

U.S. DEPARTMENT OF JUSTICE  
COMMUNITY RELATIONS SERVICE



# 2014

## ANNUAL REPORT

*America's Peacemaker*

CONCILIATE • MEDIATE • FACILITATE • EDUCATE

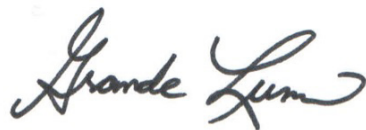
# TRANSMITTAL LETTER TO CONGRESS

To the Senate and House of Representatives of the United States of America in Congress Assembled:

With this statement, I hereby transmit a report on the activities of the Community Relations Service of the United States Department of Justice for Fiscal Year 2014. This report is required by Section 100 of the Civil Rights Act of 1964 (P.L. 88-352) and by Reorganization Plan No. 1 of 1966, as revised by 28 C.F.R. 0.30(b).

This report describes the Community Relations Service's conflict resolution activities, so that Members of Congress may assess its performance in executing its statutory mandate.

Respectfully submitted,



Grande H. Lum  
Director

# America's Peacemaker

## COMMUNITY RELATIONS SERVICE

U.S. DEPARTMENT OF JUSTICE



Annual Report Fiscal Year 2014

[www.usdoj.gov/crs](http://www.usdoj.gov/crs)

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# MESSAGE FROM THE DIRECTOR



## 1.1 – Grande Lum, April 2014

*CRS Director Grande Lum accepts the Lawyer as a Problem Solver Award in Miami, Florida. CRS was the recipient of the 2014 American Bar Association Section of Dispute Resolution John W. Cooley Lawyer as a Problem Solver Award. The Award recognizes institutions or individuals that use or promote collaboration, negotiation, mediation, counseling, decision-making, and problem-solving skills in helping parties resolve problems in creative and novel ways. Previous organization recipients include: the Passaic County Legal Aid Society, the United States Air Force, the Dispute Resolution Center of Harris County, the San Diego Volunteer Lawyer Program, the Red Hook Community Justice Center, the Innocence Project, the Brooklyn District Attorney's Office, the Boston Law Collaborative, and the College of Commercial Arbitrators.*

“The Civil Rights Act brought us closer to making real the declaration at the heart of our founding – that we are all created equal. But that journey continues. A half a century later, we’re still working to tear down barriers and put opportunity within reach of every American, no matter who they are, what they look like, or where they come from. So as we celebrate this anniversary and the undeniable progress we’ve made over the past 50 years, we also remember those who have fought tirelessly to perfect our union, and recommit ourselves to making American more just, more equal, and more free.”

**– President Barack Obama, July 2, 2014,  
Commemorating the 50th Anniversary of the 1964 Civil Rights Act**





**Grande H. Lum**  
Director, Community Relations Service

Fiscal Year 2014 was a very important year for the United States Department of Justice Community Relations Service. In 2014, CRS marked the 50th Anniversary of the Agency's founding legislation, the Civil Rights Act of 1964.

Throughout the year, CRS staff members attended various events, conferences, and forums across the country to recognize the fundamental impact the Civil Rights Act has had on our nation, as well as commemorate the people and organizations that have worked together over the past five decades to ensure that all Americans enjoy the freedoms and liberties envisioned by our nation's founding fathers. In addition, in July 2014, CRS hosted an inter-agency commemorative event in the Great Hall of the Department of Justice Robert F.

Kennedy Building to celebrate the establishment of the Agency, as well as helped facilitate a larger celebration honoring the entire Act at Howard University's auditorium. Both of these events are detailed on pages 28–29 of the Report.

This year was also the year in which we recognized the five year anniversary of the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act.

The Hate Crimes Prevention Act strengthened federal protections against crimes based on race, color, national origin, and religion, as well as added federal protections for victims of crime based on gender, gender identity, and sexual orientation. It was a historic piece of legislation in that it was the first to protect victims of crimes where the underlying motivation was the victim's sexual orientation, gender, or gender identity. The passage of the Hate Crimes Prevention Act was also an important event for CRS because it expanded the Agency's mandate to include *“preventing and responding to violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.”*

For the past five years, CRS has assisted more than 800 communities in resolving conflicts under its new jurisdictions.

Notable conflicts CRS has been involved with under the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act include Sikh community fears following the mass shooting at a Gurdwara in Oak Creek, Wisconsin; anti-Muslim backlash following the Boston Marathon Bombing; and police-community tension following the murders of over 18 lesbian, gay, bisexual, and transgender individuals in Puerto Rico.



In addition, the Agency has developed a training program to strengthen relations between law enforcement and the transgender community members. Likewise, the Agency has contributed to the inclusion of additional categories in the Federal Bureau of Investigation's Uniform Crime Reporting Statistics database.

In the midst of celebrating all that has been accomplished in the past 50 years, an event occurred this year that captured headlines, sparked outrage, and reminded not only members of the Community Relations Service, but Americans nationwide, of the continued tensions that exist between different communities in the United States. On August 9, 2014, a young, unarmed, African American man was shot and killed by a Caucasian police officer in Ferguson, Missouri. The shooting sparked months of protests, demonstrations, and civil unrest in the city and across the country. At the end of the fiscal year, the impact of the shooting and the tension it created between minority communities and law enforcement was still being felt nationwide. At the time of this Report's publication, and following the issuance of reports by the Department of Justice concerning its criminal investigation of the Brown shooting and civil investigation of Ferguson's policing practices, CRS continues to provide services to communities affected by this incident across the country.

Not only did the events in Ferguson remind us of the enduring tensions and conflict existing between communities in the United States, but it also demonstrated the continued relevancy and need for federal agencies like the Community Relations Service.

In the 2014 fiscal year, CRS worked with hundreds of communities in all 50 states and several United States territories that came together during crisis to emerge stronger, more unified, and with the capacity to prevent and respond to future community conflicts. For example, when a 19-year-old African American woman was shot and killed on the front porch of a Caucasian man's residence in Dearborn Heights, Michigan, CRS provided conciliation and mediation services during and after a large rally and assisted in the formation of a working group to promote diversity and respect throughout the greater Dearborn Heights community. When protesters engaged in over 12 hours of demonstrations in front of the Albuquerque, New Mexico, Police Department to condemn the perceived high number of law enforcement involved shootings, CRS facilitated dialogues with community members, law enforcement, and city officials, and conducted several training and programs for police, community leaders, and city employees. When an American Indian tribe was fined and penalized by county officials for conducting various religious and spiritual practices on public land, CRS facilitated several dialogues and mediation sessions between the tribe's leadership and county officials, and facilitated the formation of a working group to determine how to meet the needs of both communities. Further examples of CRS's assistance to communities, as well as more detailed descriptions of the cases above, are enclosed within the pages of this report. ... >







### 1.2 – Civil Rights Act, 1964

*President Lyndon Baines Johnson signs the Civil Rights Act of 1964, surrounded by Civil Rights leaders.*

...While CRS provided services to numerous communities across the country, several factors impacted the number of conflicts the Agency was able to help communities resolve.

When funding for the federal government lapsed in October 2013, CRS documented approximately 30 conflicts across the country that it would have offered its services had the employees not been furloughed. Similarly, CRS had to cancel or postpone approximately 25 public meetings and events that were to have taken place during the lapse, further affecting the Agency's ability to assist additional communities.

The issues at the center of these community conflicts included perceived racial discrimination by law enforcement, alleged sexual orientation discrimination by educational institutions, the distribution of flyers by recognized hate organizations, and a reported bias-based assault against a cognitively disabled child. Additional funds and, subsequently, additional staff members, would have allowed the Community Relations Service not only to aid these communities, but also to perform further outreach and assist even more cities, towns, and communities in maintaining peace, improving communication, and developing permanent and self-sustaining mechanisms for solving problems.



## CONGRESSIONAL MANDATE

### Excerpt from the Civil Rights Act of 1964:

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“It shall be the function of the Service to provide assistance to communities and persons therein resolving disputes, disagreements, or difficulties relating to the discriminatory practices based on race, color, or national origin which impair the rights of persons in such communities under the Constitution or laws of the United States or which affect or may affect interstate commerce. The Service may offer its services in cases of such disputes, disagreements, or difficulties whenever, in its judgment, peaceful relations among the citizens of the community involved are threatened thereby, and it may offer its services either upon its own motion or upon the request of an appropriate State or local official or other interested person.”

—42 U.S.C. 2000g-1



## Excerpt from the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act:

“There are authorized to be appropriated to the Department of Justice, including the Community Relations Service, for fiscal years 2010, 2011, and 2012, such sums as are necessary to increase the number of personnel to prevent and respond to alleged violations of section 249 of title 18, United States Code ... Whoever, whether or not acting under color of law, willfully causes bodily injury to any person or, through the use of fire, a firearm, a dangerous

weapon, or an explosive or incendiary device, attempts to cause bodily injury to any person, because of the actual or perceived race, color, religion, or national origin of any person— ... Whoever, whether or not acting under color of law, in any circumstance described in subparagraph (B) or paragraph (3), willfully causes bodily injury to any person or, through the use of a fire, a firearm, a dangerous weapon or an explosive or incendiary device, attempts to cause bodily injury to any person, because of the actual or perceived religion, national origin, gender, sexual orientation, gender identity, or disability of any person— (i) shall be imprisoned not more than 10 years, fined in accordance with this title, or both; and (ii) shall be

### 1.3 – Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act

*President Barack Obama standing on-stage with Dennis and Judy Shepard, parents of Matthew Shepard (left), and Louvon Harris and Betty Byrd Boatner, sisters of James Byrd, Jr. (right), during his remarks at a reception commemorating the enactment of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, in the East Room of the White House, October 28, 2009.*

*(Credit: Official White House photograph/Chuck Kennedy)*

imprisoned for any term of years or for life, fined in accordance with this title, or both, if—(I) death results from the offense; or (II) the offense includes kidnapping or an attempt to kidnap, aggravated sexual abuse or an attempt to commit aggravated abuse, or an attempt to kill.”

—P.L. 111-84, §4707

## CONGRESSIONAL NOTIFICATION

The Commerce, Justice, State, Judiciary, and Related Agencies Appropriations Conference Report for Fiscal Year 1999 included information regarding Congressional notification for the Community Relations Service. The report stated:

Close coordination between the Administration and Congress could help stabilize racially motivated local incidents. As the people’s body, Congress must be kept informed when the Administration responds to a domestic crisis. Therefore, the Attorney General is directed to notify the relevant committees whenever requests by local officials prompt the deployment of CRS personnel to mediate conflict.

Whenever CRS Conciliation Specialists conducted violence prevention and conflict resolution activities in Fiscal Year 2014, CRS notified the two Senators of the state where the conflict occurred and the U.S. Representative of the affected congressional district. CRS continues to notify these members when it provides services in their territories.



## MISSION STATEMENT

The United States Department of Justice Community Relations Service is America's Peacemaker for community conflicts and tensions arising from differences of race, color, and national origin. Created by the Civil Rights Act of 1964, CRS is the only federal agency dedicated to assisting state and local units of government, private and public organizations, law enforcement, and community groups with preventing and resolving racial and ethnic tensions, disputes, and civil disorders within communities, and in restoring racial stability and harmony.

With the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act of 2009, CRS's mandate expanded to include assisting communities in preventing and responding to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, and disability. CRS helps facilitate the development of viable mutual understandings and agreements as alternatives to coercion, violence, or litigation. It also conducts trainings and helps develop locally-based long-term mechanisms that communities may use to prevent tension and violent hate crimes. CRS Conciliation Specialists are impartial and do not take sides among disputing parties. Rather, CRS aids parties in developing their own mutually-agreeable solutions.





## WHO WE ARE

CRS services are facilitated by highly-skilled impartial Conciliation Specialists who provide mediation, facilitation, training, and consultation services to communities experiencing conflict across the United States and in the U.S. territories. They bring together community leaders, education representatives, private and public organizations, civil rights groups, law enforcement, and Federal, State and local officials to facilitate open discussions that can lead to collaborative solutions to conflicts arising from differences of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS Conciliation Specialists travel to local cities and towns to work directly with all community conflict stakeholders and assist them in developing strategies to respond to conflicts and reduce tensions. CRS Conciliation Specialists are highly trained professional mediators, facilitators, trainers, and consultants who are experienced in bringing community members together to prevent and resolve existing and future concerns.

# WHAT WE DO

CRS works with police chiefs, mayors, school administrators, local and state authorities, community-based organizations, and civil and human rights groups. The Agency does not take sides in a dispute; nor does it investigate, prosecute, impose solutions, assign blame, or assess fault.

## Below is a description of each of CRS's four services:

### Facilitated Dialogues:

Conciliation Specialists provide facilitated dialogue services to help communities open lines of communication by listening to the issues of each stakeholder group and learning from each about the problem and underlying issues of the conflict. These dialogues often include various local agencies, institutions, and community residents. Topics of discussion may include race, police-community relations, perceived hate crimes, tribal conflicts, protests and demonstrations, and other issues that may be important for a community. The dialogues are intended to lead communities in developing action plans for promoting peace and resolving conflicts in neighborhoods and schools.

### Mediation:

Mediation consists of playing an unbiased third-party role in formal negotiations by incorporating both established and novel mediation procedures to resolve conflicts. These negotiations are conducted by Conciliation Specialists who are trained to help communities discuss their differences and develop strategies to resolve their concerns. The goal of mediation is to provide a framework that helps communities resolve misunderstandings, establish mutual trust, and independently prevent and resolve future conflicts. Mediation is not used to determine fault. Frequently, the results of a community's mediation will be memorialized in a document, such as a Memorandum of Understanding, Mediation Agreement, Resolution, Proclamation, Collaborative Agreement, Community Pact, or Ordinance.



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To accomplish its mandate, CRS provides four services: facilitated dialogues, mediation, training and consultation. These services help communities to alleviate tension, resolve disputes, and prevent future conflicts more effectively.

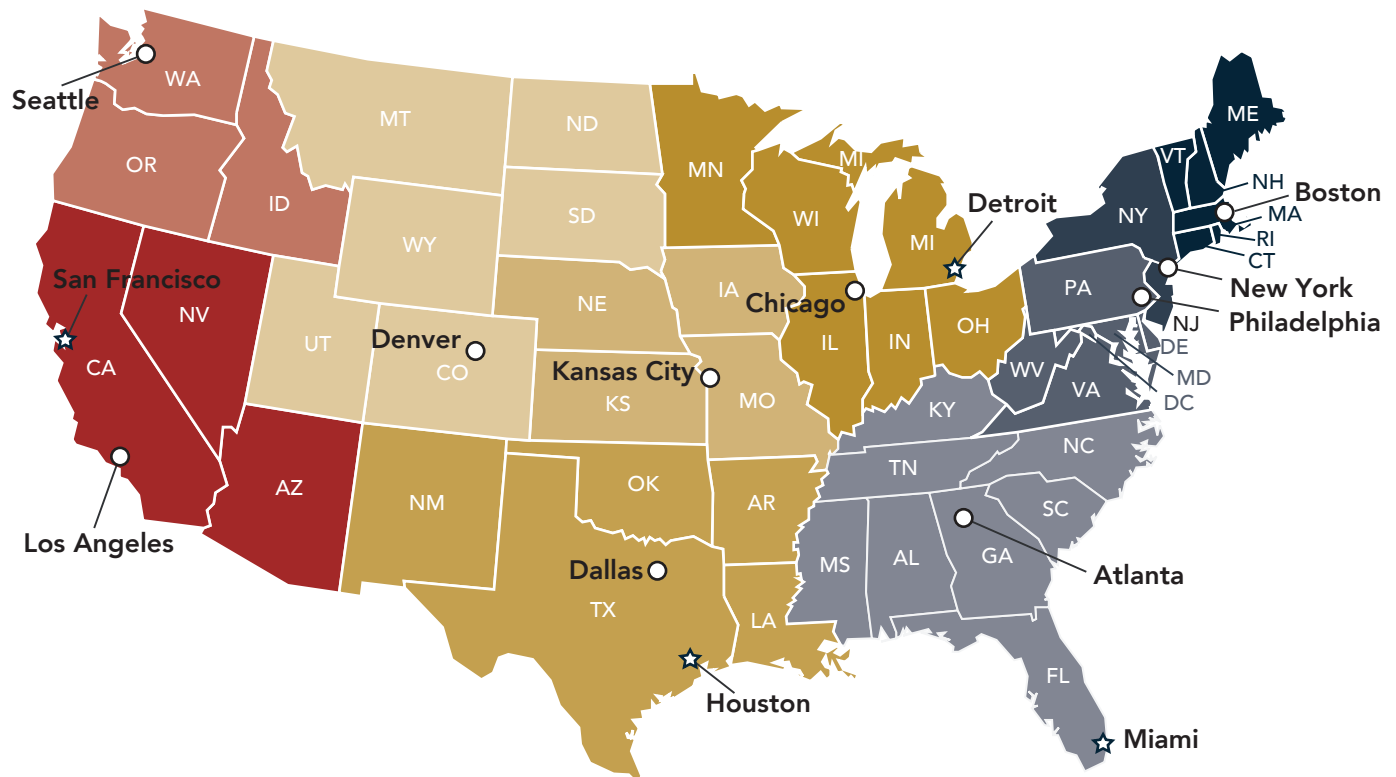
### **Training:**

The Community Relations Service's Conciliation Specialists provide training programs to communities in conflict as tools for understanding and alleviating current disputes to prevent future disagreements. These programs bring together representatives from local government agencies, community faith-based organizations, law enforcement, advocacy groups, and businesses in order to develop collaborative approaches for reducing conflicts and address the factors that have contributed to the disagreement.

