict coaching. Once conflict occurs, services are offered in response to those needs regardless of whether the referral comes from an agency, the court, or the community or the disputants themselves. Where conflict is escalated, intense, and/or challenging, centers can provide practitioners experienced and trained in advanced conflict resolution skills, trauma and harm. Examples include juvenile diversion, gang violence interruption, minor criminal assault and violence cases, re-entry, and contentious divorce/parenting cases.

Providing Quality

9. Maintain high quality mediation and conflict resolution services by providing comprehensive skills-based training, apprenticeships, continuing education, and ongoing evaluation of volunteer mediators and other practitioners.

The success of community mediation depends on providing high quality services. Community mediation centers can motivate and provide opportunities for volunteer mediators and other practitioners to continuously improve their mediation and conflict resolution skills. Effective mediator capacity and skill building includes basic and advanced mediation and conflict resolution skills training, apprenticeships, and continuing education. Ongoing feedback and evaluation of practitioners as well as opportunities for reflective practice will help build community confidence in the services offered and make community mediation a trusted resource. Training, professional development, and continuing education opportunities are investments in community practitioners and help develop approaches to quality that are inclusive and welcoming to all.

Reflecting Diversity

10. Build the capacity of community members, who reflect the diversity of the community, to serve as center mediators and other conflict resolution practitioners.

The connection between the community mediation center and the community it serves is strengthened when the center's staff, community practitioners, and trainees reflect all the diversity in the community. A sense of shared ownership with the community and the center develops, and community support is increased. Centers demonstrate commitment to diversity through training and outreach efforts, including knowledge sharing and partnership-building, which help make centers accessible to community members in serving as mediators, volunteers, staff, board members, and as organizational partners/funders.

11. Provide mediation, education, and conflict resolution services to all segments of the community and strive to increase their inclusion in conflict resolution services.

Conflict is pervasive throughout society, and people in need of conflict resolution services are to be found in all segments of the community. In order to meet the community's needs, community mediation centers work to ensure that no part of their community is denied their services and that ongoing efforts are made to engage with underserved communities and to remove barriers to center services.

12. Deliver mediation and conflict resolution services for community-based disputes that come from a wide variety of referral sources.

Individuals involved in conflict may seek help from a number of resources in the community. In an effort to reach out to these disputants, community mediation centers cultivate a broad network of referral agents in their community such as community organizations, police, faith-based institutions, courts, community members, and government agencies to avoid dependence on any single referral source and to serve those who are currently underserved. Consequently, the center's services become available to a greater number of community members and the center's community ties are reinforced.

Appendix II

Criteria A Performance Grant: Caseload Point Score for Determining Performance Levels

Data to be drawn from applicant Center Summary, Demographics and Case Counts MADtrac Reports in PDF format for the full year for FY 2024 (July 1, 2023, to June 30, 2024).

Point Scores: **New cases** opened during reporting period– **1 point** each

Closed cases mediated– **3 points** each

Mediation sessions * – **2 points** for each additional full session after the first session in multi-session cases

***Note: Session** means a single session with mediators and parties, rather than a series of sessions that make up a complete mediation process, i.e., one case may have multiple sessions. To count as a session there must be mediation conducted between both/all parties (for example parties coming in to sign or review a previously agreed MOU would not count as a session, and neither would a case intake meeting with parties for the purpose of gathering information.) Day of trial cases will not normally be multi-session.

A center's performance level under Criteria A is determined by their total point score (adding all points together).

