

# Nashville Conflict Resolution Center



## General Information

### Contact Information

<b>Nonprofit</b>	Nashville Conflict Resolution Center
<b>Address</b>	4732 West Longdale Drive Nashville, TN 37211
<b>Phone</b>	(615) 333-8400
<b>Fax</b>	615 296-4336
<b>Web Site</b>	<b>Web Site</b>
<b>Facebook</b>	<b>Facebook</b>
<b>Twitter</b>	<b>Twitter</b>
<b>Email</b>	info@nashvilleconflict.org

### At A Glance

<b>Year of Incorporation</b>	2000
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# Mission & Impact

## Statements

### **Mission**

At Nashville Conflict Resolution Center (NCRC), we empower individuals and families to resolve their issues through mediation, establishing sustainable solutions that provide relief to our clients, strengthen fragile communities, and save millions in taxpayer dollars.

### **Background**

NCRC was founded in August of 2000 when members of the Nashville Bar Association desired to provide mediation in General Sessions Civil Court cases for parties who could not afford legal representation. Today, NCRC's programs focus on housing security, parenting stability, and ending the prison pipeline, serving a population that struggles disproportionately with poverty, incarceration, violence, and the chronic mental and health challenges that are produced by poverty.

Additionally, NCRC provides Tennessee Supreme Court-approved mediation training, continuing education and mentoring for volunteer mediators, and numerous conflict resolution workshops for communities and nonprofit partners.

## **Impact**

### Highlights of 2016:

We accepted 745 requests for mediation through the Davidson County Courts, Metro Police, public housing and select nonprofit partners, as well as by individual request.

We mediated 676 cases and resolved 85% of the disputes without further need of court or police intervention.

We served 2114 participants, most from structurally disadvantaged communities, providing them mediation and conflict resolution education.

Our volunteer mediators donated 1400hours of professional service.

Our resolved cases saved Davidson County taxpayers over \$2 million dollars in avoided court and legal costs.

### Goals for 2017:

We intend to deepen the impact of mediation by collaborating with partner nonprofits who provide complimentary support services to our structurally disadvantaged population. We will use a grant from the JAMS/ACR Foundation to focus on families and young people in crisis.

We will begin to work with scholars at the Meharry Medical Center in order to develop and assess our programs with a critical rigor unique to academic institutions. This will give us unprecedented insights into our own strengths and challenges as we continue to serve our most vulnerable neighbors.

## **Needs**

NCRC's most pressing needs include the following:

- More volunteers willing to undergo training and commit to mediating twice per month during the work week;
- An increase in general support that will allow the hire of additional staff to coordinate and train volunteers and to help with development and donations;
- A capital donation in the form of property along one of the major bus corridors (eg, Charlotte, Nolensville, or Gallatin Road), where NCRC can provide mediation services at a higher volume to clients reliant on public transportation;
- Partnership with an individual or firm bringing expertise in the translation of data to compelling, graphical storytelling.

## **Other ways to donate, support, or volunteer**

It begins with one person believing there's a better way. <http://nashvilleconflict.org/donate/>. You may also call us to process a credit card over the phone, or you can mail a check to:

Nashville Conflict Resolution Center, 4732 W. Longdale Drive, Nashville, TN 37211. For volunteer opportunities, please call the office: 615-333-8400.

## Service Categories

### **Primary Organization Category**

Crime & Legal - Related / Dispute Resolution & Mediation

### **Secondary Organization Category**

Human Services /

## **Tertiary Organization Category**

Youth Development /

### Areas of Service

#### **Areas Served**

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TN - Davidson

TN - Williamson

TN - Rutherford

Davidson County - 20th Judicial District

While we primarily serve residents of Davidson County, we also serve parties from surrounding counties upon request.

#### **Board Chair Statement**

#### **CEO Statement**

By helping one person, we can help an entire community. NCRC invests on average \$125 for each child, parent, or other vulnerable resident in Nashville who just needs the opportunity to mediate: that is, to resolve an escalating crisis with dignity and accountability.

For many of our clients, this gift proves to be the opportunity of a lifetime.

It seems so simple: mediation instead of violence, instead of legal entanglement, instead of incarceration. \$125 opens this door for one Nashville resident in need. Our approach fosters resiliency and accountability in our clients, who gain communication skills and a restored faith in their ability to make a -valuable contribution to the lives around them. They then take this experience back into their own communities, making a positive impact that is especially powerful where severe socio-economic disparities have been the norm for too long.