### **Consultation:**

The Community Relations Service offers consultation services to help communities respond more effectively to conflicts and improve their ability to address underlying issues. Through consultation, CRS provides technical assistance and information on best practices. The consultation service also includes giving advice, sharing insight, and referring communities to available resources.

# CRS REGIONAL MAP



Alaska



Hawaii



Puerto Rico and  
The Virgin Islands



Guam



## LEGEND

- New England Region
- Northeast Region
- Mid-Atlantic Region
- Southeast Region
- Midwest Region
- Southwest Region
- Central Region
- Rocky Mountain Region
- Western Region
- Northwestern Region
- ☆ Field Offices
- Regional Offices



# CRS PROGRAMS

CRS has developed numerous programs that assist communities in solving conflicts and building the skills and infrastructure necessary to prevent and respond to future issues and tension. The programs bring together representatives from local government agencies, community and faith-based organizations, law enforcement, advocacy groups, and businesses in order to develop collaborative approaches for reducing conflicts and address the factors that have contributed to the disagreement.

## Examples of CRS programs include:

### Law Enforcement Mediation Skills Program (LEMS):

The CRS Law Enforcement Mediation Skills Program is a two-day course that strengthens the problem-solving and mediation skills of law enforcement officers and commanders who serve diverse communities. CRS works with officers to identify opportunities to enhance the level of mutual trust and respect between their department and the community, and to eliminate barriers to providing more effective police services.

### Responding to Allegations of Racial Profiling (RARP):

CRS's eight-hour course brings together law enforcement and community members to address perceived racial profiling and biased-based policing practices. This course can be tailored to the specific needs of a given community and is helpful in reducing tensions and creating a shared understanding of factors that contribute to mistrust. The program is an effective way to begin a police-community relations initiative or problem-solving process, and it encourages collaborative police-community relations.



## Student Problem Identification & Resolution of Issues Together (SPIRIT):

The SPIRIT program is an interactive two-part half-day student-based problem-solving program that engages students in developing solutions to problems associated with allegations of discrimination, harassment, and hate activity in schools. The SPIRIT program also engages school administrators, teachers, school resource officers, local officials, community leaders, and parents in the process of identifying and responding to these conflicts and creates the safest possible environments for learning.

## Arab, Muslim, & Sikh (AMS) Cultural Awareness Program:

CRS offers a four-hour program to familiarize law enforcement and government officials with some of the customs and cultural aspects of Arab, Muslim, and Sikh communities. The program is an effective tool for helping law enforcement avoid behavior and actions that may be perceived as offensive to Arab, Muslim, and Sikh community members. Likewise, the training may be given as part of a broader initiative to strengthen the relationship between local officials and the Arab, Muslim, or Sikh communities that they serve.

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CRS also offers a Train-the-Trainer program that prepares Arab, Muslim and Sikh community leaders to provide local law enforcement officials and first responders with a fundamental understanding of Arab, Muslim and Sikh cultures.

## City Problem Identification & Resolution of Issues Together (CITY SPIRIT):

City SPIRIT is a two-day problem-solving and resolution program that brings together representatives from local government agencies, communities, faith-based organizations, law enforcement, and businesses to develop collaborative approaches for reducing tension and address the factors that contribute to conflicts. The parties may also develop approaches for preventing and responding to alleged violent hate crimes on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. This program helps communities establish a lasting capacity to prevent and respond to conflicts.

## Assessment of Tension Breeding Facts:

CRS can facilitate a comprehensive assessment of racial and gang-related ethnic tensions, as well as conflicts that may lead to acts of violence in schools on the basis of race, color, national origin, gender, gender identity, sexual orientation, religion, and disability. CRS Conciliators will meet with administrators, faculty, staff, and students to collectively identify concerns and share their perspectives on issues that warrant attention. This information is captured and used to provide a snapshot of the challenges that affect a school, as well as facilitate a process with school officials to address these challenges.



## Hate Crimes Program:

The CRS Hate Crimes Program is a two-day training program that provides law enforcement officers with critical skills and knowledge for investigating and addressing hate crimes. The program familiarizes officers with best practices for identifying, reporting, investigating, and prosecuting hate crimes. The program also covers strategies for effectively educating the public about hate crimes and their significance.

## Rumor Control:

CRS assists in establishing rumor control measures following community incidents, protests, police investigations, jury verdicts, and other occurrences that contribute to the elevation of community tension and increase the potential for violent hate crimes. CRS offers technical assistance on how to control inflammatory rumors with accurate and credible information by employing a proactive and coordinated approach to publicity, formalized community-notification processes, and other appropriate information-dissemination measures.

## Human Relations Commission Training:

CRS provides customized training and technical assistance to local Human Relations Commissions. If a local government is interested in starting a Human Relations Commission, or if an existing Human Relations Commission is interested in best practices for responding to discrimination complaints, CRS can provide assistance. CRS will work with local officials to develop trainings or consultative programs that support a Commission's efforts to better serve the needs of the community.

CRS also provides self-marshaling training for organizers of protests and demonstrations. The training covers topics such as permits, route selection, logistical management, contingency planning, and effective communication and decision-making procedures during the event.

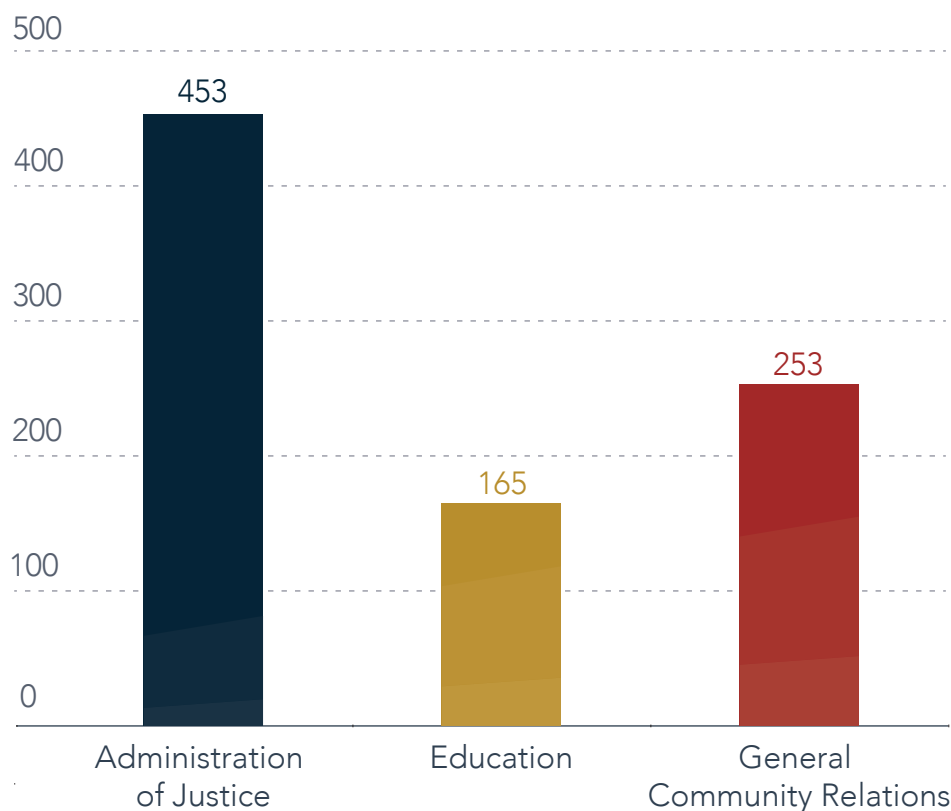
## Self-Marshaling Assistance & Training:

CRS assists local law enforcement, city officials, and demonstration organizers with planning and managing safe marches and demonstrations. CRS facilitates meetings between the parties involved and serves as a neutral entity to ensure that logistics are effectively coordinated, information is shared appropriately, and that marches and demonstrations are as safe as possible.

## Transgender Law Enforcement Training:

The CRS Transgender Law Enforcement Training is a two-hour program that familiarizes law enforcement with transgender community members, including those who are victims of hate crimes, abuse, discrimination, and injustice. The program serves as a tool for helping law enforcement avoid behavior and actions that may be perceived as offensive, and it can be used as part of a broader initiative to strengthen the relationship between local officials and the transgender communities that they serve. The training's intent is to support law enforcement's role in protecting and serving all community members.

# SUMMARY OF CRS ACTIVITIES AND ACCOMPLISHMENTS IN FISCAL YEAR 2014



**In Fiscal Year 2014, the Community Relations Service was called upon by civil rights organizations, school administrators, community leaders, law enforcement, and federal, state, and local government officials to address conflicts based on race, color, and national origin.** CRS worked with communities to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. These conflicts ranged from disparity of treatment allegations in school systems to targeted and violent acts of hate committed against many communities, including: African Americans; Caucasian Americans; Hispanic Americans; Asian Americans; ...



**The broad range of resources that CRS extends to communities are categorized as being either Service Deliverables or Outcomes, and these categorizations are listed below:**

**Service Deliverables**

- Consultation
- Facilitated Dialogues
- Mediation
- Training

**Outcomes**

- Agreement (Memorandum of Understanding)
- Proclamation
- Ordinance/Resolution
- SPIRIT Report (see page 18)
- Working Group

... Muslim Americans; Sikh Americans; American Indians; Americans with disabilities; and lesbian, gay, bisexual, and transgender Americans. CRS facilitated dialogues between aggrieved parties, conducted mediations, and provided training in support of resolution efforts by law enforcement agencies, U.S. and District attorneys, school administrators, civil rights organizations, and community group leaders across the country. The primary categorizations in which CRS offered its conciliation services were: Administration of Justice, Education, and General Community Relations. In total, during the fiscal year 2014, CRS completed 692 cases throughout the United States and its territories.\*

At the beginning of fiscal year 2014, the U.S. Department of Justice Community Relations Service modified its definition of a case to ensure that comprehensive services were provided to communities that it served under both the Civil Rights and Hate Crime Prevention Acts.

In previous years, a CRS case was generally regarded as a conflict in which CRS provided services under the Agency's congressional mandates. In 2014, a case, for tracking and internal management purposes, was redefined by CRS as the provision of two or more services or outcomes in response to a conflict. This change was made to ensure a greater likelihood that both the tensions related to a conflict and the root causes of a conflict were conciliated during CRS engagements. As a small agency with a very high caseload, CRS's management wanted to incentivize staff to engage with communities in a manner that would undergird impactful service delivery.

\*During the lapse in funding for the federal government at the beginning of the fiscal year, CRS documented approximately 30 issues across the nation, to which it would have offered its services, had the employees not been furloughed. Similarly, CRS had to cancel or postpone approximately 25 meetings and events that were to have taken place during the lapse.

# ADMINISTRATION OF JUSTICE CASES

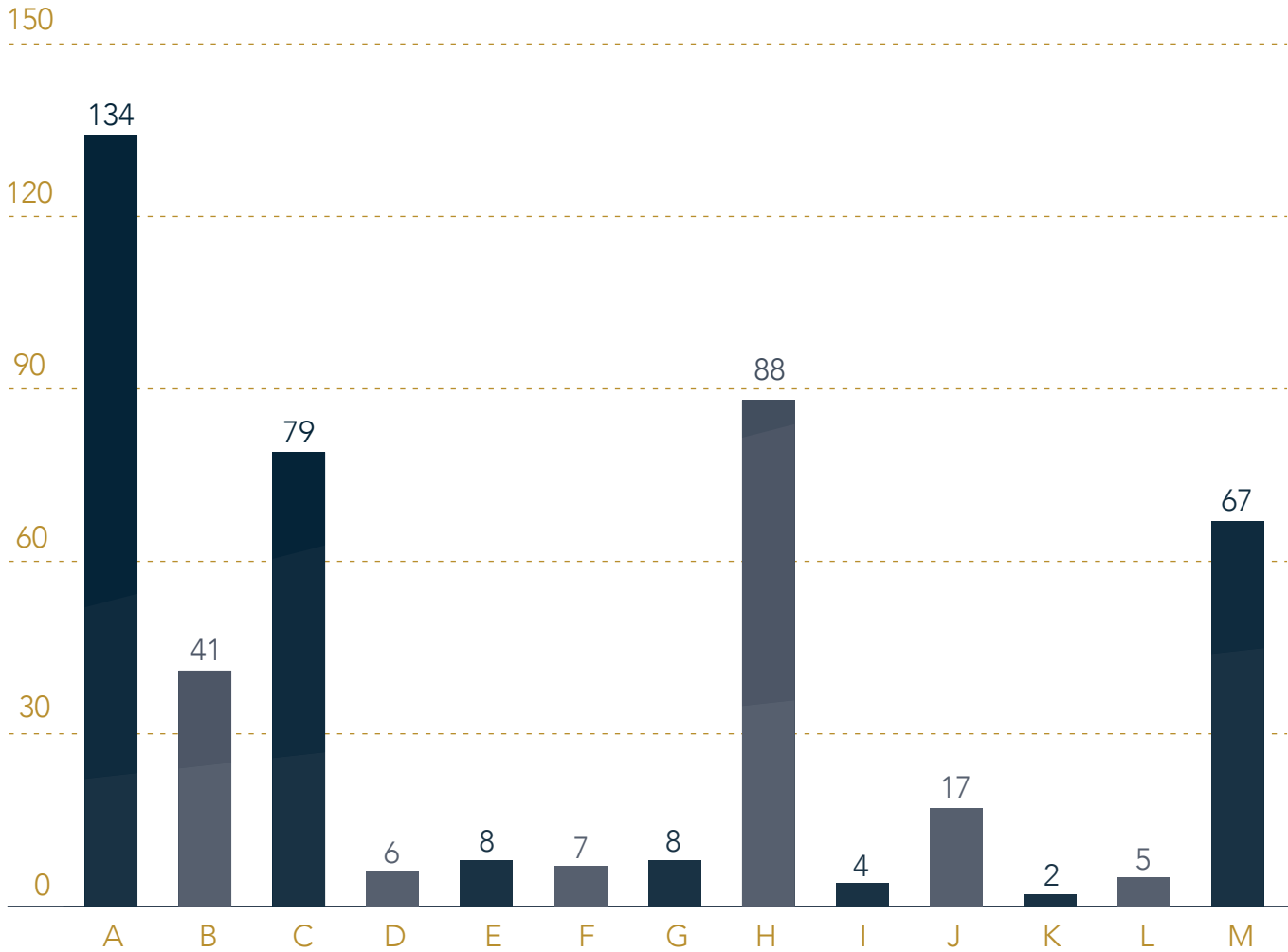
**Administration of Justice cases are defined as those that derive from the actions of law enforcement and fuel community tension.** In Fiscal Year 2014, CRS completed 453 Administration of Justice cases. The largest number of Administration of Justice cases resulted from hate-related crimes and incidents. Other subcategories of Administration of Justice cases with significant case-counts were cases resulting from reported excessive use of force or misconduct by law enforcement, poor police-community relations, and allegations of biased-based policing practices. In many cases, CRS was invited by law enforcement and local government officials to provide conflict resolution and mediation services, conduct cultural professionalism training, and furnish technical assistance in resolving conflicts. In other instances, CRS was asked by community and civil rights organizations to help them engage in dialogues with law enforcement, local government agencies, and other entities within their community.