<u>Performance Levels</u>	<u>Point Range</u>
Level A1 Center	1 - 200
Level A2 Center	201 - 600
Level A3 Center	601 - 1200
Level A4 Center	1201 - 2400
Level A5 Center	2401 - 4800
Level A6 Center	4801+

<u>Performance Level</u>	<u>Match Required on Total Center Operating Grant</u>
Level A1 Center	30%
Level A2 Center	40%
Level A3 Center	45%
Level A4 Center	50%
Level A5 Center	55%
Level A6 Center	60%

Appendix III

Criteria B Performance Grant: SMART Goals Point Scores for Determining Performance Levels

1. Demonstrating Progress on each SMART Goal:

Progress on four SMART Goals under the Twelve-Point Model is determined initially by applicants in a self-assessment. This involves providing detailed answers to questions about each FY 2023-2024 SMART Goal including the activities carried out, the results achieved, any problems that arose and how they were handled, benefits gained from achieving the goal, lessons learned and plans, if goal not achieved.

2. Rating each SMART Goal:

In addition to narratives, applicants need to rate and explain their ratings for the amount of progress on each of their four SMART goals based on a scale of 0 to 5, with 5 being fully achieved, using the rubric in Appendix IV.

3. Review by the Grant Review Committee (GRC):

The GRC reviews the suitability of applicant self-ratings on achievement of each of the four SMART Goals based on the details provided in the SMART Goal narratives. Where the GRC agrees, the applicant's self-rating is confirmed. Where the GRC disagrees, the GRC recommends an adjusted rating. Applicants with adjustments have a chance to address this on a consultation call before final determinations on ratings are made and to supply documentation to support their rating as requested.

4. Total Score for SMART Goals Collectively:

Criteria B Performance Level will be determined by adding the three highest SMART Goal ratings. The highest possible score is 15.

Performance Levels: Total Score (across three highest ratings)

Level B1 Center	0-5
Level B2 Center	6-7
Level B3 Center	8-9
Level B4 Center	10-11
Level B5 Center	12-13
Level B6 Center	14-15

5. Next Set of SMART Goals:

Applicants must commit to submit to MOPC a new set of four 3-year SMART Goals for the FY 2025-2027 grant period **by October 15, 2024**, on the SMART Goal template. For each goal, centers need to describe what they hope to achieve, list yearly benchmarks to measure achievement, indicate to which of the Twelve-Point model points the SMART Goal relates, and describe related community objectives the goal aims to meet.

Centers may seek guidance from the MOPC CMC Grant Program Manager in setting SMART goals before the submission deadline.

Appendix IV

Criteria B Performance Award: SMART Goals Ratings Rubric & Worksheet

Ratings Rubric

Level of Progress	5 Fully Achieved	4 Substantial	3 Satisfactory	2 Moderate	1 Nominal	0 None
Effort	Exemplary effort expended by the center	Significant effort expended by the center	Notable effort expended by the center	Some effort expended by the center	Minimal effort expended by the center	No effort expended by the center
Activity	All activities completed	Most activities completed	More than half of the activities completed	One or a few activities completed	No activities completed	No activities completed
Results	All benchmarks/ results of the SMART goal completed	Most of the benchmarks/ results of the SMART goal completed	More than half of the benchmarks/ results of the SMART goal completed	At least one benchmark/ result of the SMART goal achieved	No benchmarks/ results of the SMART goal achieved	No benchmarks/ results of the SMART goal achieved
Details <i>Documentation – if requested after GRC review</i>	Extensive detail	Comprehensive details	Specific details	Some details	Minimal to no details provided;	No details provided

Ratings Worksheet

Category: <u>Service</u>	Center Score	Category: <u>Access</u>	Center Score	Category: <u>Quality</u>	Center Score	Category: <u>Diversity</u>	Center Score
Effort		Effort		Effort		Effort	
Activity		Activity		Activity		Activity	
Results		Results		Results		Results	
Details		Details		Details		Details	

Final Review Score: ____ Final Review Score: ____ Final Review Score: ____ Final Review Score: ____

To determine the final score, average scores in all 4 categories. If the average falls in between a whole number, round up if the detail & documentation score is a 4 or 5; round down if it is a 1, 2 or 3.

Appendix V

DEI Program Grant: Organizational Grant Guidance

Diversity: means a wide range of experiences and characteristics, including but not limited to national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, political beliefs, communication styles, and family structures. It also encompasses differences among people, where they are from, where they have lived, differences in thought, and their life experiences.