# Programs

## Programs

### Restorative Mediation

**Description**

We work with adults and juvenile offenders to help them de-escalate conflict, acknowledge responsibility for their actions, offer apologies, identify appropriate restitution, and create action plans. Most cases are referred to us through the: District Attorney's Warrant Screening program; Juvenile Court; Police Department's Youth Services Division; partnering with non-profit organizations and public housing properties.

**Budget**

90000

**Category**

Crime & Legal, General/Other Mediation Programs

**Population Served**

At-Risk Populations, Children and Youth (0 - 19 years), Offenders/Ex-Offenders

**Short Term Success**

NCRC uses a day-of-service survey to measure short-term success. Participants answer a set of questions that provide demographic data, an indication of stress levels at the outset vs at the end of mediation, and an indication of satisfaction with several elements of the mediation process.

We determine the program to be successful if:

85% of mediations end in an agreement.

80% of participants indicate in the survey that mediation helped them share their views. This indicates that the individuals felt "heard," which is a key factor in promoting effective communication and reducing stress.

70% of participants indicate that mediation helped them better understand the other person's point of view. This indicates a shift from oppositional positioning to empathetic communication, which improves relationships and reduces stress.

85% of participants indicate that the mediator listened to their feelings and concerns, confirming that our training in compassionate communication is effective.

90% of cases that involve juvenile offenders are successfully diverted from the court system.

## Family Mediation

<b>Description</b>	This program, devoted to parenting and family stability, serves over 1000 parents and guardians each year who have reached an impasse regarding custody and visitation issues. Often these cases come through the Juvenile Court, and the households may include children who themselves are at risk of entering the juvenile justice system.
<b>Budget</b>	130000
<b>Category</b>	Human Services, General/Other Parenting Education
<b>Population Served</b>	At-Risk Populations, Families, Poor, Economically Disadvantaged, Indigent
<b>Short Term Success</b>	Short term success includes participant satisfaction with the mediation process, documented by the agreement reached and the exit survey; participant satisfaction regarding the mediator's level of fairness; participant level of security in feeling heard by the mediator and, to varying extend, by the other party; and the success rate in reaching an agreement so the case does not have to be heard in court.
<b>Long term Success</b>	Long term success is indicated by:  <ol style="list-style-type: none"><li>1. the sustainability of the agreement reached by parents and guardians</li><li>2. the ability of parents and guardians to work out further disagreements without legal intervention, because they acquired conflict resolution skills in mediation and because they absorbed the parenting education lessons on the negative impact of conflict upon children</li></ol>
<b>Program Success Monitored By</b>	Success is monitored by: <ol style="list-style-type: none"><li>1. statistics on percentages of cases resolved with an agreement reached by the parties;</li><li>2. an exit evaluation filled out by all participants, who respond to the following statements:  "I was able to share my views and concerns," "I learned more about the other person's views and concerns," "I think the other person learned about my thoughts and concerns," "I feel like the mediator listened to my feelings and concerns," "My mediation resolved some or all of the issues that brought me here," and "I would recommend or use this service again in the future."</li></ol>

## Housing Security and Civil Mediation

<b>Description</b>	Our cases usually involve escalating conflicts with neighbors, landlords, or tenants, including payment or possession issues. Cases are referred to us through: General Sessions Court; MDHA; and individual request.
<b>Budget</b>	45000
<b>Category</b>	Human Services, General/Other Human Services, General/Other
<b>Population Served</b>	Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, People/Families with of People with Psychological Disabilities

### **Examples of Program Success**

#### Conflict Management Education

<b>Description</b>	NCRC provides conflict management workshops for Nashville nonprofits and community partners, including both staff and their population served, in order to foster healthier communities.
<b>Budget</b>	20000
<b>Category</b>	Community Development, General/Other Neighborhood Revitalization
<b>Population Served</b>	At-Risk Populations, Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated
<b>Program Success Monitored By</b>	<p>To measure short-term outcomes, NCRC will administer an evaluation immediately following each mediation session to gauge participants' satisfaction. Participants will be asked to select "strongly agree," "agree," "no opinion," "disagree" or "strongly disagree" in relation to each of these 6 statements: "I was able to share my views and concerns," "I learned more about the other person's views," "I think the other person learned about my views," "I feel like the mediator listened to my feelings and concerns," "My mediation resolved some or all of the issues that brought me here," and "I would recommend or use this service again in the future."</p> <p>To measure long-term outcomes, NCRC will conduct a voluntary study for total of 200 participants at the beginning of mediation and 6 months following mediation, using a 14 question Acrimony Scale and a modified Client Assessment of Mediations Satisfaction scale.</p>

