



Celebrating 50 years



ANNUAL REPORT — 2013 —



Photos from the Cover

- Civil Rights leader Dr. Martin Luther King, Jr. and his wife, Coretta Scott King, lead demonstrators on the fourth day of their march from Selma to Montgomery, Alabama, in 1965.
(Credit: Ben Martin/ The LIFE Images Collection/ Getty Images)
- A member of the American Indian Movement rests on the steps of a building during the Siege at Wounded Knee in 1973.
(Credit: Jim Mone/ AP Photo)
- In December 1965, 25,000 Cuban refugees began to arrive in Miami, following the end of the Cuban Revolution. Tension arose between the new immigrants and the African American community over competition for job opportunities.
(Credit: Juan Clark Cuban Refugee Center Collection/ National Park Service)
- Lily Chin is supported by family members while leaving a municipal building. Her son, Vincent, was beaten to death by two Caucasian men outside a Detroit nightclub in 1982. This incident is viewed by many as the catalyst for the Asian American civil rights movement in the United States.
(Credit: Ira Strickstein/ Copyright Bettman/ Corbis/ AP Images)



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Message from the Director



Grande H. Lum
Director, Community Relations Service

“[Civil Rights] involve the idea of human acceptance, of human understanding, and of human dignity. The outward manifestations of tolerance can be enforced by guns, clubs, and bayonets. But understanding does not exist until people themselves will it to exist.”

– Quote from Lyndon Baines Johnson

There are compulsions upon both sides to find a just settlement. And a just settlement can be found—if only people will talk to each other... I think one of the lessons of American history is that great crises and troublesome times invariably produce a breed who measure up to the crises and can master the times. The Conciliator would perform the most important of all services—keep people in communication with each other. And I have a deep and abiding

faith in the ability of people to solve any problem—so long as they are in communication.”

–*Senate Majority Leader Lyndon Baines Johnson, January 20, 1959, introducing a Bill to the United States Senate, Calling for the Establishment of the United States Department of Justice Community Relations Service.*

For almost 50 years, highly-skilled CRS Conciliators have acted as “America’s

Peacemakers” by working with communities across the nation, and resolving community conflicts through mediation of disputes, facilitation of dialogue, training and the provision of consulting services. Created by the Civil Rights Act of 1964, CRS has worked to address community tension associated with allegations of discrimination on the basis of race, color and national origin for almost 50 years. Since the passage of the Matthew Shepard

and James Byrd, Jr. Hate Crimes Prevention Act in 2009, CRS' mandate has also endeavored to aid 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.

Over the last year, CRS worked with hundreds of communities, in all 50 states, who came together in crisis and emerged stronger, more unified, and with the infrastructure and capability to prevent and resolve future conflicts. For example, after two bombs went off at the finish line of the Boston Marathon in April 2013, CRS Conciliators monitored reports of hate crimes against Muslim and Sikh community members in the greater Boston area, and performed outreach to Arab, Muslim and Sikh (AMS) communities and organizations to listen to their concerns and assist them in establishing working relationships with local and federal law enforcement. In the spring and summer of 2013, when George Zimmerman was on trial for the death of African American, teenager, Trayvon Martin, CRS worked with local law enforcement officials to manage protests and demonstrations and prevent violent outbursts. Conciliators facilitated community education sessions about the judicial process, and established lines of communication and relationships between law enforcement, religious leaders, government officials and community members in other key communities in the state of Florida, to assess tension. Following Zimmerman's acquittal, CRS continued to work with city officials and community leaders to facilitate community dialogues about Martin's death and the verdict, and to establish a Community Relations Board for the Sanford Police Department. In addition, CRS was present during the manhunt for former Los Angeles Police Department officer Christopher Dorner, and after his death at a cabin in Angelus Oaks, California, CRS provided local law enforcement officials and community members with technical assistance related to community information sessions, rapid crowd growth potential and the significance of historic or symbolic locations. CRS also shared tools and resources to identify and clarify concerns related to the communities' bias-based policing concerns. Further examples of CRS's extensive and impactful assistance to communities are enclosed in the pages of this report.