Equity: means providing access to opportunities proportional to each person's needs; opportunities are equally advantageous to everybody because they are offered in a way that takes diversity into account, eliminates barriers, levels the playing field, and gives each person the right kind of support. Equity is not equality, which means treating everyone the same without accounting for differing needs or circumstances.

Inclusion: means having a culture of inclusivity that ensures that all people are valued, respected, and have an equal opportunity to participate and contribute. This entails consideration of what it takes for people with diverse backgrounds and experiences to excel and a commitment to supporting everyone in bringing their best selves to work.

Organizational Assessment: means a comprehensive review of the organization's policies, practices, and cultures to help identify areas of strength and areas of improvement. In other words, and from a diversity, equity and inclusion (DEI) lens, an assessment aims to understand internal processes and outcomes for making the organization a more inclusive and equitable one. Assessments can be done internally or through a consultant. Assessments typically include examining:

- People and human resources practices
 - The organization's hiring practices
 - The organization's volunteer recruitment and management
- Organizational values & commitment
- Organizational strategy, policy, procedures, and governance
 - The organization's culture
 - The organizational policies and practices
 - The programmatic policies and practices
- DEI skills/knowledge
 - Staff/board/volunteer level of knowledge of privilege, power, structural racism and other topics related to equity and inclusion
 - Planning, monitoring, and evaluation

DEI Plan: means a strategic and thoughtful approach that the organization is taking to dismantle structural racism and change towards becoming more equitable and inclusive. Some elements of an effective plan include:

- Based on an organizational assessment and addresses areas identified for improvement.
- Well-defined process for addressing the areas of improvement, including steps for implementation, results tracking, progress assessment, and strategy revision.
- Realistic timeline for executing the plan.
- Resource allocation for the work: the plan needs to have sufficient resources to effect change. This means a developed budget as well as designating sufficient staff time for the work
- Evaluation component to gather data on progress, learn from the work, and identify areas to adjust or change, and including gathering and integrating input from stakeholder communities.

Appendix VI

DEI Program Grant: Expansion Grant Guidance

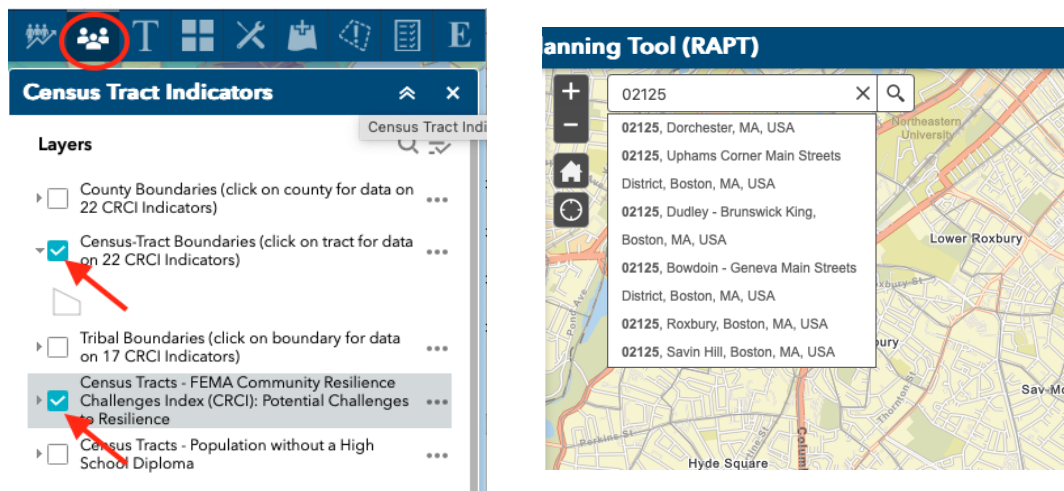
Selection of DEI Expansion Grant Area:

1. The Expansion Grant is for projects that expand center services to populations in priority geographic areas of need based on the **FEMA Community Resilience Challenges Index (CRCI) Census Tracts**.
2. Center applicants need to select one or more CRCI census tracts designated as **Highest Challenges: 95% and above** or as **High Challenges 85% to 95%**. Priority will be given to the projects targeting the Highest Challenge census tracts.
3. Census tracts must be selected from the CRCI Census Tracts in Massachusetts, which can be found on this map:

<https://fema.maps.arcgis.com/apps/webappviewer/index.html?id=90c0c996a5e242a79345cdb5f758fc6>

To view the census tract data and layers indicating the level of challenge:

- Click the **Census Tract Indicators** button on the top right
- Deselect the **County Boundaries** layer
- Select both the **Census-Tract Boundaries** AND the **Census Tracts – FEMA Community Resilience Challenges Index (CRCI): Potential Challenges to Resilience**
- Enter a street address or zip code in the **Search** field near the upper left to navigate to a specific geographic area



MOPC Expansion Grant Data Source: MOPC used GIS data to identify priority geographic areas of need for awarding Expansion Grants to centers in the FY 2025-2027 GAR process from the **FEMA Community Resilience Challenges Index (CRCI)**, which is an index of the 22 most used indicators that are part of the

Grant Equity Threshold tool for federal grant-making, and which incorporates the CDC Social Vulnerability Index. The 22 indicators of the CRCI are as follows³:

Population, Household, Housing

Characteristics:

Population without a High School Diploma
Population 65 and Older
Population with a Disability
Households without a Vehicle
Households with Limited English
Single-parent Households
Households without a Smartphone
Mobile Homes as Percentage of Housing
Owner-Occupied Housing

Healthcare

Number of Hospitals
Medical Professional Capacity
Population without Health Insurance

Economic

Population Below Poverty Level
Median Household Income
Unemployed Labor Force
Unemployed Women Labor Force
Income Inequality
Workforce in Predominant Sector

Connection to Community

Presence of Civic and Social Organizations
Population without Religious Affiliation
Percent of Inactive Voters
Population Change

For detailed information about the **FEMA Community Resilience Challenges Index (CRCI)** see:

<https://experience.arcgis.com/experience/376770c1113943b6b5f6b58ff1c2fb5c/page/FEMA-CRCI/>

³ Center applicants can use other resources beyond the CRCI indicators to research characteristics of populations within the FEMA CRCI High and Highest Challenges census tracts, such as the Census Reporter (<https://censusreporter.org>) and My Community Explorer (<https://experience.arcgis.com/experience/13a111e06ad242fba0fb62f25199c7dd/page/Page-1/>).

Appendix VII

Youth Program Grant: Principles

The MA Youth Conflict Resolution & Restorative Practices Program cultivates and funds center-based youth programs that:

1. Provide direct services to youth, with a particular focus on at-risk youth and youth in marginalized communities.
2. Define youth as assets and build upon the skills, strengths, and positive characteristics of young people.
3. Provide opportunities for youth to build a sense of agency, worth, belonging, and power.
4. Elevate the role of young people as solutions-providers to their own problems and those of their communities/society.
5. Work with youth to define issues affecting them; identify risk and protective factors; develop and test prevention strategies like violence prevention and restorative practices; and ensure replication and widespread adoption of effective practices.
6. Elevate the voices of youth in shaping the policies, programming, and services that affect them.
7. Are supported by evidence and informed by culturally responsive practice that can enhance the greater public good.
8. Promote intentional dialogue, reflection, and collaboration among and between youth and adults.
9. Engage youth and adults who participate in the program in evaluation activities and shaping evaluation findings.
10. Help develop new and/or expanded youth policies, practices and/or programming.