## Customer Satisfaction Survey

CRS is dedicated to ensuring that the services its Conciliators provide are not only effective, but also meet the specific needs of the communities they serve. In an effort to track community members' satisfaction with the Agency, as well as evaluate the strengths and weaknesses of CRS programs and services, CRS developed a Customer Satisfaction Survey. From February through October of 2014, CRS Conciliators distributed Customer Satisfaction Surveys to community members they had assisted across the country. They surveys were completed anonymously and on a voluntary basis, and they were mailed back to CRS Headquarters office where their results were recorded and analyzed. ...



- A** Tensions Over Hate Incidents or Crimes
- B** Protest/Demonstration/March/Rally
- C** Police-Community Relations
- D** Internal Departmental Tensions
- E** Court-Related Issues
- F** Corrections/Prison Conflicts
- G** Conflict Over Hate Group Activity
- H** Conflict Over Excessive Use of Force/Police Misconduct
- I** Conflict Involving Tribes or Reservations
- J** Community Policing Conflict
- K** Civilian Oversight & Review Conflict
- L** Civil Disturbance/Riot
- M** Biased-Based Policing/Racial Profiling



# EDUCATION CASES

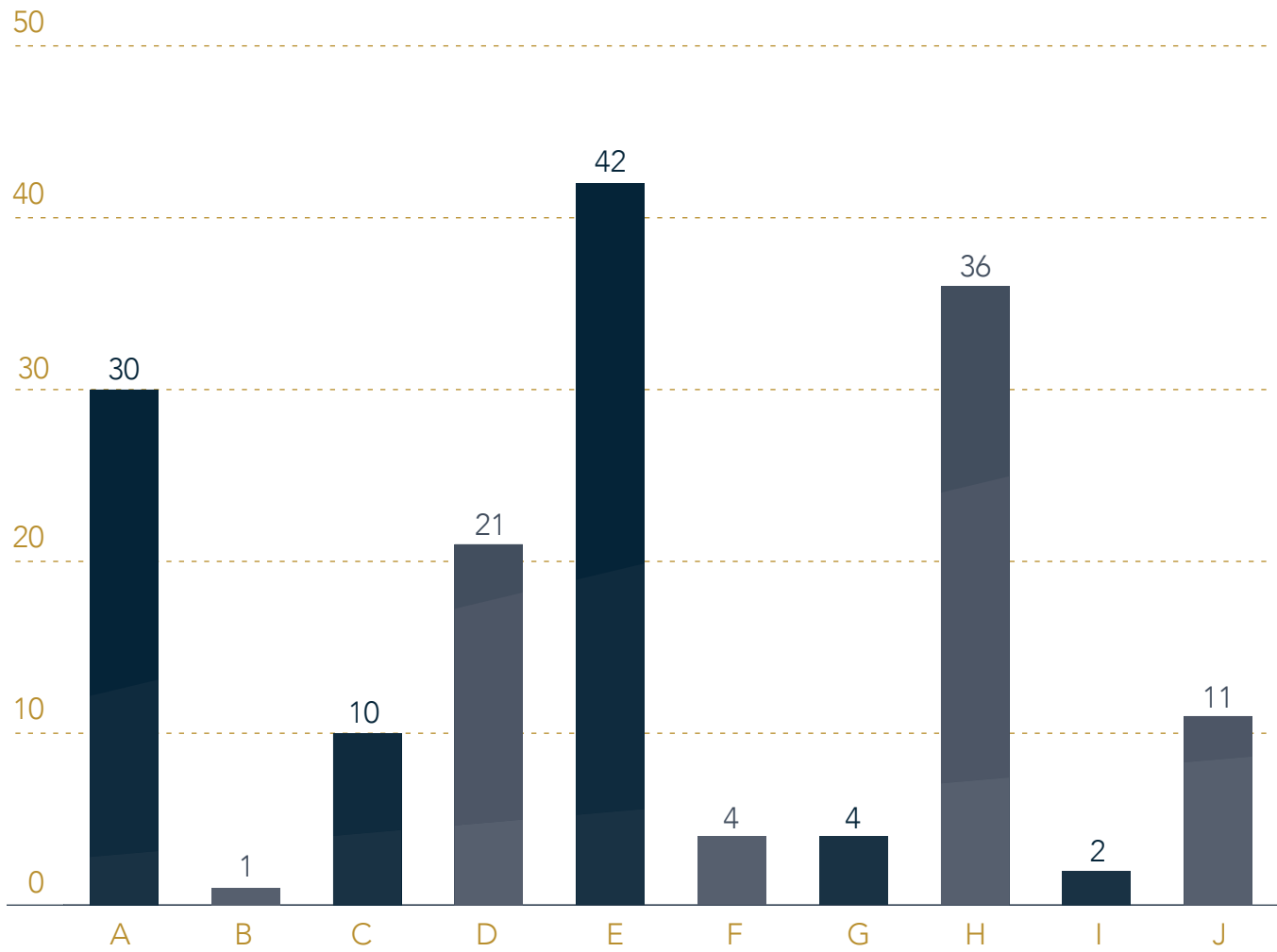
**Education cases are those that derive from school-related actions or incidents and drive community tension.** In Fiscal Year 2014, CRS completed a total of 165 Education cases. The highest number of Education cases resulted from perceived disparities in treatment or opportunities in secondary schools, followed by conflicts related to actual or perceived hate or bias-motivated incidents. There were also a significant number of inter-student body conflicts based on race. Some of these incidents received media attention and raised community-wide tension, but in many instances, these cases caused conflicts that were known only to local communities or the school's direct stakeholders.

## Customer Satisfaction Survey Continued

...The purposes of the Customer Satisfaction Surveys were two-fold. First, CRS has used, and will continue to use, the survey results to gauge the effectiveness of CRS programs, to alter or amend trainings and services that are not meeting the needs of customers, and to develop the capacity to become an even greater resource to communities across the nation. In addition, CRS has used, and will continue to use, the survey responses to establish baseline data on the satisfaction of CRS customers and the effectiveness of the Agency's work. The results of the surveys are a metric by which the Agency will be evaluated internally and externally, in both the short-term and the long-term. CRS will continue to offer the Customer Satisfaction Surveys to the community members it serves as it assists communities in resolving conflicts and tension based on differences in race, color, national origin, gender, gender identity, sexual orientation, religion, and disability.



- A** Student Racial Conflicts & Tensions (K-12)
- B** School Protest or Demonstration (K-12)
- C** School Disturbance (K-12)
- D** Hate or Bias-Motivated Incidents at Colleges/Universities
- E** Hate or Bias-Motivated Incidents (K-12)
- F** Conflict Over Policing on College/University Campuses
- G** Conflict Over Policing in Schools (K-12)
- H** Conflict Over Disparities in Treatment or Opportunities (K-12)
- I** Conflict Involving Tribes or Reservations
- J** College or University Conflict/Tensions/Disturbances



# GENERAL COMMUNITY RELATIONS CASES

**General Community Relations cases are cases that derive from events in the community, other than those related to educational institutions and law enforcement action, that fuel community tension.** In Fiscal Year 2014, CRS completed a total of 253 General Community Relations cases. The largest number of General Community Relations cases resulted from tensions based on changes in demographics. Cases involving tensions related to both disparate access to resources, post 9/11 tension, and hate group activity figured prominently, as well.

## Customer Satisfaction Survey Continued (Results)

**The Results from February through October of Fiscal Year 2014 are as follows:**

**Total Number of Surveys Received: 146**

*(5- Strongly Agree, 1- Strongly Disagree)*

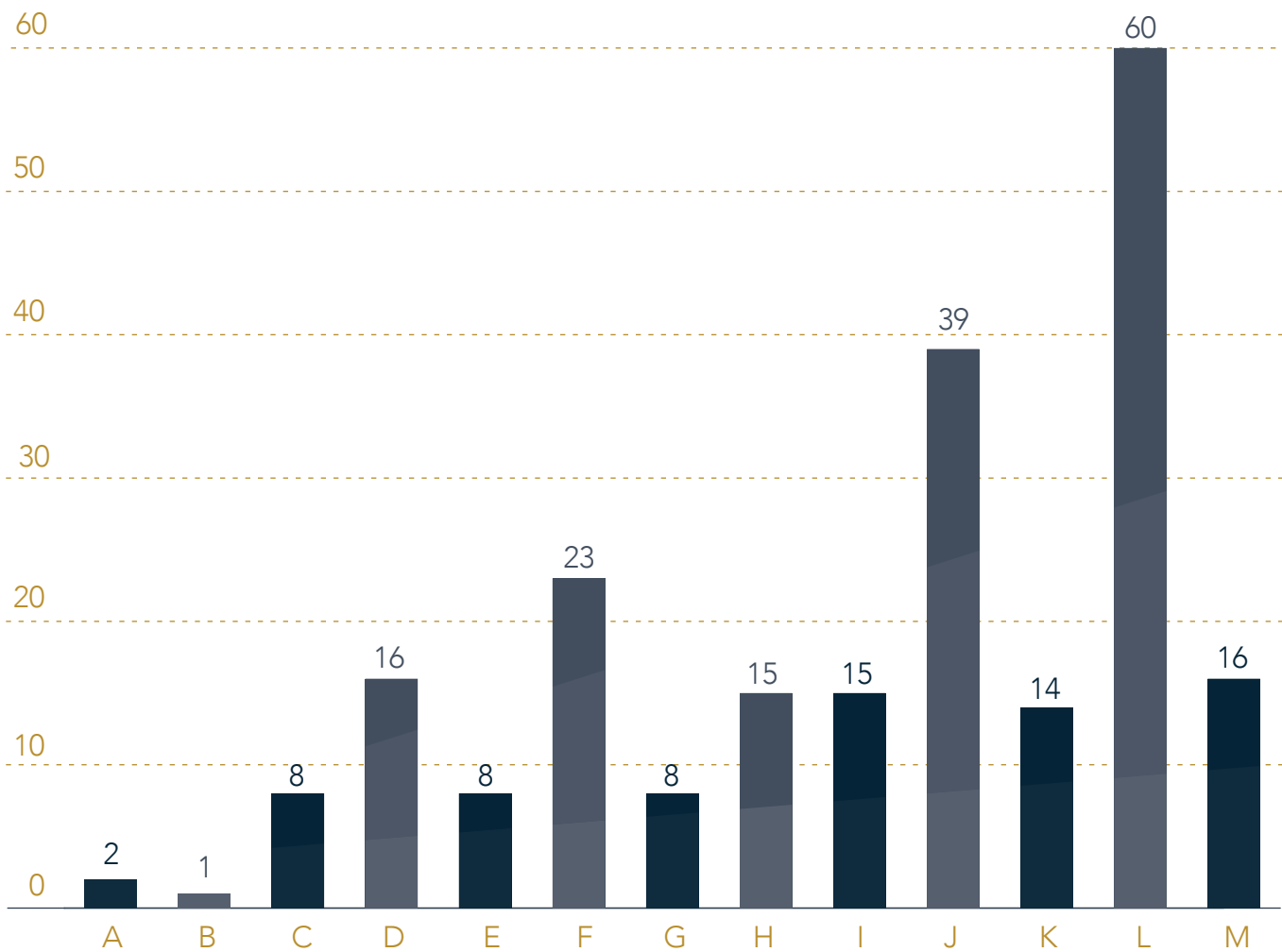
**Average Score: 4.59**

**Averages for Each Question:**

- 1) CRS's assistance helped prevent violence. **4.15**
- 2) CRS's assistance reduced community tension. **4.35**
- 3) CRS responded in a timely manner. **4.39**
- 4) CRS assisted my community in a professional and collaborative manner. **4.58**
- 5) CRS demonstrated neutrality and impartiality. **4.56**
- 6) I am satisfied with my experience with CRS. **4.57**
- 7) I would recommend CRS's services to someone else. **4.59**



- A** Housing Conflict
- B** Environmental Justice Conflict
- C** Youth-Related Conflict
- D** Special Events & Gatherings Tension/Conflict
- E** Private or Public-Sector Employment Conflict
- F** Post 9/11-Related Tension & Conflict
- G** Immigration-Related Conflict
- H** Hate Group Activity & Gatherings/Events/Demonstrations
- I** Cross-Cultural & Language-Based Conflict
- J** Conflict Over Disparities in Access to Services
- K** Conflict Involving Tribes or Reservations
- L** Conflict Arising from Changes in Demographics or Other Transitions
- M** Community Development Conflict







## CRS LOOKS BACK ON 50 YEARS OF HELPING COMMUNITIES

On July 2, 2014, Americans across the country recognized the 50th Anniversary of the passage of the 1964 Civil Rights Act.

The Civil Rights Act was a historic piece of civil rights legislation that outlawed discrimination based on race, color, national origin, religion, and sex. It also brought to an end unequal application of voter registration requirements and demanded an end to segregation in educational institutions, workplaces, and public accommodations. The 1964 Civil Rights Act is of particular importance to the Community Relations Service as Title X of the Act established CRS:

*“It shall be the function of the Service to provide assistance to communities and persons therein resolving disputes, disagreements, or difficulties relating to the discriminatory practices based on race, color, or national origin which impair the rights of persons in such communities under the Constitution or laws of the United State or which affected or may affect interstate commerce. The Service may offer its services in cases of such disputes, disagreements, or difficulties whenever, in its judgment, peaceful relations among the citizens of the community involved are threatened thereby, and it may offer its services either upon its*

*own motion or upon the request of an appropriate State or local official or other interested person.”*

For over five decades, the Community Relations Service has assisted communities from Selma to Sanford, from Wounded Knee to Ferguson, in resolving tension and conflict arising from differences in race, color, and national origin.

**To celebrate this important anniversary, CRS conducted an event at the Department of Justice’s Great Hall, on July 14, 2014.** The celebration was attended by CRS’s current staff and alumni staff members, several former CRS directors, and various leaders from national civil rights organizations, as well as numerous Department officials. United States Attorney General Eric Holder and then-United States Associate Attorney General Tony West provided remarks. Nationally renowned journalist and civil rights movement icon, Charlayne Hunter-Gault, facilitated a panel discussion with civil rights activists Joan Mulholland (a former CRS staff member and civil rights Freedom Rider), Ronald Gault (a former CRS employee and husband of Charlayne Hunter-Gault), Kevin Avruch (Dean of George Mason University’s School of Conflict Analysis and Resolution), former Deputy Director Steven Thom, and current CRS Conciliator Linda Ortiz. The event focused on CRS’s accomplishments over





### 1.5 – Grande Lum and Andrew Young

Director Grande Lum (right) and Ambassador Andrew Young converse at CRS's 50th Anniversary Commemoration Celebration.

2014 was also the year CRS marked the anniversary of another important piece of civil rights legislation.

### 1.4 – Charlayne Hunter-Gault and Joan Mulholland

Nationally renowned journalist and Civil Rights movement icon, Charlayne Hunter-Gault (left) speaks with Joan Mulholland, a former CRS employee and civil rights Freedom Rider.

the past five decades, as well as the contributions the Agency has made to ensuring equal treatment of all Americans. The event concluded with an armchair discussion between CRS Director Grande Lum and Ambassador Andrew Young.

**In addition to its own celebration, CRS also helped plan a joint-commemorative event between the Department of Justice and Howard University.** CRS worked alongside the Civil Rights Division and the Office of Justice Programs to co-host the celebratory event at Howard University's Cramton Auditorium. The commemoration occurred on July 15th, and the program included musical selections from The Gay Men's Chorus of Washington, DC, and the Howard University Choir. Ambassador Andrew Young provided the keynote address, and a panel discussing the impact of the Civil Rights Act was moderated by Charlayne Hunter-Gault. Panel participants included Julian Bond, Howard Law Professor Lisa Crooms-Robinson, Todd Purdum, Joan Mulholland, and Helen Zia. United States Department of Labor Secretary Tom Perez and United States Department of Education Secretary Arne Duncan also provided remarks, as did the President of Howard University, Wayne A. I. Frederick, M.D.

Five years ago, on October 28, 2009, President Barack Obama signed into law the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, or the HCPA.

The HCPA, which is named in memory of two victims of brutal hate crimes, strengthened federal protections against crimes based on race, color, national origin, and religion, as well as added federal protections against crimes based on gender, gender identity, and sexual orientation. The Shepard-Byrd Act also expanded CRS's mandate to include assisting communities in preventing and responding to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

In the five years since the passage of the HCPA, CRS has assisted over 850 communities under these new jurisdictional bases.

