

# 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>	615 667-0818
<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 vulnerable participants to resolve their issues through mediation, establishing sustainable solutions that restore stability 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 restorative mediation programs focus on housing security, parenting stability, and ending the prison pipeline. A cohort of about 60 trained mediators volunteer their skills and time to serve 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 2017:

NCRC accepted 844 requests for mediation.

NCRC mediated 652 cases for the courts, public housing, select schools, and individuals in need.

We served over 1700 participants through mediation and conflict resolution programs.

Our volunteer mediators donated 1361 hours of professional service in mediation sessions.

Our resolved cases saved Davidson County taxpayers over \$3 million dollars in court expenses. Our mediations also prevented evictions and homelessness, protecting taxpayers from additional costs.

### Goals for 2018:

We will begin to provide mediation services to the Metro Nashville Police Department in order to address citizen complaints of unfair or hurtful treatment.

We intend to expand our long-term impact tracking.

With sufficient funding, we will expand our staff and offer more regular services to counties surrounding Davidson.

## **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**

Your gifts help participants de-escalate conflict and restore family, housing, and community stability.

To make a donation online, follow this link: <http://nashvilleconflict.org/donate/>.

You may also make a donation with a credit card over the phone, or you can mail a check to:

Nashville Conflict Resolution Center, 4732 W. Longdale Drive, Nashville, TN 37211.

We also welcome volunteers and interns in many capacities. For volunteer opportunities, call Pam Sheridan at 615-333-8400 or email [pam@nashvilleconflict.org](mailto:pam@nashvilleconflict.org)

## Service Categories

### **Primary Organization Category**

Crime & Legal - Related / Dispute Resolution & Mediation

### **Secondary Organization Category**

Human Services / Family Services

## **Tertiary Organization Category**

Youth Development / Youth Development Programs

### 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 \$200 for each child, parent, or other vulnerable participant in Nashville who needs help 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: restorative mediation instead of violence, instead of legal entanglement, instead of incarceration. \$200 opens this door for one individual 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. The mediation process allows them to restore family, housing, and community stability in a way that is lasting and impactful.

# 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; public schools; and public housing properties.

**Budget**

84,000

**Category**

Crime & Legal, General/Other Mediation Programs

**Population Served**

At-Risk Populations, Children and Youth (0 - 19 years), Poor, Economically Disadvantaged, Indigent

**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 parents and guardians 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>	137,000
<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. Mediation provides participants a means of resolving issues and avoiding eviction and homelessness.
<b>Budget</b>	71000
<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
<b>Examples of Program Success</b>	

## 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 (2018), NCRC will receive increased referrals from partner high schools and 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>	Ms. Brendi Kaplan
<b>Company Affiliation</b>	Nelson Mullins
<b>Term</b>	Jan 2018 to Dec 2021
<b>Email</b>	brendi.kaplan@nelsonmullins.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Ms. Bette Christofersen	Mediator	Exofficio
Mr. Terry Cook	Caterpillar	Voting
Mr. Ron Deal	Catholic Diocese of Nashville	Voting
Ms. Danielle DuPriest	HCA	Voting
Ms. Sara Figal	Nashville Conflict Resolution Center	NonVoting
Mr. Matt Haskell	GSRM	Voting
Ms. Phyllis Hildreth	Institute for Conflict Management, Lipscomb	Voting
Mr. Bill Hirschman	J.P. Morgan	Voting
Ms. Tracy Kane	LeanKit, Inc.	Voting
Dean Bill Koch	Nashville School of Law	Voting
Dr. Patricia Matthews Juarez	Meharry Medical College	Voting
Ms. Phylance Nashe	Innertainment Delivery Systems, LLC	Voting
Ms. Jessica Scouten	KraftCPAs	Voting
Mr. David Taylor	Bradley	Voting
Ms. Kristine West	HCA	Voting
Ms. Ellie Wetzell	TN State Trial Courts	Voting
Ms. Robin White		Voting
Ms. Molly Williamson	DVL Siegenthaler	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	2
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	15
<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>	11
<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>	30%
<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

## Additional Board Members

<b>Name</b>	<b>Affiliation</b>
Judge Dan Eisenstein	Davidson County General Sessions Court, Retired
Mr. Michael Gardner	Ascension Care Management
Mr. Chris Guthrie	Vanderbilt University Law School
Ms. Monica Mackie	Nashville Bar Association
Mr. Bill Norton	Bradley
Ms. Anne Russell	Adams and Reese

# 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>	1
<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
"Women of Influence" in Nonprofit Leadership	Nashville Business Journal	2017

**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 2017
<b>Fiscal Year End</b>	June 30 2018
<b>Projected Revenue</b>	\$293,000.00
<b>Projected Expenses</b>	\$292,499.00
<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>2017</b>	<b>2016</b>	<b>2015</b>
<b>Total Revenue</b>	\$360,859	\$300,207	\$278,318
<b>Total Expenses</b>	\$286,266	\$264,947	\$253,545

### Revenue Sources

<b>Fiscal Year</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Foundation and Corporation Contributions</b>	\$0	\$0	\$0
<b>Government Contributions</b>	\$195,565	\$185,184	\$184,202
<b>Federal</b>	\$0	\$0	\$0
<b>State</b>	\$0	\$0	\$0
<b>Local</b>	\$0	\$0	\$0
<b>Unspecified</b>	\$195,565	\$185,184	\$184,202
<b>Individual Contributions</b>	\$115,536	\$105,972	\$59,879
<b>Indirect Public Support</b>	\$0	\$0	\$0
<b>Earned Revenue</b>	\$18,803	\$8,356	\$8,618
<b>Investment Income, Net of Losses</b>	\$45	\$45	\$40
<b>Membership Dues</b>	\$0	\$0	\$0
<b>Special Events</b>	\$30,910	\$650	\$25,579
<b>Revenue In-Kind</b>	\$0	\$0	\$0
<b>Other</b>	\$0	\$0	\$0

**Expense Allocation**

Fiscal Year	2017	2016	2015
Program Expense	\$235,893	\$200,445	\$185,804
Administration Expense	\$41,744	\$48,918	\$40,305
Fundraising Expense	\$8,629	\$15,584	\$27,436
Payments to Affiliates	--	\$0	\$0
Total Revenue/Total Expenses	1.26	1.13	1.10
Program Expense/Total Expenses	82%	76%	73%
Fundraising Expense/Contributed Revenue	3%	5%	10%

**Assets and Liabilities**

Fiscal Year	2017	2016	2015
Total Assets	\$296,751	\$225,291	\$182,143
Current Assets	\$293,927	\$220,711	\$181,150
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$8,446	\$11,579	\$3,691
Total Net Assets	\$288,305	\$213,712	\$178,452

**Short Term Solvency**

Fiscal Year	2017	2016	2015
Current Ratio: Current Assets/Current Liabilities	34.80	19.06	49.08

**Long Term Solvency**

Fiscal Year	2017	2016	2015
Long-Term Liabilities/Total Assets	0%	0%	0%

**Top Funding Sources**

Fiscal Year	2017	2016	2015
Top Funding Source & Dollar Amount	Government Grants \$195,565	Government Grants \$185,184	Government Grants \$184,202
Second Highest Funding Source & Dollar Amount	Contributions, Gifts and Grants \$115,536	Contributions, Gifts and Grants \$105,972	Contributions, Gifts, and Grants \$59,879
Third Highest Funding Source & Dollar Amount	Fundraising Events \$30,910	Program Revenue \$8,356	Fundraising Events \$25,579

**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 2018

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 1/12/18.