Appendix VIII

Reentry Mediation Program Grant: Scope of Services

Center grantees receiving funding to deliver services under the MA Reentry Mediation Program must commit to the following scope of services and requirements as follows:

1. Maintain a ***dedicated staff reentry program/case coordinator*** (at least **10-15** hours per week) to manage center operations for the Reentry Mediation Program during the award period. The staff member will actively serve as the main point of contact, conduct outreach, coordinate the delivery of mediation services, and evaluation activities. Case coordinators must have completed reentry mediation and case coordination training provided by MOPC.
2. Maintain at least **3-4 reentry program mediators** during the award period who have completed reentry mediation training in the Inclusive Listening Model provided by MOPC through MD trainers and have existing re-entry mediation experience or have been mentored by reentry program mentors before delivering any services. Of these mediators, maintain at least 1-2 as mentors of mediators, who will adhere to the mentorship scheme provided to all centers by MOPC.
3. Participate in resource sharing between centers and allow trained re-entry mediators from other centers to join the center's mediator roster for the purposes of mediating re-entry cases coordinated by the center; and in those circumstances, treat the mediator in accordance with the same general practices and procedures as their existing roster members including any liability insurance coverage.
4. Use the Inclusive Listening Model for all intakes and re-entry mediation services provided.
5. Participate in mediator and case coordinator trainings, mentoring, and continuing education activities organized by MOPC or others to maintain quality of reentry services and comply with minimum continuing education requirements (4 hours annually for mediators and 6 hours annually for mentors). The designated staff member will monitor compliance with reentry mediator training and mentoring requirements on behalf of the Center and report to MOPC at the end of each fiscal year.
6. Demonstrate activities and progress through quarterly program reports, MOPC check ins and by attending monthly coordinator meetings.
7. Deliver free re-entry mediation services in partnership with MOPC and at least one Department of Correction (DOC) or County Sheriff facility identified by MOPC and subject to MOPC Memoranda of Understanding, which lay out the duties and responsibilities of the facilities and MOPC-funded centers and/or an organization serving the post-release population.
8. Develop and maintain relationships with partner organizations and their staff and provide regular services to build a consistent presence and trust with the population served and raise any unresolved concerns with the MOPC Program Manager.
9. Complete any documentation/orientation to allow for clearance by correctional facilities.
10. Adhere to the ***MOPC reentry case management process requirements and procedures*** for pre-release and post-release services which will be provided to all reentry program centers, and work with the MOPC Program Manager as needed to support successful performance on the grant.
11. Complete all required program documentation and submit it to MOPC in accordance with the protocols. All forms and data should be submitted to MOPC on a rolling basis but no later than within the relevant quarterly reporting deadline for the timeframe that the services were delivered.
12. Respond to MOPC surveys and data requests to collect feedback and data on the program for purposes of program evaluation.
13. Contribute to reentry mediation program statewide outreach, advocacy, and fundraising as needed.
14. Have a coverage plan in place in case of transition in reentry case coordinator and mediators.

Appendix IX

Housing Mediation Program Grant: Funding Levels & Criteria

Funding Levels	\$25,000 level	\$50,000 level	\$75,000 level
<i>Housing coordinator with required training</i>	1 part-time	1 full-time	1 full-time 1 part-time
<i>Housing mediators with required training</i>	At least 2	At least 2	At least 2
<i>Housing mediators to share with mediator pool</i>		At least 2	At least 2

Criteria: HMP grant award funding levels will be based on a holistic view of center applications assessed under the categories below.