In addition, during the 2013 fiscal year, CRS developed the "Transgender Law Enforcement Training," in response to the disproportionate and increasing number of violent hate crimes committed against members of the transgender community. During the summer and autumn of 2013, CRS convened a series of roundtable meetings with transgender advocacy leaders and law enforcement leaders from around the country, who worked together to create the cultural competency training module for law enforcement that will be delivered by CRS. The training will provide important information about interacting with and protecting transgender individuals for law enforcement officials, and will attempt to dispel myths and increase understanding so that law enforcement agencies can better serve and protect members of the transgender community.

Fiscal year 2013 also marked a time of outward recognition of the agency. In October, CRS was awarded the 2013 Peacemaker Award by the Association for Conflict Resolution (ACR). Instituted in 2011, the Peacemaker Award acknowledges "significant and sustained contributions by an individual or organization to the cause of peace." The accolade recognized CRS efforts, over

The commemoration will include discussions on civil rights issues highlighting the historical significant of the Act, its impact on the Country, as well as the future of civil rights in America.

the past 49 years, to bring peace to communities across the country, experiencing tension and violence related to race, color, national origin and actual or perceived gender, gender identity, sexual orientation, religion and disability.

The receipt of the ACR Peacemaker Award was particularly poignant, as 2014 will mark the 50th Anniversary of the Civil Rights Act of 1964 and the creation of the Community Relations Service. CRS is pleased to be working with Department leadership and colleagues from several DOJ components including the Civil Rights Division, the Office of Justice Programs, and Access to Justice, to host a Department-wide Commemoration Program of the Civil Rights Act of 1964 to occur during 2014. The theme will highlight the Department and CRS's efforts of Building on 50 Years and Protecting Civil Rights for the Next Generation. The commemoration will include discussions on civil rights issues highlighting the historical significant of the Act, its impact on the Country, as well as the future of civil rights in America.

CRS has, and continues to, occupy a critical niche in which to serve communities in crises across the United States. While the conflicts of today may differ from those facing communities in 1959, CRS conciliators continue to ensure that all key stakeholders in a community conflict have an opportunity to express their concerns, realize underlying interest, and work together to create mutually acceptable and viable solutions. Given the continuing demographic changes and impassioned conversations regarding race, color, national origin, gender, gender identity, sexual orientation, religion and disability, CRS' services are more important than ever before. The Agency will continue to assist communities in resolving tension and act as "America's Peacemakers."

A handwritten signature in black ink, reading "Grande Lum". The signature is written in a cursive, flowing style with a large initial 'G' and a decorative flourish at the end.

Congressional Mandate



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

Excerpt from the Civil Rights Act of 1964

“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



President Barack Obama standing on-stage with Dennis and Judy Shepard, parents of Matthew Shepard (left); and Louvon Harris and Betty Byrd Boatner (right), sisters of James Byrd, Jr., 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 photo/ Chuck Kennedy)

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 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 2013, CRS notified the two Senators of the State where the conflict occurred and the U.S. Representatives of the affected Congressional district. CRS continues to provide notification to these members.

Mission Statement

The United States Department of Justice, Community Relations Service (CRS) 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 and community groups with preventing and resolving racial and ethnic tensions, disputes, and civil disorders, 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 also assists 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. CRS facilitates the development of viable, mutual understandings and agreements, as alternatives to coercion, violence or litigation. It also aids communities by conducting trainings and developing locally-based, long-term mechanisms that communities may use to prevent tension and 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 a neutral entity that does not take sides among disputing parties. Rather, CRS promotes the principles and ideals of non-discrimination, and allows parties to develop their own mutually agreeable solutions.

Who We Are



United States Attorney General Eric Holder with CRS Director Grande Lum and CRS Regional Directors.

CRS services are provided 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, advocates, 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 or national origin and hate crimes. CRS Conciliation Specialists travel to local cities and towns to work directly with all stakeholders and help them develop strategies to respond to conflicts and reduce tensions. CRS Conciliation Specialists are supervised by 10 Regional Directors. Regional Directors are highly trained professional mediators, facilitators, trainers and consultants, who are experienced in bringing community members together to help them enhance their ability to prevent and resolve existing and future concerns. Regional Directors oversee the regional conflict resolution teams in the development of customized and proactive local solutions.

What We Do

Since 1964, the Community Relations Service has helped local communities address community conflicts and tensions arising from differences in race, color, and national origin. This jurisdictional mandate was granted to CRS under Title X of the Civil Rights Act of 1964. In addition, since the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act in 2009, CRS has also helped communities develop strategies to prevent and respond to violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS works with police chiefs, mayors, school administrators, local and state authorities, community-based organizations and civil and human rights groups. CRS does not take sides in a dispute, nor does it investigate, prosecute, impose solutions, assign blame or assess fault.