Continued... >

## INITIATIVE FEATURE: CRS HATE CRIMES FORUMS INITIATIVE

In July 2014, CRS announced an initiative to conduct multiple Hate Crimes Forums in all 10 of its Regions during the calendar year.

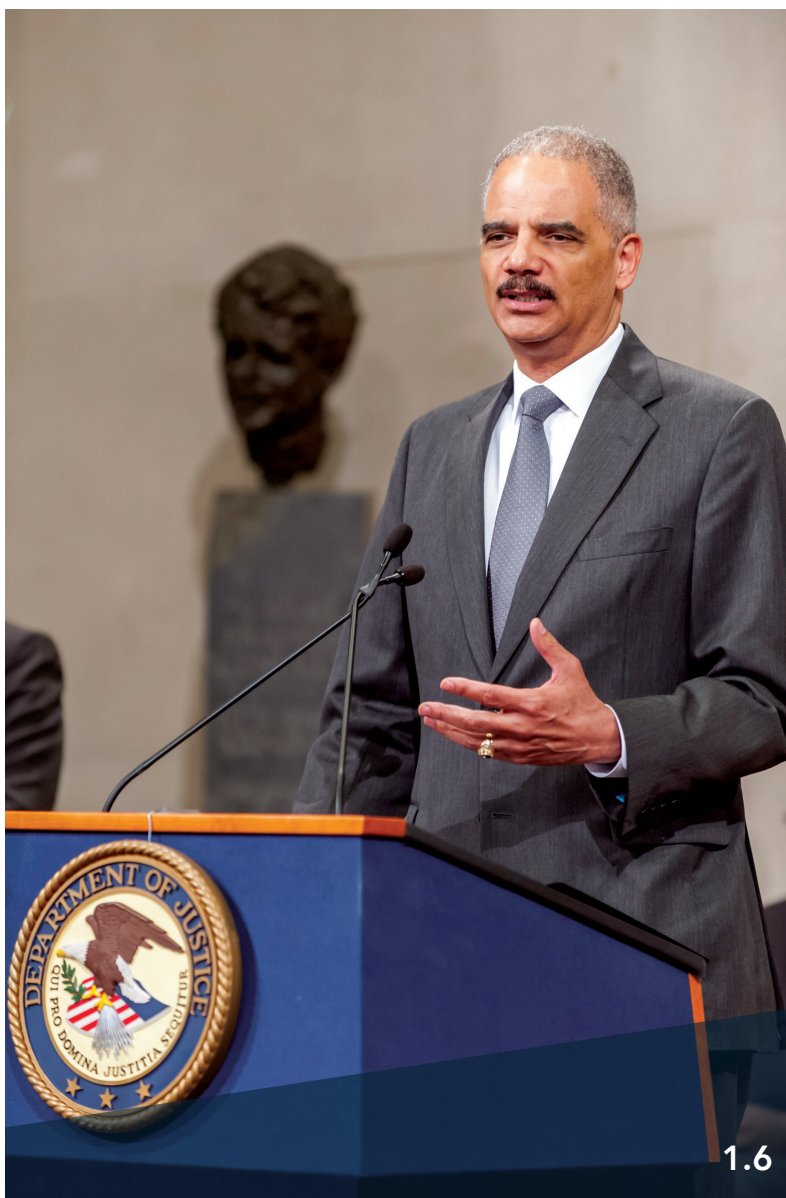
The purpose of the Hate Crimes Forums Initiative was to engage new communities, inform them of the additional protections afforded to vulnerable communities under the 2009 Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, and encourage them toward working more collaboratively with local elected officials, law enforcement, and other support service agencies to build stronger partnerships in addressing real or perceived tension arising from differences of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

The forums were coordinated in partnership with United States Attorneys' Offices and field offices of the Federal Bureau of Investigation to give a more complete overview of federal services. During the Forums, CRS worked directly with support agencies, public and private organizations, and local, state, and federal authorities to provide mediation, consultation, facilitated dialogue, and training services to encourage local service and community-based engagement and the development of local, self-sustaining, problem-solving mechanisms.

**Within the 2014 calendar year, CRS conducted over 27 Hate Crimes Forums** for established and new African American, Hispanic, Native American, Pacific Islander, Somali, Transgender, Arab, Muslim, and Sikh communities who desired to work more cooperatively with their local, state, and federal governmental and support services agencies.

As a result of these successful CRS-facilitated Hate Crimes Forums, communities reported: **enhanced communication and information sharing** between communities and their respective local, state, and federal agencies; **improved community awareness of the protections afforded under the HCPA**; **improved federal contact and available support services** from CRS, United States Attorneys' Offices, and Federal Bureau of Investigation offices; and the **development of local and state hate crimes task forces and working groups**. The Hate Crimes Forums Initiative also resulted in **improved governmental cultural awareness** on the needs of new and emerging communities and how to identify concerns before they become critical flashpoints.

Many of the forums resulted in the creation of Action Plans, Memorandums of Understanding, and Community Proclamations that strengthened local partnerships and established more effective and inclusive working groups focused on improving quality of life issues for all community residents and increased community reporting of hate crimes and perceived bias-based incidents to local, state, and federal law enforcement agencies.



### 1.6 – Eric Holder, U.S. Attorney General

United States Attorney General Eric Holder delivers remarks at the CRS event commemorating the 50th Anniversary of the Civil Rights Act of 1964.

... Examples of CRS's work under the HCPA include: **providing mediation, conciliation, facilitated dialogue, and training services** to law enforcement and lesbian, gay, bisexual, and transgender community members in the United States territory of Puerto Rico following the perceived bias-based murders of over 18 lesbian, gay, bisexual, and transgender individuals; working with law enforcement, faith leaders, and community members to **increase cultural understanding, strengthen relationships, and heal** in the wake of a mass shooting at a Sikh Gurdwara in Oak Creek, Wisconsin; and helping Arab, Muslim, and Sikh communities communicate their fears of retaliatory attacks to law enforcement following the Boston Marathon Bombing.

In addition, CRS has contributed to the inclusion of additional categories of individuals, including communities protected under the Matthew Shepard and James Byrd, Jr. Hate Crimes Protection Act in the Federal Bureau of Investigation's Uniform Crime Reporting Statistics database.

CRS also developed a Transgender Law Enforcement Training to familiarize law enforcement with transgender individuals, including those who are victims of hate crimes, abuse, discrimination, intolerance, and injustice.

Continued... >





1.7

## THE SHOOTING OF MICHAEL BROWN

**On August 9, 2014, CRS was informed that an unarmed African American teenager was fatally shot by a Caucasian police officer in the small town of Ferguson, Missouri, a suburb of St. Louis.** Within 24 hours of the shooting, two staff members from CRS's Central Regional office were in Ferguson establishing contact with law enforcement officials, assessing community tension, and identifying local community and faith-based leaders.

Throughout the following days and weeks, as protesters from across the country arrived in Ferguson to demonstrate not only against the shooting of Michael Brown, but also against perceived bias-based policing nationwide, CRS met with officials from various law enforcement agencies, as well as local community leaders, to support the development of viable working relationships.

CRS staff helped establish a coalition of local elected and government agency officials, community leaders, law enforcement executives, school administrators, and faith-leaders from the greater St. Louis area, to discuss the underlying issues of the conflict and begin the process of developing long-term solutions to the community tension.

CRS staff also conducted several Student Problem Identification and Resolution of Issues Together (SPIRIT) programs at local schools to reduce student tension following the shooting and the resulting protests.

In addition, CRS facilitated numerous community dialogues and town hall meetings to allow residents the chance to voice their concerns and develop local community solutions in a non-sensationalized environment. CRS staff also facilitated meetings between Department of Justice leaders and local community members to ensure that the concerns and feelings of the community were voiced to national leaders.

When tensions and subsequent demonstrations escalated into clashes with police and the destruction of private and public property, CRS deployed additional team members to provide self-marshal training and guidance to demonstration leaders on how to keep protests peaceful and prevent outbreaks of violence while observing their First Amendment rights. In addition, CRS worked with law enforcement to institute rumor control mechanisms intended to reduce and counter the circulation of inflammatory speculation with timely and factual information.



CRS staff also worked closely with law enforcement, merchants, community leaders, and protest organizers to support the development of contingency plans that could be implemented to offset disorder stemming from milestone events such as the Grand Jury verdict announcement. The reaction to the shooting of Michael Brown soon spread to communities across the country.

As demonstrations occurred in cities and towns across the nation, CRS staff in all Regional Offices monitored tensions, conducted outreach to protest leaders and law enforcement, and provided services, as appropriate, to ensure that demonstrations remained peaceful.

At the time of this Report's printing, CRS staff are still working in Ferguson, and in communities across the nation, to help community leaders, government officials, and law enforcement understand the underlying issues of the conflict and develop viable measures to increase the level of mutual trust and respect between police and minority communities.

CRS will continue to provide services to communities experiencing tension related to the shooting of Michael Brown until they no longer need or request the Agency's presence.

### 1.7 – Protesters react to grand jury decision

Police officers stand guard as protesters react to the announcement of the grand jury decision not to indict police officer Darren Wilson in the fatal shooting of Michael Brown, an unarmed black 18-year-old, Monday, November 24, 2014, in Ferguson, Missouri. (AP Photo/David Goldman)

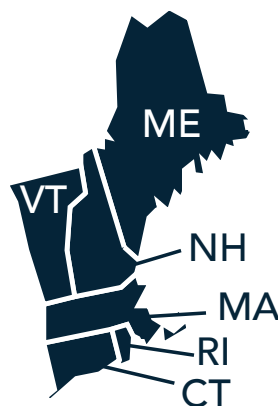
### 1.8 – Rally in support of Darren Wilson

Supporters of Ferguson, Missouri, police officer Darren Wilson hold a rally on August 23, 2014, in St. Louis, Missouri. Wilson shot and killed 18-year-old Michael Brown during an altercation on August 9th. Brown's death sparked violent protests and looting in the St. Louis suburb. (Scott Olson/Getty Images)

... To commemorate the anniversary, CRS Director Grande Lum participated in the White House Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act Anniversary Event at the Executive Office Building. Director Lum sat on a panel with other federal representatives and spoke on CRS's work with communities in the aftermath of hate crimes. In particular, he highlighted the extensive work CRS Conciliators have done with law enforcement and the Sikh community following the 2012 mass shooting at a Sikh Gurdwara in Oak Creek, Wisconsin.

Going forward, CRS will continue to reach out to new communities and assist those protected under the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act in preventing and responding to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, and disability.

# NEW ENGLAND REGION



## Rochester, New Hampshire

In early 2013, CRS was contacted by a national civil rights organization regarding complaints it received from parents of African American students. The parents reportedly alleged unequal educational opportunities for minority students in the local school district, as well as harsher disciplinary practices for African American youth. Parents also voiced concerns regarding the district's response to the area's rapidly changing demographics and reported instances of race-based bullying and conflicts within the student body. In February and March 2014, CRS conducted mediation sessions between the civil rights organization and the Superintendent of the school district to address the parents' concerns. Included in the mediation sessions were principals, teachers, students, administrative and support personnel, parents, the area Superintendent, and the national civil rights organization. The sessions resulted in the development of an Action Plan between the school district and the civil rights organization that addressed the issues identified and discussed during the mediations. The Action Plan was signed on March 6, 2014. As a result of CRS services, the community has reported decreased racial tension and improved communication between parents and district officials.

## New Haven, Connecticut

**In early 2014, CRS received reports of internal tension between officers within a local police department.** The tension was caused by several reported instances of racial and gender-based taunts and insults by Caucasian officers directed toward their minority colleagues. The incidents included a Caucasian officer using a racial slur when referring to a colleague over a radio transmission, another officer posting racially inflammatory comments on his private social networking page, and a swastika etched into the hood of a car parked in a secured lot at police headquarters. Officers also expressed concern about the low representation of minorities in leadership roles within the department. When local media began reporting on the story, the conflict spread from the department into the broader community. In response to the community tension, CRS, working in collaboration with a team from a local university, conducted multiple facilitated dialogue sessions and Cultural Diversity programs, until each member of the 500 person department had attended. All members, including top police officials, administrators, supervisors and patrol officers were required to participate by the local department's leadership. The dialogue sessions and Cultural Diversity programs reportedly led to decreased tension among members of the police department and within the broader New Haven community.

## Vernon, Connecticut

**In December 2013, a member of the local Sikh community sought medical attention from a nearby hospital.** Upon arriving at the hospital, his kirpan, a religious article of faith worn by practicing Sikhs, was confiscated and given to law enforcement. It was then destroyed by a police officer who reportedly did not know of the kirpan's religious significance. The destruction of the kirpan created tension within the local Sikh community and strained police-community relations. In response to the conflict, on March 26 and March 27, 2014, CRS, and an approved team of Arab, Muslim, and Sikh (AMS) partners conducted an AMS Cultural Competency Training and facilitated a dialogue between members of the local police department and Sikh community leaders. The program and dialogue improved trust and opened communication between AMS community members and first responders, and it inspired the creation of an ad hoc working group, whose purpose is to improve police-community relations.

1.9



### 1.9 – Kirpan

*Community tension in Vernon, Connecticut, increased after a kirpan, owned by a member of the local Sikh community, was destroyed by a law enforcement officer who reportedly did not know of its religious significance.*

*(Shutterstock, Ermess)*





### 2.1 – Judy Shepard

*In 2014, CRS assisted the Rhode Island Commission on Prejudice and Bias in planning their annual conference that educates law enforcement, community organizers, and religious groups about hate crimes; informs participants how to reduce community tension; and shares best practices on how to prevent outbreaks of violence with attendees. The event was attended by approximately 60 state and federal law enforcement personnel, as well as students and professors from a local university. Judy Shepard, the mother of hate crime victim Matthew Shepard, participated in the conference.*

*(Shutterstock)*

## Hartford, Connecticut

**During the 2013-2014 school year, there were a number of reported hate crimes targeting lesbian, gay, bisexual, and transgender (LGBT) students, as well as several alleged instances of racial and religious slurs and graffiti on middle and high school campuses across the state of Connecticut.**

In response to these incidents, the State of Connecticut Commission on Human Rights and Opportunities, the Connecticut State Department of Education, and the Asian Pacific American Affairs Commission co-sponsored an event called the “Kids Speak Conference.” The Conference was a full-day event involving hundreds of students from across the state. The event included interactive exercises, panel discussions, and peer dialogues aimed at raising students’ awareness of civil rights and how to recognize and end bullying and prejudice. CRS Conciliators spoke about the importance of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, as well as facilitated dialogues on bullying and hate crimes. The “Kids Speak Conference” increased participants’ knowledge of civil rights, informed them of the effects of bullying, and taught them how to create safer school climates for their fellow students.

## Danvers, Massachusetts

**In March 2014, CRS received a request from the Human Resources Director of a Department of Developmental Services facility to provide cultural awareness training for the center’s staff.**

A large portion of the facility’s staff was Muslim, and, following the Boston Marathon Bombing in April 2013, there were reports of abusive language against these staff members by some of their non-Muslim colleagues. Muslim workers also complained of a general insensitivity to prayer schedules and dietary restrictions by the facility’s administration. In response to the request, CRS provided a CRS “101” Information Session and facilitated an Arab, Muslim, and Sikh (AMS) Cultural Awareness program for all staff members. The training reportedly resolved misperceptions held by some staff members about the Muslim religion and encouraged a more respectful working environment.



# NORTHEASTERN REGION



## Mount Vernon, New York

In March 2014, CRS was alerted through local news sources about an altercation that occurred during a basketball game between the players, fans, and cheerleaders of rival schools. One of the high schools had a primarily Caucasian team and student body, while the other high school had a primarily African American team and student body. During the confrontations, racial slurs were reportedly extoled by supporters of both teams, and, following the game, students utilized social media to send racist comments and insults to players and fans of the opposing schools. CRS met with the Superintendents of both educational institutions to discuss the incident and how to heal relations between the student bodies. CRS also convened players from both teams to give them an opportunity to discuss the conflict and voice their opinions on how to move forward. Conciliators then co-facilitated a two-day, joint-Student Problem Identification and Resolution of Issues Together (SPIRIT) program for both schools, with the local board of cooperative educational services. The SPIRIT allowed students to identify underlying issues and discuss concerns related to the two student bodies and the way they interact with each other. Following the program, CRS facilitated a full-day leadership summit with student leaders from both schools to explore ways to implement solutions to the conflicts identified during the joint SPIRIT. One of these outcomes was a school/ community collaboration called a “140 Characters” (based on the number of characters a user is limited to for a twitter tweet) to continue the discussion around bias and prejudice in the community.