### **CEO Comments**

As Nashville continues to make national news with its vibrant opportunities and cultural riches, the needs of our under-served population grow apace. In the current year (2017), NCRC will receive increased referrals from the Juvenile Court as a front-line strategy in reducing youth violence and the prison pipeline. We will also receive increased referrals from MDHA (public housing) in recognition of mediation's effectiveness in de-escalating conflict, preventing eviction, and reducing subsequent homelessness.

In order to meet these projected increases, NCRC is embarking on the design of a new strategic plan. We recognize that we will have to expand our staff, find more efficient ways to manage our volunteers, and increase our funding base. We are also working closely with numerous community partners that share a common target population in order to increase our collective impact.

# Governance

## Board Chair

<b>Board Chair</b>	Mr. Josh Denton
<b>Company Affiliation</b>	GSRM
<b>Term</b>	Jan 2016 to Dec 2018
<b>Email</b>	JDenton@gsrcm.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Will Biggs	MDHA	Voting
Ms. Bette Christofersen	Mediator	Voting
Mr. Ron Deal	Catholic Diocese of Nashville	Voting
Mr. Josh Denton	GSRM	Voting
Ms. Sara Figal	Nashville Conflict Resolution Center	NonVoting
Ms. Phyllis Hildreth	Institute for Conflict Management, Lipscomb	Voting
Mr. Charles "Chuck" Hill	Mediator	Voting
Mr. Bill Hirschman	J.P. Morgan	Voting
Ms. Tracy Kane	LeanKit, Inc.	Voting
Ms. Brendi Kaplan	Nelson Mullins	Voting
Ms. Phylanice Nashe	Innertainment Delivery Systems, LLC	Voting
Ms. Jessica Scouten	KraftCPAs	Voting
Ms. Rosemary Sexton	Office of the District Attorney	Voting
Mr. David Taylor	Bradley	Voting
Ms. Kristine West	HCA	Voting
Ms. Ellie Wetzel	TN State Trial Courts	Voting
Ms. Robin White		Voting
Ms. Molly Williamson	DVL Siegenthaler	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	4
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	14
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	6
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<b>Female</b>	12
<b>Unspecified</b>	0

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	2
<b>Board Meeting Attendance %</b>	75%
<b>Written Board Selection Criteria?</b>	No
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	60%
<b>Constituency Includes Client Representation</b>	Yes
<b>Number of Full Board Meetings Annually</b>	6

## Standing Committees

Finance

Executive

Strategic Planning / Strategic Direction

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Marketing

## Risk Management Provisions

Commercial General Insurance

Directors & Officers Policy

Professional Liability

Workers Compensation & Employers' Liability

# Management

## Executive Director/CEO

<b>Executive Director</b>	Dr Sara Figal
<b>Term Start</b>	Oct 2015
<b>Email</b>	sara@nashvilleconflict.org

### Experience

Dr. Sara Figal has worked with NCRC since 2011, taking on the role of Executive Director in 2015. She has an undergraduate degree from Yale University, a PhD from Harvard University (in German Literature and Culture), a list of publications and prizes, over a decade of international speaking engagements, and extensive grant writing experience. She also secretly loves working on budgets and configuring the organization's CRM to function more efficiently. Sara Figal is a Rule 31 Listed General Civil and Family mediator with special training in domestic violence. She personally has mediated over 700 cases, working with both adults and young offenders.

## Former CEOs

<u>Name</u>	<u>Term</u>
Tamara Ambar	2008 - Sept 0
Ms. De'an Bass	Jan 2001 - Dec 2004

## Staff

<b>Full Time Staff</b>	3
<b>Part Time Staff</b>	0
<b>Volunteers</b>	60
<b>Contractors</b>	2
<b>Retention Rate</b>	100%