To accomplish its mandate, CRS provides four services: facilitation, mediation, training, and consultation. These services help communities enhance their ability to alleviate tension, resolve disputes, and prevent future conflicts more effectively. Below is a description of each CRS service:

Facilitation: Conciliation Specialists facilitate discussions to help communities open lines of communication and learning from each group about the problem and underlying issues of the conflict. These dialogues often include various local agencies, institutions, and community residents, and may be in person, by telephone or e-mail. Topics of these discussions 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 discussions help communities to develop work plans for promoting peace and resolving conflicts in neighborhoods and schools.

Mediation: Mediation consists of playing a third-party role in negotiations, incorporating established and standardized mediation procedures. These mediations 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 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 Ordinance.

Training: The Community Relations Service's regional conflict resolution teams provide training programs to communities in conflict 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.

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. For example, CRS might provide technical insight on the structure and function needed in order to establish a Human Relations Commission.

CRS Timeline

1965 Marches from Selma to Montgomery

1968 Assassination of Martin Luther King, Jr. and Subsequent Riots

1972 Trail of Broken Treaties Takeover of the Bureau of Indian Affairs Headquarters

1974 Boston Public Schools Busing Crisis

1976-78 Law Enforcement Shooting of 16 M and Subsequent Brown Berets Led

1980 Mariel Boat Lift

1991

1966 Cuban Refugee Influx

1970 Desegregation of Public Schools

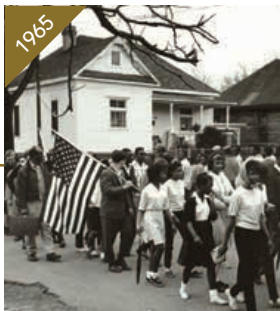
1973 Siege at Wounded Knee

1975 Vietnamese "Boat People" Relocation Program

1979 Clash Between 100 Armed Ku Klux Klans Christian Leadership Conference Demo Sentencing of Jimmy Lee Hines in Dec Alabama; Integration of the Jail in C

1982 Murder of Vincent Civil Rights Stru

1990



Crown Heights Riot Between African Americans and Hasidic Jews
Mexican Americans in Texas
Demonstration

1995-98

Arson and Desecration of over 670 Churches

2001

Post September 11th Terrorist Attacks Backlash Against Arab, Muslim and Sikh Communities

2006

Jena 6

2010-12

Murders of over 18 Lesbian, Gay, Bisexual and Transgender Individuals in Puerto Rico

2012

Mass Casualty Shooting at Oak Creek, Wisconsin Sikh Gurdwara

1962 Rodney King Riots

Attacks on Chinese and the Asian American Struggle to Address Discrimination

Attacks on African American Men and 60 Southern Demonstrators Over the Segregation of the University of Chicago, Cook County, Illinois

1998

Murder of James Byrd, Jr. in Jasper, Texas

2005

Recovery Efforts Following Hurricane Katrina

2009

Shooting of Oscar Grant in Oakland, California Transit System

2012

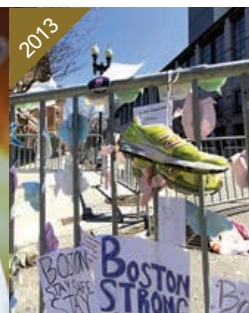
Shooting of Trayvon Martin by George Zimmerman

2013

Boston Marathon Bombing
Anti-Muslim Tensions

Photo Credit

- 1965: Library of Congress Digital Archives
- 1980: Miami Herald/ INACTIVE/ Hulton Archive/Getty Images
- 2006: AP Photo/ Lawrence Jackson
- 2012: AP Photo/ M. Spencer Green



1968

Assassination of Martin Luther King, Jr. and Subsequent Riots

Protesters demonstrate in front of the White House following the assassination of Dr. Martin Luther King, Jr.