## Christianstead, Virgin Islands

**In December 2013, CRS was contacted by lesbian, gay, bisexual, and transgender (LGBT) community leaders from St. Croix, about an upcoming expansion to the hate crime laws in the United States Virgin Islands.** The legislation, which was enacted in January 2014, expanded protections for populations vulnerable to hate crimes and enhanced sentences for those found to have committed hate crimes. Over the next several months, CRS worked with United States Attorney's Office for the District of the United States Virgin Islands, the Federal Bureau of Investigation, and the United State Virgin Island's Attorney General to organize training for law enforcement and community leaders on federal hate crimes law and the new United States Virgin Island legislation. In June and August of 2014, CRS facilitated the training on both St. Thomas and St. Croix. The training on St. Thomas was attended by police officers and community members, while the St. Croix training was conducted for LGBT community organizations and local elected officials. The trainings supported improved understanding and encouraged joint cooperation and responsibility for identifying, investigating, and supporting vulnerable community members, as outlined in the local and Federal Hate Crimes statutes.



## Saugerties, New York



**In February 2014, CRS received a request for assistance from local law enforcement and lesbian, gay, bisexual, and transgender (LGBT) community members in updating police policies regarding law enforcement interactions with the LGBT community.** CRS had previously worked with both communities in relation to an incident where a gay teen was reportedly bullied due to his sexual orientation. In response to the request by law enforcement and community members, CRS facilitated a 'Hate Crimes Training' for local LGBT leaders, police officers, and representatives of the area's District Attorney's Office. CRS Conciliators also conducted a CRS Law Enforcement Transgender training session for local law enforcement agencies. In addition, CRS connected the stakeholders with a former LGBT community liaison from the New York City Police Department (NYPD), who had helped the NYPD update their materials on interacting with transgender community members. The CRS training forum assisted local and state service providers and community members to improve collaborative efforts in safeguarding rights of not only LGBT individuals but of all diverse community members.



### 2.2 – *Protesting death of Eric Garner*

*Demonstrators lie on the ground in New York City, protesting the death of Eric Garner. Mr. Garner died while being arrested by police in Staten Island, New York.*

*(Shutterstock)*

## Staten Island, New York

In July 2014, CRS was notified of an incident in which an African American man died while being arrested by local law enforcement. The events surrounding the man's death were filmed by observers and released to the media, resulting in local protests and demonstrations stemming from community perception that police used excessive force and that the actions of officers were out of proportion to the offense alleged to have been committed. CRS conducted outreach to affected African American and Hispanic community leaders and clergy by providing a federal presence and onsite mediation at a local vigil. CRS also provided consultation and self-marshal services to the organizers of a subsequent march and rally protesting the perceived excessive use of force and calling on the United States Department of Justice to investigate. In addition, CRS provided train-the-trainer sessions on conducting productive racial dialogues to African American community leaders, which gave them the capacity to engage in substantive discussions on improving race relations and police services in minority communities.

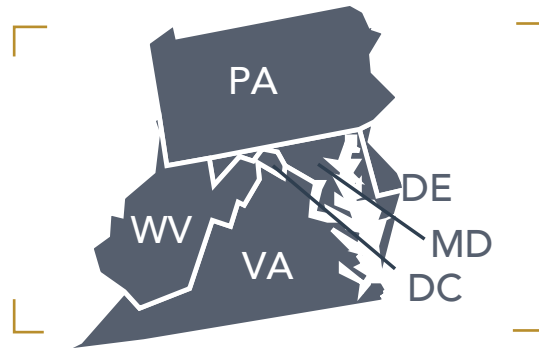
## New York, New York

**In September 2013, a Sikh American professor was reportedly attacked by a group of African American males near the campus of a local university.** The university is located in a predominantly African American neighborhood. The incident received significant media attention, and CRS services were requested to help ease the tension between the Sikh and African American communities. Both parties recognized a need for youth from each community to come together to discuss their differences, resolve misconceptions, and learn from each other. CRS was asked to provide consultation services in structuring an event where youths could engage one another in a safe environment. In February 2014, CRS held a successful summit with African American and Sikh American youth at the university where the victim taught. As a result of this successful effort, CRS then helped students convene on-going race dialogues aimed at improving African American and Latino student relations in Harlem. The area around the campus has experienced significant tension and instances of violence between area African American and Latino youth.

## Elmira, New York

**In January 2014, CRS was contacted by the local branch of a national civil rights organization regarding perceived tension between African American youth and law enforcement.** The organization had reportedly received complaints of racial profiling and disparate application of laws by area police against young African American men, and it asked for CRS assistance in improving police-community relations. In response to the request, CRS met with the local law enforcement to coordinate a “Know Your Rights Forum” that would allow community members to ask questions from a panel of convened subject matter experts on best practices in police policy and response, along with representatives from available victim support services. In March 2014, CRS facilitated the panel, which included representatives from civil rights organizations, area law enforcement agencies, and the District Attorney’s Office, as well as local elected officials. Each panelist discussed his or her organization’s responsibility and answered questions from the audience of both police officers and community members. As a result of the forum, the Mayor created a taskforce to improve the relationship between area law enforcement and the community members they serve.

## MID-ATLANTIC REGION



### Coatesville, Pennsylvania

In August 2013, CRS was informed by a national civil rights organization that an area school district superintendent and a local high school's athletic director voluntarily resigned from their positions after a local media source published text messages allegedly exchanged between the two officials. The messages contained derogatory comments about women, Jewish community members, and individuals of African American, Middle Eastern, and Latino heritage. Parents were reportedly concerned that the superintendent would receive his pension because he voluntarily resigned, rather than being terminated. Approximately 785 people signed a petition on Change.org calling for the board to deny the officials' resignations. In response to the request, CRS provided best practices for reducing community tension and assisted the civil rights organization and school district representatives in drafting a joint proclamation vowing to work together to heal the community. The issuance of the proclamation eased community tension, and, as a result, planned protests outside of the school were not held.





2.3

## Philadelphia, Pennsylvania

In May 2014, CRS conducted a Student Problem Identification and Resolution of Issues Together (SPIRIT) program for students at a local high school after school and district administrators expressed concern regarding the alleged occurrence of several bias-based incidents by African American students against their native African classmates. Administrators feared that if the tension within the student body was not addressed during the school year, it could result in violent incidents over the summer recess. The Federal Bureau of Investigation, the United States Department of Education, a local human relations commission, and a school safety organization helped facilitate the training and reduced tension within the student body prior to the summer vacation.

## Farrell, Pennsylvania

In July 2013, CRS was notified of rising police-community tension in response to perceived biased policing practices directed toward minority community members. In particular, some community members accused law enforcement of engaging in racial profiling and excessive use of force, and they lodged multiple complaints with the local mayor's office. The local human relations commission requested that CRS conduct a cultural professionalism training for its members and for the greater community to facilitate a dialogue on race relations. Approximately 60 residents attended, including city officials, law enforcement, and commission members. During the dialogue, the stakeholders created a proclamation, formally agreeing to work together to reduce community tension and improve police-community relations. The following day, CRS conducted a Responding to Allegations of Racial Profiling training that was attended by participants from the previous program, as well as representatives from a national civil rights organization.



2.4

### 2.3 – Praying at press conference

June 2, 2014: Baltimore, Maryland. Left to right, praying at the end of a press conference: Jose Dominguez, Edwin Vasquez, Yanderi (cq) Hernandez. Representatives from Hispanic and African American communities held a press conference at CASA de Maryland regarding ideas to prevent violence between the two communities.

(Staff photo/Barbara Haddock Taylor/Baltimore Sun)

### 2.4 – Demonstration against hiring discrimination

June 4, 2013: Annapolis, Maryland. Approximately 20 people demonstrate outside the Arundel Center in Annapolis, imploring local government to do more to combat discrimination and to hire more racial minorities in key positions.

(Photo by Pamela Wood/Baltimore Sun Staff Reporter)

## Annapolis, Maryland

In early 2014, CRS facilitated a dialogue between representatives from the local county library system and the area branch of a national civil rights organization. The civil rights organization had received complaints from minority community members regarding the hiring and firing practices of library personnel. Community members alleged that the county library system had a low representation of minorities on its staff and that non-minority employees were promoted faster than others. The discussion culminated in an action plan wherein the library system agreed to form a task force of community members to survey library employees, review employment practices, and work with the civil rights organization to improve minority recruitment efforts.

## Baltimore, Maryland

Toward the end of the 2013-2014 school year, racial tension escalated into several instances of violence between African American and Latino students at an area high school. The United States Attorney's Office for the District of Maryland notified CRS of the ongoing conflict, and CRS arranged meetings with representatives from the school district as well as a state commission on civil rights to discuss the problem and develop possible solutions. After meeting with the stakeholders, CRS helped establish and convene a working group consisting of African American and Latino civil rights organizations, the state commission on civil rights, and school district representatives. The working group's goal is to develop short- and long-term solutions to quell racial tension in the school district and prevent future incidents from occurring.

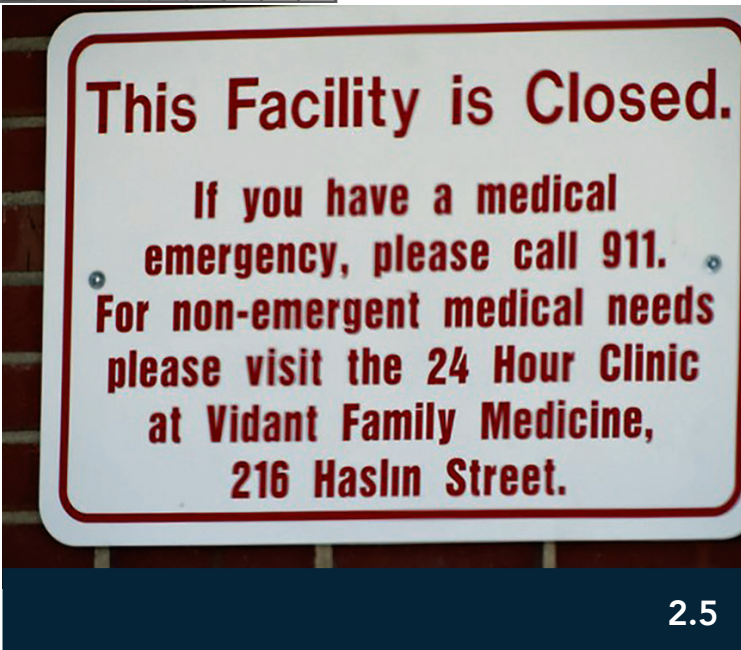


# SOUTHEASTERN REGION



## Newton, Mississippi

In April 2014, the president of a local branch of a national civil rights organization contacted CRS to report allegations of inequitable access to educational resources and disparate treatment of minority students by teachers in a local school district. In particular, the organization reported that African American community members believed the district was not doing enough to improve the academic achievement of minority students in elementary schools and that the school district had failed to implement a community advisory council, as required by the Mississippi Department of Education, for schools that were underperforming. The organization suggested that the shortage of African American teachers and the failure to provide cultural sensitivity training to educators were contributing factors to the community tension. In response to the organization's notification, CRS assisted in facilitating a community forum that provided an opportunity for parents and other minority community members to voice their concerns. CRS then met with local school district officials and shared the issues raised during the forum. The stakeholders agreed to mediate the underlying issues. On July 22, 2014, CRS conducted a mediation session between the civil rights organization and school district officials. Through the mediation, the parties were able to develop an action plan for resolving the issues identified during the forum, which were then captured in a Memorandum of Understanding (MOU). The MOU was signed on August 6, 2014.



### 2.5 – Beaufort County hospital closure

*A sign announces the closure of a rural hospital in Beaufort County, North Carolina. Many community members felt that the closure of the hospital, which had continuously operated at a financial loss for the private hospital group that managed it, would have a disparate impact on the local African American community.*

*(The Beaufort Observer)*

## Belhaven, North Carolina

**In March 2014, the United States Department of Health and Human Services Office of Civil Rights referred a mediation case to CRS related to the imminent closure of a rural hospital in Beaufort County, North Carolina.** While the closure of the hospital would reportedly leave Hyde and Beaufort counties without access to emergency medical care, the facility had continuously operated at a financial loss for the private hospital group that managed it. Additionally, many community members felt that the closure of the facility would result in a disparate impact on the local African American community. The matter received national media coverage, as it was seen to represent similar circumstances across the country. Representatives from a national civil rights organization, the City of Belhaven, and the non-profit hospital systems, of which the facility was a part, agreed to mediate in an effort to prevent a protracted investigation as to whether the African American community’s fears were accurate. During the mediation sessions, the parties agreed to transfer operation of the facility from the hospital system back to the community shareholders that owned the land and the facility, and to establish an organization or a working group to oversee and facilitate the handover. These decisions were captured in a Memorandum of Understanding (MOU) that was signed by the parties on April 3, 2014, as well as a Resolution by the Belhaven Town Council.



## Jacksonville, Florida

**On February 6, 2014, a reported bias-based assault against a transgender student at a local university was anonymously reported to the campus Women's Center.** On February 21, 2014, the university's police announced that they had closed the investigation into the alleged incident. The on-campus Lesbian, Gay, Bisexual, and Transgender (LGBT) Resource Center reportedly expressed concern that the Women's Center was documenting and responding to bias-based incidents, including the assault on the transgender student, on the basis of gender identity and sexual orientation. In addition, community tension increased when LGBT students alleged that the school's administration and the local Sheriff's Office failed to investigate the incident until it had garnered significant public scrutiny. The attention around the assault led to the reporting of other gender-based acts of violence affecting students on campus, and community members expressed concern that many bias-based crimes went undocumented as the school did not have a confidentiality mandate in place for reporting incidents. A local organization for LGBT youth hosted a CRS facilitated dialogue with representatives from the United States Attorney's Office for the Middle District of Florida, the Federal Bureau of Investigation, the Jacksonville Hate Crime Working Group, the LGBT Resource Center, and campus police. In addition, CRS assisted representatives from the campus police and the LGBT Resource Center in creating a training for students, faculty, and staff entitled "Safe Spaces." "Safe Spaces" informs participants about hate crimes against LGBT community members and instructs them on how to report bias-based activity. In addition, CRS worked with the school police and the LGBT Resource Center to establish guidelines and best practices for campus police interactions with LGBT community members.

## Deland, Florida

**In November 2013, community tension rose in Volusia County regarding a history text book used by a local high school.** The book reportedly dedicated an entire chapter to Islam, and many parents allegedly believed that it did not focus equally on Christianity and other religions, but rather was trying to indoctrinate their children into the Islamic religion. Opponents of the text planned for a public demonstration against the book at a November School Board meeting, and many protestors instructed students to tear the chapter on Islam from their textbooks. The event organizer reportedly utilized social media to spread awareness about the event, and anti-Muslim rhetoric was allegedly used in several postings. The local Muslim community allegedly feared that the tension, if left unattended, would lead to biased-based acts of violence in schools and in the broader community. Approximately 10 Muslim community leaders planned to attend the school board meeting to represent the concerns of the local Muslim and Arab communities. CRS services were requested to help ensure that tension did not develop into violent outbursts. CRS facilitated a dialogue between concerned Muslim leadership, county school district representatives, and the local branch of a national civil rights organization. The purpose of the dialogue was to review existing contingency plans to help reduce the potential for violence. The Agency also provided Self-Marshal training and assisted the Superintendent with developing contingency plans in case protestors disrupted the meeting. In addition, CRS provided the stakeholders with information on what schools can do to respond to, or prevent, hate incidents against Arab, Muslim, and Sikh students.



## Jackson, Mississippi

**In early 2013, a Sikh truck driver reportedly pulled over at a truck stop to fix a flat tire when officers with the Mississippi Department of Transportation approached him.** The man alleged that the officers referred to him as a terrorist and then arrested him when he refused to remove his kirpan, a small sword that is a religious article of faith worn by practicing observers of the Sikh faith. The individual paid his bond and was released; however, when he returned to the Pike County court for his hearing, he was allegedly ordered out of the courtroom for refusing to remove his turban, which is another religious article of faith worn by observers of the Sikh religion. The incidents resulted in heightened tension between law enforcement and the Sikh community and caused concerns at Gurdwaras (Sikh houses of worship) across the state. In November 2013, a national Sikh organization asked CRS for assistance. In response to the request, CRS contacted representatives from the United States Attorney's Office for the Southern District of Mississippi, the Federal Bureau of Investigation, the Jackson Sikh Temple leadership, the Hinds County Sheriff's Department, the Jackson Police Department, and the Hinds County Prosecutor's Office to facilitate a discussion on the incident and the resulting community tension. During the meeting, the parties decided to host a seminar on Sikh cultural competency, and CRS helped establish a working group to plan the event. On July 1, 2014, CRS conducted a Sikh Cultural Awareness and Protocol seminar entitled "Building Relations and Engaging with Sikh Americans." The event was attended by over 110 participants.