Outreach/Partnerships	Focus is on outreach and educating agencies on housing mediation with the goal of establishing partnerships. Center may or may not have a specific contact at agency, and communication is infrequent. Referrals from partners are rare or infrequent (i.e. 1-3 referrals every few months).	Partnerships have developed, though agencies need occasional reminders on housing mediation services. Focus is on maintaining relationships and continuing to educate agencies on housing mediation. Center has a specific contact at agency; communication is regular, and contact responds to and initiates communications. Referrals from partners are regular (i.e., 1-3 referrals every month).	Center has one or more strong and proven partnerships. Agency knows the center and understands the services that center provides. Center has a specific contact at agency; communication is regular, meetings are regular, and contact responds to and initiates communications. Referrals from partners are steady and appropriate (i.e., 2-4 referrals per week).
Caseload Activity	Total Referrals: 40 - 60 Screenings: 35 - 50 Cases: 30 - 40	Referrals: 70 – 120 Screenings: 60 - 105 Cases: 50 - 90	Referrals: 150+ Screenings: 135+ Cases: 120+
Referral Sources	Center referrals originate primarily from district courts, with few from other agencies. 80% – 90% court 10% - 20% community	Center has a mix of referrals from various sources including agencies (housing authorities, RAAs, HCECs, social services and other nonprofit organizations), individuals, and district courts. 40% - 60% court 40% - 60% community	Center has a mix of referrals from various sources, with a greater proportion from agencies (housing authorities, RAAs, HCECs, social services and other nonprofit organizations), some from individuals, and fewer from district courts. 10% - 30% court 70% - 90% community

Appendix X

Housing Mediation Program Grant: Scope of Services

Center grantees receiving funding to deliver services under the MA Housing Mediation Program must commit to the following scope of services and requirements as follows:

1. Maintain ***dedicated staff housing case coordinator*** (full-time or part-time) who has completed MOPC housing program training and orientation requirements to serve as the main point of contact and to conduct outreach, triage cases with housing agency and community partners, coordinate the delivery of mediation services (including intake, screening, scheduling, and follow-up), manage data entry, submit reports, administer, and participate in program evaluation surveys, attend case coordinator meetings, and oversee housing mediator training and orientation.
2. Maintain ***at least 2-4 experienced housing mediators*** who have completed MOPC or other summary process mediator training, HMP and TAP orientation and comply with continuing education requirements (4 hours per year). The designated staff member will monitor compliance with continuing education requirements on behalf of the Center and report to MOPC at the end of each fiscal year.
3. Depending on the funding level, contribute at least 2 mediators for the shared mediator pool to be deployed by other centers and draw on the mediator pool as needed in coordination with other centers, and in those circumstances, treat the mediator in accordance with the same general practices and procedures as their existing roster members including any liability insurance coverage.
4. Provide free mediation services, remotely and in-person, for upstream and court-connected eviction cases and housing disputes.
5. Build working relationships and attend regular meetings with housing agencies (HCECs, RAAs), local housing authorities (LHAs) managing public housing sites, legal aid organizations and other community-based organizations that assist tenants and landlords in applying for housing assistance, legal and other resources to support informed consent in negotiating mediated agreements.
6. Adhere to the ***MOPC case management processes*** and ***evaluation protocols*** for housing mediation program services which will be provided to all center grantees, submit all related documentation and work with the MOPC program manager as needed to support successful performance on the grant.
7. Participate in trainings and continuing education workshops organized by MOPC to ensure and maintain quality of housing mediation services.
8. Collect data through mediation referral and intake/screening forms, enter data into Housing Mediation Program spreadsheets and the MADtrac/RAM databases, and generate periodic data reports to MOPC to monitor caseload and outreach activity.
9. Participate in monthly case coordinator group meetings convened by MOPC to monitor Housing Mediation Program implementation and participate in mediator development through participation of housing mediators in monthly housing happy hours.
10. Respond to MOPC surveys and data requests to collect feedback and data on the program for purposes of program evaluation.
11. Administer Housing Mediation Program participant evaluation surveys, mediator surveys, and case coordinator surveys/interviews.
12. Commitment to support MOPC research, program development, statewide outreach, advocacy and fundraising related to the Housing Mediation Program.
13. Provide dispute resolution services (mediation and community building workshops) for disputes referred by MassHousing involving Tenant Assistance Program (TAP) enrolled sites and follow guidelines provided by MOPC regarding center services and invoicing for these referrals.
14. Have a coverage plan in place in case of transition in housing case coordinator and mediators.