(Credit: Library of Congress Digital Archives)

On April 4, 1968, the Reverend Martin Luther King, Jr. was assassinated in Memphis, Tennessee. Civil disorder and rioting broke out in 110 cities across the United States, but did not occur in Memphis, where CRS had previously provided conciliation services during a sanitation workers' strike. Since January 1968, CRS had held meetings with African American community members, religious leaders, and gang affiliates, to prevent an escalation of violence during the strike. Upon learning of Dr. King's death, CRS informed the United States Attorney General and then proceeded to the engagement where Dr. King was supposed to speak that evening. He addressed the crowd that had gathered to hear King, and advised

them to go home, without committing any acts of violence or protest. CRS also sought out African American gang members and urged them not to cause any civil disturbances. As a result of CRS' action, Memphis was able to avoid much of the violence that inflamed numerous cities throughout the country.

1973

Siege at Wounded Knee

In February 1973, approximately 250 American Indians, under the leadership of the American Indian Movement, took over the village of Wounded Knee, South Dakota, on the Pine Ridge Reservation. The occupation lasted for over 70 days, finally ending on May 8, 1973, with the AIM turning over its arms to CRS and the arrest of several Native Americans. Throughout the standoff, CRS served as the mediator between those occupying Wounded Knee and the federal forces surrounding it. CRS kept the negotiations open when it appeared that a peaceful ending of the occupation was impossible. The occupation also resulted in investigations by the federal government into the records of the Bureau of Indian Affairs and tribal council and of civil rights complaints, and a meeting between White House officials and the traditional chiefs and headmen of the Sioux tribe—which CRS helped arrange—to discuss the matter of treaties and the Indian Reorganization Act of 1934.

1974

Boston Public Schools Busing Crisis

In June 1974, the Boston school system was ordered to desegregate, beginning in September of that year. A CRS team worked with the School Department, the Police Department, the Mayor's Office, and community leaders to increase communication, develop plans for security, and formulate contingency plans, prior to the beginning of the school year. CRS also worked with law enforcement and community leaders when demonstrations against the desegregation order occurred, including one march involving more than 20,000 individuals, where the organizers refused to take the designated route. CRS worked out a compromise on the spot, and was credited with preventing a violent outburst.

When the 1974-1975 school year began, CRS worked with school officials to help resolve confrontations among students. The Agency initiated a monitoring system to evaluate racial tension and to intervene in any developing problems, before they reached a point of violence. CRS trained and supervised the monitors, who were local community members, volunteers from school associations and social service agencies, and clergy. The Agency also organized a network of Racial-Ethnic Parent Councils and Racial-Ethnic Student Councils in all city schools after the court ordered that these councils be established in every school with 10 or more African American students and 10 or more Caucasian students. The councils acted as a conduit for communication among students, parents, teachers, and administrators regarding solutions to racial problems. Beginning in September 1975, CRS was asked to draw up a plan for a Citywide Coordinating Council (CCC) which would be responsible for mobilizing community support to avoid disruption in schools. The CCC was also responsible for disseminating public information, monitoring tension, acting as a community and district council liaison, developing education programs, overseeing public safety and transportation, and ensuring students and community members understood the requirements of the desegregation order. The 40-member Council was purposely made diverse both in racial makeup and views regarding desegregation.

1982

Murder of Vincent Chin and the Asian American Civil Rights Struggle to Address Discrimination



The mother of Vincent Chin is supported by family members while leaving a Detroit municipal building, following the murder of her son, Vincent Chin.

(Credit: Ira Strickstein/ Copyright Bettmann/ Corbis/ AP Images)

In June 1982, Vincent Chin, a 27-year old Chinese American, and three friends were celebrating Chin's upcoming marriage, when they got into an altercation with two Caucasian men at a club in Detroit, Michigan. The two Caucasian men followed Chin and his friends from the club, and, after retrieving a baseball bat from their car, severely beat Chin. Chin was hospitalized and later died of his injuries. The two men were convicted of manslaughter in early 1983, and sentenced to three years of probation and a \$3,000 fine each. In response to the sentences, Chinese American community members organized protests and appealed to the African American and Hispanic communities to join them in their demonstrations. The American Citizens for

Justice Committee, an ad hoc group, assisted in formalizing options for a federal response to the protests. CRS arranged for a meeting between the group and the United States Attorney for the Eastern District of Michigan, and engaged in a variety of activities to prevent an escalation of violence.