# MIDWESTERN REGION



## Red Lake, Minnesota

In April 2014, CRS was alerted to an incident in which a local Caucasian high school teacher referred to residents of a local American Indian reservation as “drunk Indians.” The statement caused outrage with Native American students, parents, and community members, who called for disciplinary action against the teacher. In addition, community members alleged that there is a long history of systemic racial bias against Native American students and threatened to hold protests against both the school and the individual teacher. In response to the community tension, CRS facilitated a dialogue and consultation session with Minnesota superintendents, United States Department of Education officials, student resource officers, school counselors, and community educators on issues related to bullying, harassment, school violence, and school discipline. The dialogue and consultation session were attended by over 40 participants from various Minnesota school districts. In addition, CRS met with two tribal leaders from the reservation in regards to the incident. During the meeting, the parties discussed topics including anti-bullying legislation and policies, best practices for preventing and counteracting racial stereotypes, and the Family Educational Rights and Privacy Act. Finally, CRS facilitated a separate dialogue in Minneapolis, Minnesota, with tribal members and parents of high school students at the Twin Cities Tribal Office. The dialogue focused on the need for racial sensitivity when developing Native Studies curricula for Native students.

## Elkhart, Indiana

**In September 2013, CRS convened a meeting of local Sikh community leaders and law enforcement officials to discuss the fatal shooting of two Sikh males and the repercussions on the Sikh community.** CRS convened leaders from Gurdwaras in Mishawaka and South Bend, the United States Attorney's Office, the Federal Bureau of Investigation, and area law enforcement to facilitate a dialogue on the incident. The United States Attorney's Office and the FBI reassured Sikh leaders that the shooting did not appear to be bias-based but rather was a robbery that had escalated. In addition, the local Sheriff and the local Police Chief expressed a commitment to the Gurdwara leaders to uphold the civil liberties of Sikh community members and to pursue any threats to their personal safety. In November 2013, CRS met with law enforcement and Gurdwara leaders in South Bend, Indiana, to conduct a mediation session. The mediation session resulted in eight points of consensus addressing safety and security for the Gurdwara, community policing support, and Sikh cultural awareness training for police. The points of consensus were captured in a Memorandum of Understanding (MOU), signed by the parties on December 10, 2013.

## Detroit, Michigan

**In November 2013, CRS was notified by a transgender advocacy organization of the murder of a transgender woman whose body was found discarded in a trash receptacle.** Lesbian, gay, bisexual, and transgender (LGBT) community members believed that the victim was murdered because of her gender identity and expressed fear for their personal safety and of further hate crimes against their community members. In response to the community tension, CRS convened a series of meetings and trainings with community members, law enforcement, and advocacy organizations. The training focused on hate crimes that targeted the LGBT community and improving police-community relations. In addition, CRS assisted the parties in drafting an agreement which set forth points of consensus in an effort to strengthen trust and understanding between law enforcement and the LGBT community. Finally, following the training, and after receiving input from the parties, the local police department updated their LGBT Executive Order to improve relations between law enforcement and the LGBT community and assist police officers in recognizing hate crimes targeting the LGBT community. The new executive order is now in effect.



## Detroit, Michigan

**On April 2, 2014, a 54-year-old Caucasian individual was assaulted by a group of African American men when he got out of his truck to check on a Black youth he accidentally hit with his truck.** The man suffered severe injuries and was hospitalized in a coma. The incident caused increased community tension within the African American and Caucasian communities. There was reportedly a high level of distrust by Caucasian community members against African American individuals and a poor image of the neighborhood in which the incident occurred. CRS services were requested to help resolve the tension and prevent any further outbreaks of violence. In response to the request, CRS facilitated a dialogue between the Detroit Mayor's Office, the Detroit Police Department, the Detroit Urban League, the City of Roseville City Manager's Office, the Interfaith Center for Racial Justice, Macomb County, the Interfaith Leadership Council of Metropolitan Detroit, the Michigan Department of Civil Rights, the National Association for the Advancement of Colored People, and religious leaders. Following the dialogue, the stakeholders decided to hold district-wide discussions, hosted by representatives from several houses of worship, city council members, and the Mayor's Office, focusing on racial issues. To accomplish this goal, the stakeholders created a Unified Interfaith Task Force Working Group and a list of community partners. CRS provided a train-the-trainer session of a Race Dialogue and assisted in the development of the resource list of community partners for the Working Group. In addition, CRS helped draft a United Interfaith and Community Proclamation Call to Action, which was presented publicly on April 23, 2014. The Proclamation called on the citizens of Detroit to work together to build a community of peace and compassion and create a stronger community.

### 2.6 – Daughter of Steven Utash

*Mandi Emerick, daughter of Steven Utash, talks to defendant Wonzey Shaffold during his sentencing in the beating of her father before Wayne County Circuit Court Judge James Callahan at Frank Murphy Hall of Justice in Detroit on Monday, July 7, 2014. Saffold and Bruce Winbush pleaded guilty to assault in exchange for having attempted murder charges dropped. Saffold was sentenced in Wayne County Court to serve six years and four months to 10 years in prison. Wimbrush was sentenced to three years' probation. They were among five people who pleaded guilty in the attack. Steve Utash, a tree trimmer from Macomb County, was severely beaten after he got out of his pickup to check on a 10-year-old boy who had darted in front of him in Detroit.*

*(AP Photo/Detroit News, David Coates) DETROIT FREE PRESS OUT; HUFFINGTON POST OUT*





**2.7 – Bruce Wimbush takes a plea**

*Defendant Bruce Wimbush takes a plea deal before Judge James Callahan at Frank Murphy Hall of Justice in Detroit on Monday, June 16, 2014. Wimbush has plead guilty in the Detroit mob beating of a motorist who accidentally struck a child with his pickup.*

*(AP Photo/The Detroit News, David Coates)*

**Grosse Pointe Park, Michigan**

**In November 2013, CRS learned from local media reports of community tension due to the alleged racial intimidation and harassment of several African American men by local law enforcement.**

According to local media resources, police officers reportedly videotaped African American males while forcing them to perform dances, sing, and act like chimpanzees. One of the videos reportedly included an individual who was believed to be cognitively disabled. In response to the incidents, the Chief of Police ordered an internal investigation, which resulted in the suspension of five individuals. Two well-known national civil rights organizations conducted a peaceful demonstration in front of the police department and raised the profile of the incident throughout the region. In response to the community tension, CRS offered its services to the Chief of Police, the City Manager, the Mayor, City Council Members, community representatives, and the Michigan Department of Civil Rights’ Community Response Team. After several mediation sessions, CRS assisted the parties in creating an action plan for resolving racial tension. The action plan was later documented within a Memorandum of Understanding (MOU) that was signed by the stakeholders on February 12, 2014. In addition, the City Manager and Mayor drafted and witnessed a City Proclamation, promising to work collaboratively to improve community awareness and cultural understanding of all ethnic groups, race, cultures, and religions, and promote tolerance and acceptance. Finally, CRS assisted the parties in creating a working group comprised of business, faith, and civic leaders to provide community support and liaise with law enforcement as Grosse Pointe Park continued to move forward under the Proclamation and MOU.





2.8

### 2.8 – Renisha McBride vigil

*In this November 6, 2013, file photo Charles Hanna lights Theresa Walker's candle, left, at a vigil for Renisha McBride in front of the home where she was shot in Dearborn Heights, Michigan.*

*(AP Photo/Detroit News, Ricardo Thomas, File) DETROIT FREE PRESS OUT; HUFFINGTON POST OUT*

## Dearborn Heights, Michigan

**On November 2, 2013, a 19-year-old African American woman was shot and killed on the front porch of a Caucasian man's residence.** The woman was believed to have been seeking assistance from the man after crashing her car early that morning. The woman's family, local faith leaders, and Detroit community activists expressed outrage when the man who shot the teenager was not immediately arrested and charged with her death. Community members expressed their belief that race was a factor in the fatal shooting, while the man claimed he fired his weapon in self-defense. On November 8, 2013, approximately 100 Detroit activists and community members assembled for a peaceful vigil in front of the local Police Department. The following day, a community rally and protest meeting was held at a local church and was attended by approximately 200 individuals. CRS provided conciliation and mediation services during and after the rally, and through a series of a mediations and consultation meetings, assisted in the formation of a working group called the Michigan Concerned Clergy. CRS then aided the Michigan Concerned Clergy in drafting a Community Proclamation that included commitments to fight for the civil rights of all citizens, to improve diversity and cultural awareness among community members, to work collaboratively with diverse ethnic and racial groups, and to "uphold, promote and engage citizens in an effort to build and promote an environment of dignity, respect, and mutual understanding among and between all diverse groups and individuals through participation and support of community initiatives via education and dialogue." CRS then assisted the working group in devising and drafting a Memorandum of Understanding (MOU) that set forth the responsibilities and goals of the Michigan Concerned Clergy.

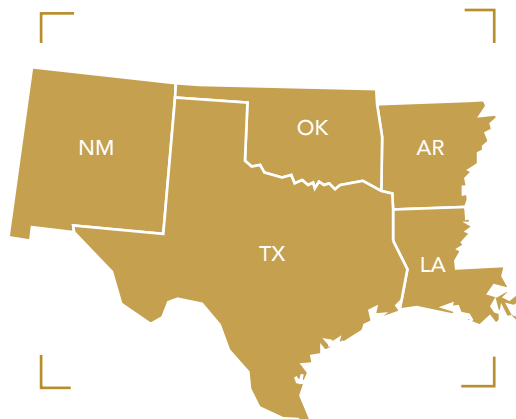
## Chicago, Illinois

**In July 2013, CRS viewed a media report describing the assault of two African American lesbian women by approximately 10 African American men.** Members of the lesbian, gay, bisexual, and transgender (LGBT) community believed the attack was motivated by the women's sexual orientation, as homophobic slurs were uttered during the incident. CRS then received a request for assistance in calming community tension from Taskforce Prevention and Community Services, an agency dedicated to providing Human Immunodeficiency Virus and sexually transmitted infection prevention services to African American community members. In response to the request, CRS facilitated three mediation sessions with representatives from law enforcement, county and city elected officials, agency directors, civil rights organizations, and members of Taskforce Prevention and Community Services. The mediations resulted in a Memorandum of Understanding (MOU), signed by the parties, that formalized the development of a LGBT task force for the Austin neighborhood of Chicago. The goal of the task force is to provide safety training, access to victim services, legal advice and information on job, and educational opportunities for LGBT community members.

## St. Paul, Minnesota

**In the spring of 2013, hikers in the greater St. Paul area discovered the body of an openly gay Somali man who had reportedly committed suicide by setting himself on fire.** The deceased was one of a small handful of Somali Americans who actively participated in health education, outreach, and advocacy for the lesbian, gay, bisexual, and transgender (LGBT) community. After the discovery of the man's remains, LGBT advocates alleged that the man was either burned against his will because of his open association with gay advocacy organizations or shamed into suicide by cultural and religious pressure. In addition, Somali community members voiced concern that other gay Somalis could face similar pressure or violence. In response to the community concern, CRS facilitated a series of race dialogues and mediation sessions with East African leaders and LGBT community members. The principal parties agreed to a multi-point action plan focusing on the health and safety of LGBT individuals and calling for collaboration between leaders of the two communities. The parties reached a consensus on raising LGBT community awareness, preventing bullying and acquaintance violence, and promoting religious tolerance and understanding. The points of agreement were recorded in a Memorandum of Understanding (MOU), that was signed by the stakeholders in January 2014.

# SOUTHWESTERN REGION



## Homer, Louisiana

**In January 2014, the local police chief requested CRS services in reducing tension between law enforcement and the African American community following the termination of two minority police officers.** Community leaders alleged discriminatory practices and disparate treatment both within the department and toward the greater community. In addition, they contended that law enforcement and parish officials engaged in racial profiling. In response to the request, CRS facilitated dialogues between representatives from a national civil rights organization, a ministerial alliance, police, and Parish officials. The parties agreed to participate in a parish-wide Law Enforcement Mediation Skills (LEMS) training. CRS also assisted the stakeholders in drafting a Memorandum of Understanding (MOU), which formalized an agreement between the parties to develop a community response to the conflict. A proclamation was also signed by law enforcement, parish officials, members of the civil rights organization, the ministerial alliance, school officials, and judiciary members, reaffirming the parties' agreement to work together to improve race relations, develop community resources, and improve communication between the police and the African American community.

**In April 2014, community tension again flared after the arrest of an African American mayor on charges of malfeasance and allegations of disparate treatment, discriminatory practices, and inequitable access to resources for African Americans by law enforcement and parish officials.** The Federal Bureau of Investigation and the civil rights organization asked CRS to once again help diffuse tension and repair the relationship between law enforcement and community. CRS facilitated dialogues between the United States Attorney's Office for the Western District of Louisiana, the Federal Bureau of Investigation, law enforcement officials, the civil rights organization, and ministerial alliance members. As a result of the dialogues, the parties agreed to host a Hate Crimes Prevention Educational Forum and create a contingency plan to improve communication and extend resources to the community via the United States Attorney's Office, the Federal Bureau of Investigation, and city and law enforcement officials.





### 2.9 – Honoring Monroe Isadore's memory

*Roberta Foster, center, one of the daughters of the late Monroe Isadore, talks to the crowd before balloons were released honoring Isadore's memory.*

*(Ray King/Pine Bluff Commercial)*

## Pine Bluff, Arkansas

**In September 2013, CRS was alerted to heightened community tension related to the fatal shooting of a 107-year-old hearing impaired African American man in his home by law enforcement.**

The incident resulted in multiple protests and demonstrations, and a national civil rights organization requested CRS services in calming the tension and repairing police-community relations. In response to the request, CRS facilitated dialogues between city officials, the United States Attorney's Office for the Eastern District of Arkansas, a national civil rights organization, a faith-based alliance, and officials from nearby universities and colleges. In addition, CRS provided mediation services to the stakeholders, which resulted in the creation of a proclamation and community pact. The proclamation and pact provided for the establishment of the Pine Bluff Community Action Board, which was formed to address community issues and to demonstrate a good faith effort to reconcile current and future conflicts.

## Dallas, Texas

**In February 2014, CRS services were requested by administrators from a local school district after teachers and parents of one of the district's middle schools expressed concern about a reported rash of suicide attempts among the students.** CRS worked with school district administrators, law enforcement, and mental health professionals to uncover the underlying conflict causing the suicide attempts and then conducted a Student Problem Identification and Resolution of Issues Together (SPIRIT) program for the students. The SPIRIT resulted in a formal partnership between students and the school's administration to implement students' recommendations developed during the SPIRIT for improving the school's learning environment for all students. CRS also provided school administrators and students with contact information for a local suicide help line in case of an emergency need.



### 3.1 – Protest on Albuquerque police department

Mariee McCoy, center, of Albuquerque holds up a sign protesting Albuquerque Police Department officers during a protest and march to APD headquarters in Albuquerque on Tuesday, March 25, 2013. (AP Photo/Albuquerque Journal, Greg Sorber)

## Albuquerque, New Mexico

Between 2010 and 2014, the Albuquerque Police Department was involved in 37 shootings with community members, 23 of which were fatal. Many community members viewed the large number of shootings as indicative of perceived bias-based policing practices, a pattern of excessive use of force, and a general absence of integrity within the police department. In March 2014, protestors, many of whom were students enrolled at a local university, engaged in 12 hours of demonstrations near the campus and outside of the local police headquarters. City officials deployed riot police as they reportedly felt commercial property was at risk of vandalism, and tear gas and other crowd dispersal measures were used against the demonstrators. Many community members felt the use of riot police was yet another example of poor relations between law enforcement and community members. In April, CRS attended a City Council meeting where community members expressed their concerns about law enforcement and their interactions with minorities. After the meeting, CRS met with the Mayor and police chief to discuss best practices for reducing tension between law enforcement and communities and formulate recommendations for improving the city's community engagement process. Through the dialogue, the stakeholders agreed to have CRS provide trainings for police officers and other city personnel. On April 24, 2014, CRS conducted four concurrent Law Enforcement Mediation Skills (LEMS) trainings and a Site Problem Identification and Resolution of Issues Together (Site SPIRIT) for community leaders, city employees, and law enforcement.