## Plans & Policies

### **Does the organization have a documented Fundraising Plan?**

Under Development

### **Does the organization have an approved Strategic Plan?**

Yes

### **Number of years Strategic Plan Considers**

3

### **When was Strategic Plan adopted?**

Dec 2014

### **In case of a change in leadership, is a Management Succession plan in place?**

Under Development

### **Does the organization have a Policies and Procedures Plan?**

Yes

**Does the organization have a Nondiscrimination Policy?**

Yes

**Does the organization have a Whistle Blower Policy?**

Yes

**Does the organization have a Document Destruction Policy?**

No

**Affiliations**

<b>Affiliation</b>	<b>Year</b>
Center for Nonprofit Management Excellence Network	2001
National Association for Community Mediation (NAFCM)	2001
Association for Conflict Resolution (ARC)	2001
Tennessee Coalition for Mediation Awareness	2007
American Bar Association	2016

**Awards**

**Awards**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
EVE award for Excellence in Volunteer Engagement	Hands On Nashville and the Center for Nonprofit Management	2014
EVE award for Excellence in Volunteer Engagement	Hands On Nashville and the Center for Nonprofit Management	2015

**Senior Staff**

Courtney Thompson

**Title** Juvenile Court Case Manager

**Experience/Biography**

Wanda Greene

**Title** Director of Operations

**Experience/Biography**

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01 2016
<b>Fiscal Year End</b>	June 30 2017
<b>Projected Revenue</b>	\$299,000.00
<b>Projected Expenses</b>	\$299,000.00
<b>Endowment Value</b>	\$0.00
<b>Endowment Spending Policy</b>	N/A
<b>Endowment Spending Percentage (if selected)</b>	0%

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Total Revenue</b>	\$300,207	\$278,318	\$294,250
<b>Total Expenses</b>	\$264,947	\$253,545	\$295,006

### Revenue Sources

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Foundation and Corporation Contributions</b>	\$0	\$0	\$0
<b>Government Contributions</b>	\$185,184	\$184,202	\$178,858
<b>Federal</b>	\$0	\$0	\$0
<b>State</b>	\$0	\$0	\$0
<b>Local</b>	\$0	\$0	\$0
<b>Unspecified</b>	\$185,184	\$184,202	\$178,858
<b>Individual Contributions</b>	\$105,972	\$59,879	\$88,205
<b>Indirect Public Support</b>	\$0	\$0	\$0
<b>Earned Revenue</b>	\$8,356	\$8,618	\$26,310
<b>Investment Income, Net of Losses</b>	\$45	\$40	\$27
<b>Membership Dues</b>	\$0	\$0	\$0
<b>Special Events</b>	\$650	\$25,579	\$0
<b>Revenue In-Kind</b>	\$0	\$0	\$850
<b>Other</b>	\$0	\$0	\$0

**Expense Allocation**

Fiscal Year	2016	2015	2014
Program Expense	\$200,445	\$185,804	\$214,228
Administration Expense	\$48,918	\$40,305	\$57,514
Fundraising Expense	\$15,584	\$27,436	\$23,264
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.13	1.10	1.00
Program Expense/Total Expenses	76%	73%	73%
Fundraising Expense/Contributed Revenue	5%	10%	9%

**Assets and Liabilities**

Fiscal Year	2016	2015	2014
Total Assets	\$225,291	\$182,143	\$159,513
Current Assets	\$220,711	\$181,150	\$158,136
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$11,579	\$3,691	\$5,834
Total Net Assets	\$213,712	\$178,452	\$153,679

**Short Term Solvency**

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	19.06	49.08	27.11

**Long Term Solvency**

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

**Top Funding Sources**

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	Government Grants \$185,184	Government Grants \$184,202	Government Grants \$178,858
Second Highest Funding Source & Dollar Amount	Contributions, Gifts and Grants \$105,972	Contributions, Gifts, and Grants \$59,879	Contributions, Gifts, and Grants \$88,205
Third Highest Funding Source & Dollar Amount	Program Revenue \$8,356	Fundraising Events \$25,579	Program Service Revenue \$26,310

**Capital Campaign**

Is the organization currently conducting a Capital Campaign for an endowment or the purchase of a major asset? No

Capital Campaign Goal \$0.00

Capital Campaign Raised-to-Date Amount \$0.00 as of 0

Capital Campaign Anticipated in Next 5 Years? No

**State Charitable Solicitations Permit**

TN Charitable Solicitations Registration Yes - Expires Dec 2017

Registration No 0

**Organization Comments**

**GivingMatters.com Financial Comments**

Financials taken from the 990.

Foundation and Corporate Grants may be included in the Individuals Sum as they are not separated in the 990.

Financial documents prepared by Blankenship CPA Group, PLLC.

Comments provided by Kathryn Bennett 12/31/16.