1992

Rodney King Riots

The videotaped beating of truck-driver, Rodney King by law enforcement resulted in days of city-wide rioting in Los Angeles, California. CRS worked with Korean American, African American and Hispanic community leaders, as well as law enforcement, to calm anger in the communities, stop violence and the destruction of property, and restore peace to the city streets. In 1993, CRS devoted a large amount of agency resources to conflict prevention and resolution efforts during the trials related to the Rodney King beating. Teams of bilingual mediators from around the country were organized to respond to tension related to the trial. CRS assisted schools in developing contingency plans and conducted training in conflict resolution for staff. The Agency also worked with law enforcement to improve communication with minority community leaders, and it facilitated the development of two rumor control centers in Korean American communities. In addition, CRS worked with African American churches and members of recognized gangs to establish monitoring teams, and held meetings with African American and Hispanic community leaders to address community tension points.

2005

Recovery Efforts Following Hurricane Katrina



A New Orleans resident vows to rebuild her home following the destruction caused by Hurricane Katrina and subsequent flooding.

In FY 2005, CRS provided assistance to communities affected by Hurricane Katrina by defusing and resolving racial conflicts. After Hurricane Katrina, CRS assisted communities in resolving race based conflicts in areas such as housing, education, employment and contracts. Allegations of racial disparities following disaster relief efforts were answered by CRS' rumor control measures in communities throughout Alabama, Louisiana, and Mississippi. In September 2005, CRS received a mission assignment from the Federal Emergency Management Authority (FEMA) to work with FEMA's Equal Rights Office in Alabama, Louisiana and Mississippi. CRS also collaborated with the U.S. Attorney's Office in Mississippi to assess and lessen the tension associated with the victims from Hurricane Katrina in and around Biloxi, Mississippi. In addition, the Agency worked with school officials to identify and address sources of racial tensions in schools, that were exacerbated due to the influx of students from other areas afflicted by Hurricane Katrina,

and CRS collaborated with law enforcement and FEMA officials to implement rumor control measures surrounding the rumored presence of hate groups in cities and towns affected by Hurricane . At the request of FEMA, CRS assessed the needs and concerns of the Mississippi Band of Choctaw Indians living in Philadelphia, Mississippi. CRS determined that more than 80 members of this Native American community were reported missing and approximately 200 families were in need of disaster relief services. In addition, Vietnamese Americans in New Orleans, Louisiana, were in need of emergency services and FEMA asked CRS to assess their situation and to offer on-site conciliation services. CRS visited community centers and houses of worship where Vietnamese Americans had congregated in search of emergency assistance. CRS learned from Vietnamese American community leaders that many of their community members could not read FEMA disaster relief information in English and welcomed FEMA literature in Vietnamese. CRS communicated this request to FEMA which responded by providing translated information, allowing approximately 15,000 Vietnamese Americans in New Orleans to be informed and able to apply for disaster relief services. Also, from September through October 2005, CRS provided disaster relief workers from around the country with cultural competency programs on how best to assist and relate to disaster relief minority victims in Alabama, Louisiana and Mississippi.