## Hearne, Texas

**In May 2014, a 93-year-old African American woman was fatally shot in her home by law enforcement.** Community members expressed outrage over the incident and further alleged that local police engaged in habitual racial profiling and excessive use of force against minorities. In response to the community tension, CRS facilitated dialogues between city officials and representatives from two national civil rights organizations. The dialogues resulted in a resolution to apply a standard of equitable practices and fair treatment when recruiting qualified minority applicants for law enforcement positions. In addition, city officials agreed to allow area residents to serve on the city's law enforcement hiring committee.

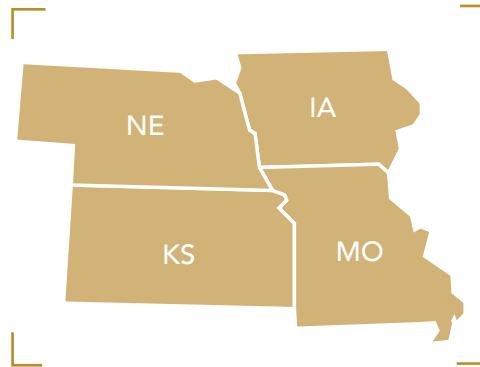
## Jasper, Texas

**In May 2014, CRS was alerted to increased tension between the local African American community and law enforcement following the alleged beating of a minority woman while in police custody.** Leaders in the African American community were outraged by the reported incident and further alleged a history of excessive use of force against minorities. The following month, CRS facilitated a community dialogue to address race relations between the police and the greater Jasper community. As a result of the community dialogue, a Mayor's Police Advisory Board was established, consisting of ten members. CRS assisted the stakeholders with developing the mission and goals of the Board, facilitating an initial meeting between Board members, law enforcement, and city officials. The Board will assist police personnel in improving the department's relationship with minority communities and will ensure the needs of the community are met.

## Hempstead, Texas

**In December 2013, parents of a local school district expressed concern when a Caucasian principal banned Hispanic students from speaking Spanish while in class.** In response to the community tension, CRS facilitated dialogues between school officials and representatives of Hispanic civil rights organizations. The dialogues resulted in a resolution to recruit qualified minority applicants for district personnel positions, as well as the development of a long-term goal for ensuring school district personnel were reflective of the demographics of the student body. In addition, the parties agreed to work together to address the needs for cultural diversity training within the school district staff. The following month, CRS conducted two train-the-trainer sessions of the Cultural Competency program for district personnel.

# CENTRAL REGION



## Kansas City, Kansas

**In the spring of 2014, the local branch of a national civil rights organization contacted CRS after it was informed by a former staff member of alleged discrimination against African American city employees.** Staffing in the Mayor's office had changed after a recent election, and the civil rights organization and local African American community alleged that the new Mayor had failed to staff his office with individuals that reflected the city's demographics. The African American community reportedly felt that the Mayor's staffing decisions undermined the community's effort to support diversity and inclusion. In response to the community's concerns, CRS facilitated a dialogue between community leaders and officials in the Mayor's office. Through the dialogue, the parties agreed to work together to address community concerns and clear up misconceptions regarding staffing decisions. In addition, the parties agreed to form a standing working group to improve communication between the African American community and city government.



### 3.2 – Restaurant sign in Belton, Missouri

*In December 2013, community tension rose in Belton, Missouri, after a local chain restaurant posted a sign that was perceived as offensive by local Native American community members.*

*(Photo taken by Deloris Schilling. On Twitter @DelChilling)*

## Belton, Missouri

In December 2013, a local chain restaurant posted a sign about an upcoming National Football League game that stated, “KC CHIEFS WILL SCALP THE REDSKINS FEED THEM WHISKEY SEND – 2 – RESERVATION.” The sign was met with immediate furor from local Native American community members, who reportedly expressed concern about negative stereotypes of tribal members. The story was picked up by local and national media sources and led to renewed calls by American Indian advocates to rename sports’ teams with perceived offensive names. In response to the community tension, CRS held a meeting with tribal leaders from the greater Kansas City area to discuss their concerns and possible solutions. Over the course of several meetings, the tribal leaders identified root issues that included negative community stereotypes of American Indians, misguided fervor by Kansas City Chiefs fans, and discrimination against Native American students in local schools. CRS then assisted them in developing an action plan to pursue meetings with the Kansas City Chiefs leadership and administrators of local school districts.

## Independence, Missouri

On March 29, 2014, CRS was informed by parents of local Native American students of reported discrimination, harassment, and bullying of American Indian children in several local school districts. The parents alleged that the bias-based behavior was conducted by both faculty and other students, and that previous attempts to bring their concerns to the attention of faculty and school administration had failed. In response to the parents’ tension, CRS facilitated a dialogue between the parents, local tribal leaders, and an administrator of one of the school districts. During the discussion, the parents and tribal leaders were able to voice their concerns, and the administrator agreed to open an investigation into their allegations. The administrator also promised to work with tribal leaders in increasing cultural awareness among staff and the student body by including American Indian cultural presentations for Parent Teacher Association meetings and scheduling regular meetings with the districts’ counselors. The parties then agreed to schedule cultural competency trainings for the district schools and presentations on accessing educational resources to tribal members.



### 3.3 – Remnants of mosque of the Islamic Society of Joplin, Missouri

Haaris Rebman, 12, and Hameed Ahmad, of Joplin, look through the remnants of the mosque of the Islamic Society of Joplin for pages of the Quran on Wednesday, August 8, 2012. The mosque was destroyed by a fire, the cause of which was later determined to be arson.

(AP Photo/The Joplin Globe, Roger Nomer)

## Joplin, Missouri

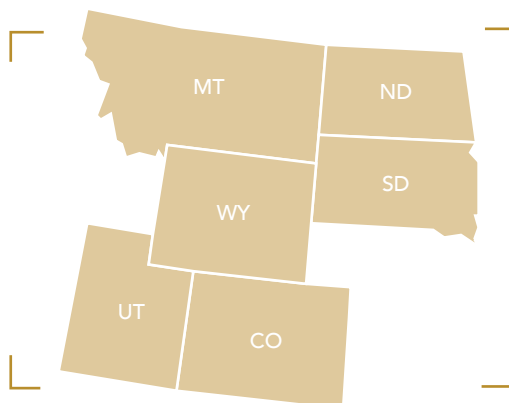
**In August 2012, a Joplin mosque was destroyed by an arsonist who was arrested 14 months later.** A local branch of a national civil rights organization and area Muslim leaders asked for CRS assistance in helping the congregation heal and addressing concerns regarding safety for Muslim residents with law enforcement. CRS facilitated a meeting between the leaders of an area Islamic Center and agents from the Federal Bureau of Investigation to discuss personal safety concerns of Muslim residents. The community leaders relayed personal threats their congregation members had received, as well as descriptions of perceived suspicious vehicles that had been seen near their places of worship. The FBI provided the Center's leaders with contact information and gave them information on how to report bias-based activity. Additionally, in January 2014, CRS conducted an Arab, Muslim, and Sikh (AMS) panel presentation for approximately 30 leaders of the Islamic center, local school administrators, law enforcement training instructors, Sheriff's deputies, and police officers.

## Kansas City, Missouri

**In October 2013, CRS was notified of a planned rally to protest undocumented immigrants.** In particular, CRS received a press release for a demonstration entitled "Stand Against Illegal Immigration and Rise Against the Downfall of the American Economy." After contacting the organization holding the rally, Conciliators learned that the organization had received promises from white supremacy groups across the country to participate in the demonstration. CRS then learned from local media reports that numerous counter-protests were being organized for the same day. In the days before the rally, CRS staff provided technical assistance to local law enforcement in developing contingency plans to respond to conflict between members of the organization holding the rally and counter-protesters. They also informed area civil rights groups, who planned counter-protest activities at a different location, of best practices for conducting and managing an event. On the day of the event, CRS conducted on-site mediations between protesters, law enforcement, and those demonstrating against the rally. While local media reports estimated the crowd to be between 700 and 1,000, there were only two arrests.



# ROCKY MOUNTAIN REGION



## Gillette, Wyoming

**In November 2013, CRS services were requested by a local branch of a national civil rights organization following an alleged attack of an African American cognitively disabled man and his wife by unknown perpetrators.** The victim and his wife reportedly suffered physical injuries that resulted in substantial medical expenses to the family. Racial slurs were allegedly used during the assault, and African American community members expressed the belief that the incident was race-motivated. CRS facilitated several problem-solving discussions between municipal and county officials, law enforcement representatives, health services providers, disabled community advocates, and members of the civil rights organization that resulted in parties reaching multiple agreements. The agreements were then memorialized in an action plan, which provided for improved outreach and information sharing between stakeholders, review of community health complaints reported to city officials by the civil rights organization, and a greater effort to attend cultural awareness trainings and workshops.







### 3.4 – Vehicle vandalism

*In March 2014, a number of vehicles owned by East African refugees were vandalized. The local police department investigated the incidents as hate crimes as the automobiles were parked in areas known to house members of that minority community.*

*(The City of Fort Morgan/ Courtesy photo)*

## Fort Morgan, Colorado

**In March 2014, CRS services were requested after several cars belonging to East African individuals were reportedly damaged with gunfire and had racial slurs spray painted on them.** The incidents were viewed as hate crimes by the community, and they increased fear and tension between members of the East African, Latino, and Caucasian communities. In response to the request, CRS provided consultation and facilitation services in establishing a local community stakeholders working group, which consisted of non-profit organizations, government employees, refugee service providers, law enforcement, business owners, and faith leaders. The working group drafted a “Welcoming Community” proclamation which recognized the importance of diversity and inclusivity. It was adopted by local city leaders, school district administrators, ministerial alliances, and neighboring municipalities.

## Salt Lake City, Utah

**In November 2013, CRS was contacted by a local university and asked to hold a Hate Crimes forum for faculty, administrators, and students to help them identify hate activity and develop strategies to prevent and respond to bias-based incidents.** The university experienced racial tension following several student Halloween costumes that were deemed to be offensive to several communities, including African American and Muslim students. The forum was co-facilitated by the United States Attorney’s Office for the District of Utah, the Federal Bureau of Investigation, and local law enforcement. It was attended by approximately 80 members of university staff, faculty, administrators, and students, and it provided information on the history and nature of bias crimes, legal issues related to hate incidents, and effective law enforcement responses to bias-motivated conflicts. It also discussed community strategies for preventing hate crimes and provided information on hate group symbols.

## Lakewood, Colorado

**In April 2014, CRS services were requested by a national civil rights organization after it received complaints that an African refugee student was reportedly bullied by several Latino students because of his race and national origin.** The civil rights organization alleged that the school failed to protect African American students and ignored race-based bullying. On April 22, 2014, CRS facilitated a dialogue between school district leaders, students, parents, and concerned community members, and it assisted the participants in identifying issues and concerns perceived by the school community. The issues identified included: school-based bullying; student-to-student discrimination and harassment; negative perceptions of the school in the community; uncertainty of leadership in the school district; and a lack of student participation in the educational decision-making process. Through the dialogue, the parties agreed to identify school stakeholders to develop an action plan for improving relations between students, the community and the school; conduct a CRS-facilitated Student Problem Identification and Resolution of Issues Together (SPIRIT) program; and improve student engagement by developing a process for communication and information sharing between students and the administration. CRS Conciliators provided teachers and school counselors with SPIRIT facilitator training and helped the administration conduct a SPIRIT program for the students. Through the SPIRIT process, the students decided to form a standing SPIRIT Council to address conflicts within the student body.

## Denver, Colorado

**In July 2014, CRS services were requested by Bhutanese civil rights leaders in Colorado and the Colorado Department of Motor Vehicles (DMV) following allegations of disparate treatment on the basis of race and religion.** Bhutanese immigrants alleged that they were not given the same access to Department of Motor Vehicles services, and this perception led to increased tension between community members and DMV workers. In response to the request, CRS facilitated a dialogue between the Colorado Department of Motor Vehicles, the Colorado Refugee Services Program, and local Bhutanese community members, during which the parties identified underlying issues to the conflict. The identified issues included communication barriers between the Bhutanese, other immigrant populations, and the DMV; lack of information sharing and outreach by the DMV to immigrant communities; and poor education and understanding of refugee communities regarding the DMV processes and systems. Through the dialogue, the parties agreed that the DMV would meet with refugee community leaders to explore and resolve information gaps, improve customer service, and increase community outreach. The parties also agreed to the development of a refugee advisory group to work with the DMV in developing information strategies with Bhutanese and other immigrant communities.

# WESTERN REGION



## San Diego, California

In the spring of 2013, CRS was asked by the United States Attorney for the Southern District of California to assist local law enforcement in its relations with Somali community members. Tension had risen over the arrest of a Somali man who was prosecuted on terrorism charges. In addition, the United States Attorney's Office asked CRS to join the San Diego Somali Community Law Enforcement Roundtable, which consisted of Somali community leaders, the United States Attorney's Office, the Federal Bureau of Investigation, the San Diego Police Department, and the San Diego Sheriff's Office. After joining the Roundtable, CRS convened a working group of its members to develop goals, objectives, and action plans for the coalition. The working group also discussed how to use and develop tools to engage community members. In addition, CRS provided a modified Arab, Muslim, and Sikh (AMS) Cultural Competency presentation for Roundtable members and showed the Agency's training video "The First Three to Five Seconds." CRS staff then facilitated a discussion on improving community-law enforcement relations and engaged in additional dialogues and trainings with the working group.

3.5



### 3.5 – Coachella Valley High School Mascot

*In November 2013, CRS was notified about reported community tension surrounding a local high school mascot. Members of the local Arab American community felt that the mascot's depiction was demeaning and played into negative stereotypes about their community. CRS facilitated mediation sessions between civil rights organizations, school district officials, and community leaders. The parties agreed to change the depiction and name of the mascot to one that was deemed inoffensive and determined to be acceptable by the various stakeholders.*

*(Photo courtesy of Coachella Valley High School)*

## Thermal, California

**In November 2013, CRS was notified about reported community tension surrounding a local high school mascot.** The mascot was a cartoon depiction of an Arab man that had a hooked-nose, a single tooth, and wore a sneer. Members of the local Arab American community felt that the mascot's depiction was demeaning and played into negative stereotypes about their community. The conflict garnered local media attention as it was representative of a larger national discussion regarding perceived offensive names of school and professional sports teams. In response to the community tension, CRS convened a meeting with an Arab based civil rights organization and school district officials. The parties agreed to mediate the conflict, and, through the mediation sessions, they developed a mutually acceptable plan on how to resolve the community concerns. The mascot's depiction and name were changed to ones that were deemed inoffensive, and CRS provided training services on how to establish and maintain a working group to prevent and respond to future conflict.

## San Diego, California

**In August 2014, CRS was notified of reported threats made against several Latino advocacy groups that provide temporary shelter and support for unaccompanied minors from Central America.** The threats were allegedly made through various social media forums, and, on several instances, the commentators trespassed on the property of the organizations' members. Law enforcement responded to the incidents by increasing patrol activity, however the parties requested CRS facilitate a meeting between Latino community leaders and police to ensure that any hate crimes or incidents would be addressed. CRS facilitated a dialogue between the San Diego Police Department and the advocacy organizations, during which the parties discussed standards and definitions associated with hate speech and the organizations' concerns for the personal safety of their members.





## Sonoma County, California

**In October 2013, a Sheriff's Deputy fatally shot a Latino youth, resulting in increased community tension and poor police-community relations.** The youth was carrying a pellet gun, which the Deputy allegedly mistook for an assault rifle. Following the incident, Sonoma County Supervisors created a County Law Enforcement Taskforce to study and recommend a model for law enforcement oversight and identify best practices for community policing. CRS services were requested to help the Taskforce gain an understanding of Community Policing theories and best practices and establish an action plan for obtaining the working group's goals. In response to the request, CRS provided an explanation of Community Policing, as well as examples of prior instances in which Community Policing models were adopted. CRS also answered Taskforce members' questions on how to begin Community Policing in their area and provided resources on dialogue processes, contingency planning for demonstrations, and how to respond to concerns of law enforcement's use of force. In addition, CRS provided Self-Marshal and Goodwill Ambassador training for community leaders, Sonoma County residents, and Taskforce members in preparation for anticipated demonstrations and protests related to the District Attorney's investigation of the incident.

## Phoenix, Arizona

**In the spring of 2014, a local transgender woman was arrested by area law enforcement under suspicion of prostitution.** The individual's arrest caused an outcry in the lesbian, gay, bisexual, and transgender (LGBT) community as the woman is reportedly an advocate for the transgender community, and LGBT community members felt she was arrested based on her appearance rather than any criminal behavior. Community tension was further inflamed when the woman was convicted of the prostitution charges. In response to the conflict, CRS met with city and law enforcement officials and then conducted the CRS Transgender Law Enforcement Training. Representatives from more than a dozen local law enforcement agencies participated in the program and learned more about transgender or gender non-conforming community members, as well as actions and language that transgender individuals may find offensive.



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### 3.6 – Funeral of Andy Lopez

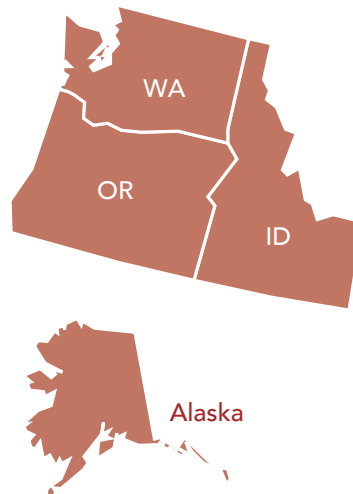
*Friends of Andy Lopez carry his coffin into Resurrection Parish during his funeral ceremony in Santa Rosa, California, on Tuesday, October 29, 2013. Lopez was shot by a Sonoma County deputy on October 22nd. Local authorities indicated that the deputy mistook a pellet gun Lopez was carrying for an assault rifle.*

*(AP Photo/The Press Democrat, Conner Jay)*

## Ventura County, California

**In December 2013, a local American Indian organization received notice that various religious and spiritual practices it conducted on private property violated County codes.** They received fines and various penalties. The organization contacted CRS and reported that it had performed the ritual for several decades in Ventura County, and, although it was cited by previous County officials, no enforcement action was ever taken to stop the practice. In addition, the Native American organization voiced its belief that its rituals were protected under federal law and further reported that it attempted to engage County officials in discussion related to their concerns but was unsuccessful. In response to the organization's request, CRS facilitated several dialogues and mediation sessions between the organization's leadership and county officials. Through CRS services, the parties agreed to form a working group to determine how to perform the organization's rituals within the bounds of County codes. The parties also agreed to memorialize the working group's plan in a written document, and, once that occurred, the County would waive the previous fines and penalties. In January 2013, the working group provided a sufficient solution to the conflict between the parties, and the County penalties were waived for the Native American organization.

# NORTHWESTERN REGION



## Portland, Oregon

**In February 2014, three local teenagers were charged with kidnapping, robbery, assault, and menacing after they lured one of their classmates to a remote location, assaulted him, and carved a Swastika into his forehead.** The incident caused tension among community members, some of whom felt the attack should have been classified and prosecuted as a hate crime. In response to the community tension, CRS met with school administrators, state-level education officials, the United States Attorney's Office for the District of Oregon, local law enforcement, elected representatives, and advocacy organizations to discuss the incident, hate crimes, and how to prevent bias-based attacks. CRS then met with school officials to assist them in establishing a Bias Incident Response Team. CRS also offered school officials resources and points of contact for additional services, including how to develop programs, curricula, and policies to respond to acts of hate among students.

## Anchorage, Alaska

Over the last five years, the city of Anchorage has attempted to reduce conflict between law enforcement and minority, disabled, and lesbian, gay, bisexual, and transgender (LGBT) communities. At community meetings in 2010 and 2011, some minority community members and members of vulnerable populations expressed that local police were not transparent regarding the Department's use of force, and they were concerned about racial profiling. Since then, community meetings have been held on a semi-annual basis to discuss "hot topics" such as racial profiling, stand your ground laws, traffic stops, use of force policy, and other areas of public interest. Beginning in September 2012, CRS met and facilitated dialogues with the Mayor, local Police Chief, and leaders from the Pacific Islander and African American communities to discuss a controversial police shooting and to make recommendations. A working group was then formed to review police policies and make suggestions on possible amendments. In 2013, this task force, the Anchorage Community Police Relations Task Force (ACPRTF), consisting of Anchorage Police command staff, staff from Alaska's Attorney General's Office, the American Civil Liberties Union, members of advocacy organizations, and a professor from the University of Alaska-Anchorage, met to review and suggest edits to the Anchorage Police Department's Use of Force policy. CRS provided consultation and facilitated dialogue services to ACPRTF over the course of several meetings, and assisted its members in reviewing the policy and formulating recommendations.

The Mayor and Police Chief adopted the working group's recommendations in January 2014. Following the police department's acceptance of the amended Use of Force policy, CRS assisted in the distribution and explanation of the amended policy to Alaskan communities. CRS then suggested that the ACPRTF continue to address issues regarding police-community relations and utilize the task force as a permanent policy-reviewing resource. All the parties verbally agreed to CRS's recommendations. The Police Department began working with the news media, the ACPRTF, the ACLU, and the National Association for the Advancement of Colored People to explain its philosophy regarding rallies and protests and to prepare Anchorage for whatever might come from the Ferguson Grand Jury process. Two rallies were held in December of 2014, and both were peaceful, positive, and devoid of adversarial interactions between the police and the participants.



### 3.7 – Termination Notice

*In January 2014, an African American county employee reportedly found a noose in her office cubicle, with a sign that read “termination notice.” The incident was determined to be a prank and not racially motivated by County officials, resulting in an outcry from local African American community members.*

## Washington County, Oregon

**In January 2014, an African American county employee reportedly found a noose in her office cubicle with a sign that read “termination notice.”** The incident was reported to County officials, who determined that the incident was a prank and was not racially motivated. The County’s conclusion caused an outcry in the African American community, who felt that the noose is a historic symbol of racism and that the person responsible for the noose was not adequately reprimanded. Beginning in March 2014, CRS worked with local government representatives, the area Prosecutor’s Office, and minority community leaders to establish a Bias Incident Response Team and facilitate cultural awareness and sensitivity trainings. As a result of CRS services, tension was eased in the Washington County community, and local officials have the resources to prevent and respond to future conflicts.

## Seattle, Washington

**In March 2014, following a basketball tournament, students from a predominantly Caucasian school posted racist comments on social media about players from a rival school, whose student body is majority African American.** The incident caused great tension between students and parents of the two schools, and it was reviewed by the Federal Bureau of Investigation. The United States Attorney’s Office for the Western District of Washington contacted CRS and asked for the Agency’s services in helping the community resolve the conflict. In response to the request, CRS facilitated a joint-dialogue led by the students between the schools’ administrators, staff, and concerned parents. Topics addressed during the dialogue included racism, hate speech, and bias-based incidents. Select members of the student bodies also participated in the discussion.





## Tacoma, Washington

**In May 2014, CRS was alerted by a local community activist about an incident between a reportedly mentally disabled man and local law enforcement.** According to local media reports, the individual appeared to be having a delusional episode when he was tased and struck with batons by law enforcement. The man died soon after being subdued by officers. The incident was videotaped by an onlooker, who then released the recording to the media. In response to outcry from the disability community, CRS reached out to the Pierce County Sheriff and learned that, in the local criminal justice system, there had been a recent increase in costs and a reduction in resources. This climate resulted in reported decreased training opportunities for law enforcement officers and reduced access to social services for community members. To ease community tension, CRS facilitated a dialogue with the Pierce County Sheriff and command staff, Disability Rights of Washington, the National Alliance on Mental Illness, and a Mental Health Specialist from the Pierce County Jail to discuss how law enforcement and communities can work together to improve police-community relations. The dialogue participants then formed a working group as a mechanism for reviewing policies and developing best practices for law enforcement when serving various communities. The Chief of Police also participated in the discussion. CRS invited representatives from another law enforcement agency to join the working group, as its officers had been involved in a similar incident in 2012.





# FREQUENTLY ASKED QUESTIONS

## What is the United States Department of Justice Community Relations Services?

The Community Relations Service is an agency within the U.S. Department of Justice, congressionally mandated to assist communities by resolving conflicts based on race, color, and national origin. Under the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act of 2009, CRS also works with communities to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS is not an investigatory or prosecutorial agency, and it does not have any law enforcement authority. All CRS services are confidential and provided free of charge to the communities.

## What is CRS's jurisdiction?

Pursuant to Title X of the Civil Rights Act of 1964, CRS provides its services to local communities where there are community-wide conflicts, tension, or violence stemming from racial or ethnic issues. In 2009, CRS's jurisdiction expanded with the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act to include providing services to help communities prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color national origin, gender, gender identity, sexual orientation, religion, or disability. CRS does not provide services to individuals in non-community conflicts.

## Where does CRS work?

CRS works in all 50 states and United States territories. It assists communities large, small, rural, suburban, and urban. Much of CRS's work comes from requests by local law enforcement agencies, community leaders, school administrators, civil rights organizations, government officials, and other local and state authorities.

## What kinds of issues does CRS become involved in?

Most of the work CRS performs involves situations where there is racial conflict or violence involving law enforcement agencies, schools, or communities struggling to recover in the aftermath of an alleged violent hate crime committed on the basis of actual or perceived race, color, national origin, religion, disability, gender, gender identity, or sexual orientation. Often, the most volatile situations CRS responds to are negative reactions to incidents involving police use of force, the staging of major demonstrations and counter events, major school disruptions, and organized hate crime activities.



## Who provides CRS services?

CRS services are provided by highly-trained impartial conflict resolution experts known as Conciliation Specialists, who are based in ten Regional and four Field Offices across the country. Conciliation Specialists are available on a 24-hour basis and follow established and standardized procedures in their work. In each incident, CRS first assesses the situation by determining what tensions or issues may be present in a community. This often includes meeting face-to-face with the affected parties. After gaining an in-depth understanding of the situation and establishing whether the Agency has jurisdiction, CRS works with the parties to determine the actions or services necessary to help resolve the conflict and prevent violence from occurring.

## Can a community refuse CRS's services?

Yes. CRS provides its services at the request of local officials or community leaders. Communities may decline CRS services at any time.

## Why is CRS located in the Department of Justice?

CRS mediators carry no guns or badges and have no prosecutorial or investigative authority. Nevertheless, they represent the Department of Justice in one of its most important missions—providing assistance and support to state and local authorities in their efforts to prevent violence and resolve destructive conflicts.

## How does CRS know it has been successful?

The level of satisfaction among the recipients of CRS services is a critical indication of whether CRS has been successful. CRS utilizes Customer Satisfaction Surveys to gauge communities' responses to its work, and Agency Conciliators contact local officials, whenever possible, to review the status of agreements, programs, and community-wide tension or conflict. An internal case management system registers outcomes and accomplishments for each CRS case activity.



# GLOSSARY OF TERMS & ABBREVIATIONS

## AMS

AMS is an abbreviation for Arab, Muslim, and Sikh communities.

## CONSULTATION

CRS offers consultation services to help communities respond more effectively to resolve conflicts and to improve their ability to communicate about problems. Consultation includes providing technical assistance, information on best practices, referrals, and coaching on issues of communication, dispute resolution, and joint problem-solving.

## CONVENING

Convening refers to the bringing together of stakeholders or parties for the purpose of providing CRS services.

## CRS

CRS is an abbreviation for the United States Department of Justice Community Relations Service.

## DIALOGUE

Dialogue is a form of conciliation in which CRS facilitates discussions among a diverse public that reflects various local agencies, institutions, and community residents. Topics of a dialogue include race, police-community relations, and other issues.

## FACILITATION

Facilitation is the process by which Conciliation Specialists help communities open lines of communication. Through facilitation, parties listen to the issues of each stakeholder and learn from each other about the problem and potential solutions. These dialogues often include various local agencies, institutions, and community residents, and they frequently address topics

including race, police-community relations, perceived hate crimes, tribal conflicts, protests and demonstrations, and other issues that may be important for a community. By reframing and clarifying the issues, CRS can move communities forward toward resolving their problems in mutually acceptable ways. These communications may be in-person, by telephone, e-mail, or fax and may occur over a substantial period of time.

## LEMS

LEMS stands for Law Enforcement Mediation Skills Training. Descriptions of CRS programs may be found in the Programs Section of the Annual Report.

## LGBT

An abbreviation for lesbian, gay, bisexual, and transgender communities.

## MEDIATION

Mediation consists of playing a third party role in negotiations, incorporating established and standardized mediation procedures. These negotiations are conducted by a neutral CRS conflict resolution specialist who is trained to help communities discuss their differences and develop strategies to resolve their concerns. The goal of mediation is to provide a framework that helps communities resolve misunderstandings, establish mutual trust, and independently prevent and resolve future conflicts. Mediation is not used to determine who is right or who is wrong. Frequently, the results of a community's mediation will be memorialized in a document, such as a Memorandum of Understanding, Mediation Agreement, Resolution, Proclamation, Collaborative Agreement, Community Pact, or other mutually derived and agreed upon document.



### **MONITOR RACIAL TENSION**

CRS monitors racial tensions to ensure they do not escalate and lead to violence. In some circumstances, when parties are not ready to receive CRS services, CRS will step back and monitor racial tensions in the community as the parties consider their next course of action. CRS may also monitor community racial tensions after services have been provided to ensure that an agreement or resolution is effective. In addition, CRS may monitor a resolution through face-to-face meetings, e-mails or telephone conversations with community leaders, law enforcement, and local officials.

### **PROVIDE CONCILIATION ASSISTANCE**

This is a comprehensive term to describe CRS's conflict resolution and violence prevention services. Conciliation is a process by which CRS facilitates communications between the parties in conflict to reduce the likelihood of violence or disruption. Conciliation includes facilitated dialogues, mediation, training, and consultation through technical assistance.

### **PROVIDE A FEDERAL PRESENCE**

CRS deploys staff to be available on location when conflict resolution services may be necessary to resolve or prevent conflict associated with marches, demonstrations, or community meetings. As an impartial federal agency, CRS provides a stabilizing presence when parties are in conflict or in direct physical contact with one another. CRS staff wear distinctive official clothing and station themselves at critical locations where parties may interact with one another or where crowd congestion could create tension. This allows parties to recognize CRS staff and request CRS services.

### **RARP**

RARP is an acronym for CRS's Responding to Allegations of Racial Profiling training. Descriptions of CRS programs may be found in the Programs Section of the Annual Report.

### **SPIRIT**

SPIRIT is an acronym that stands for two related CRS programs: the Student Problem Identification and Resolution of Issues Together program and the Site Problem Identification and Resolution of Issues Together program. Descriptions of CRS programs may be found in the Programs Section of the Annual Report.

### **TRAINING**

CRS's regional conflict resolution teams provide training programs to communities as a tool for understanding and alleviating current disputes and for preventing future disagreements. These programs bring together representatives from local government agencies, community faith-based organizations, law enforcement, advocacy groups, and businesses in order to develop collaborative approaches for reducing conflicts and addressing the factors that have contributed to the disagreement.

### **TECHNICAL ASSISTANCE**

Because of CRS's long history and experience in resolving conflict, CRS is often asked to provide expert materials, information, and experience to help communities resolve conflict and prevent violence. Technical assistance is a form of consultation.



# CUSTOMER SERVICE STANDARDS

**CRS's goal is to provide effective conflict prevention and resolution services. Toward that end, CRS will meet the following standards when working with communities:**

- CRS will clearly explain the process that CRS uses to address racial and ethnic conflicts and to prevent and respond to violent crimes allegedly committed based on the party's actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.
- CRS will provide opportunities for all parties involved to contribute and work toward a resolution to the current conflict based on race, color, or national origin. If a community member is a participant in a CRS training session or conference, he or she will receive timely and useful information and materials that will assist him or her in preventing or minimizing racial-, ethnic- or national origin-based tensions, as well as prevent and respond to violent crimes allegedly committed based on the party's actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. Also, within three weeks of learning of the community's needs, CRS will work with community members to identify additional materials and resources to address those needs.
- In crisis situations, CRS will respond to the situation within 24 hours of the time a community notifies CRS of the crisis or CRS learns of the crisis.
- In non-crisis situations, CRS will contact the community within three days of the time a community requests CRS services or CRS learns of the situation.



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On-Line Report Availability

Community Relations Service Annual Reports and other publications are available through the Department of Justice Web Site at:

[www.usdoj.gov/crs](http://www.usdoj.gov/crs)

For additional printed copies of this report, contact us at:

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