2010-12

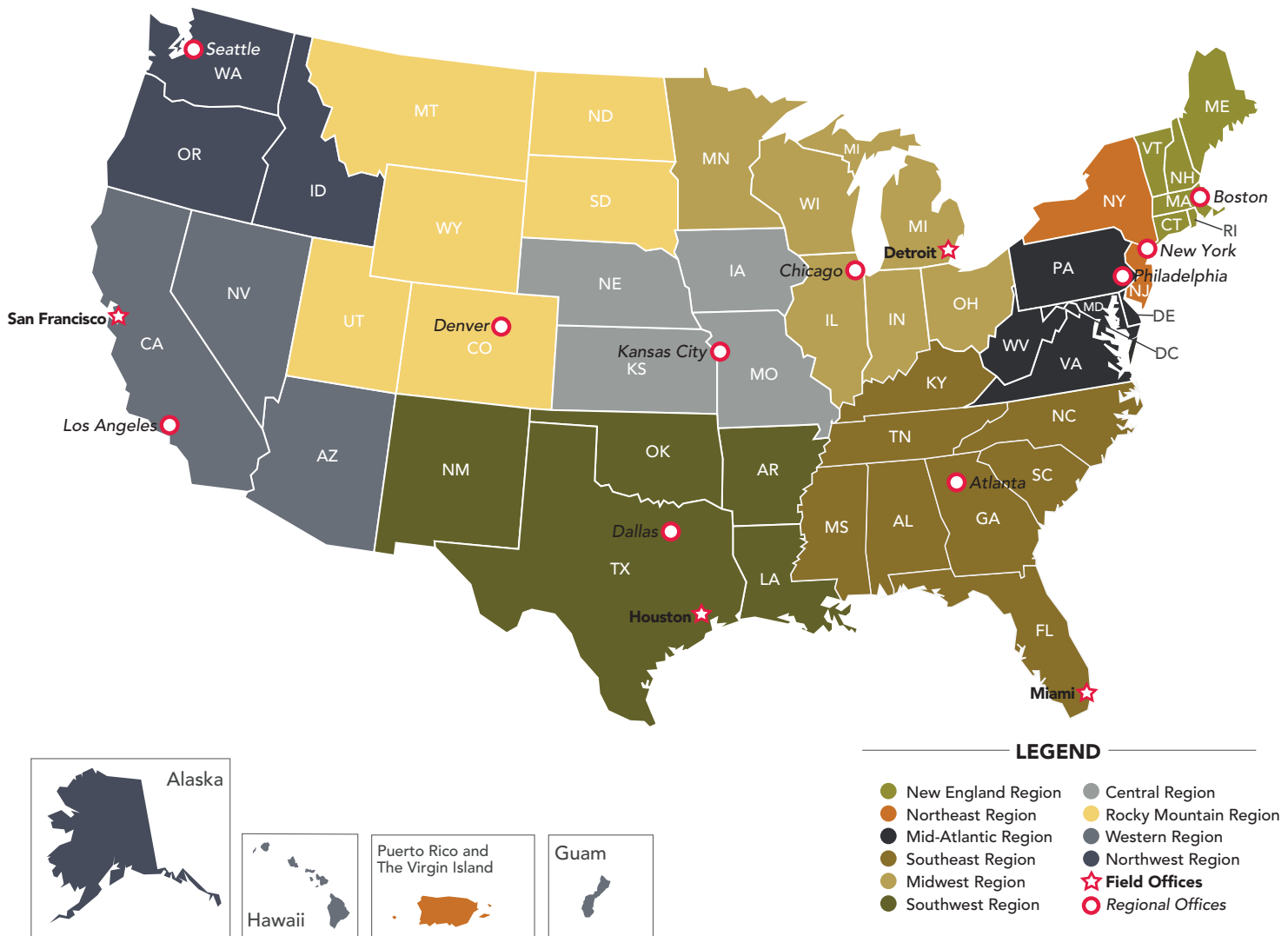
Murders of over 18 Lesbian, Gay, Bisexual and Transgender Individuals in Puerto Rico

CRS worked in Puerto Rico to address tensions and support the building of local capacity between criminal justice officials and communities, to collaborate on solutions to issues of community concern. CRS worked closely with prosecutors, law enforcement officials and members of the LGBT community to reduce tensions and provide hate crimes prevention training. CRS collaborated with the New York Police Department (NYPD) Hate Crimes Task Force and the Puerto Rico Police Department (PRPD) to facilitate the NYPD-PRPD Hate Crimes Train-the-Trainer program for state-level hate crimes in San Juan. The purpose of these training sessions was to reduce police-community tensions stemming from the spike in hate crimes against the LGBT community, and it focused on building the capacity of PRPD trainers to replicate the curriculum delivery for members of the department. In addition, the Agency convened dialogues between community members and officials that resulted in a structured and ongoing working partnership between LGBT community leaders and law enforcement, and contributed to a Department of Justice-wide initiative to provide comprehensive support to Puerto Rico criminal justice officials regarding LGBT victimization.

CRS Regional Map

CRS has ten regional and four field offices across the country. The regional offices are located in Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, Kansas City, Denver, Los Angeles and Seattle. The four field offices are in Miami, Detroit, Houston and San Francisco. All CRS offices are strategically located to increase the availability of CRS services to the communities they serve.

Maps of CRS Regional Offices and Service Area



CRS Programs

CRS has developed numerous programs and trainings that not only assist communities in solving their current conflicts, but also aid them in building the skills and infrastructure necessary to prevent and respond to future issues. The 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. Examples of CRS trainings include:

Law Enforcement Mediation Program:

The CRS Law Enforcement Mediation 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. A residual benefit of the program is that many of the issues addressed can lead to a reduced number of calls for service and an increase in patrol efficiency.

Responding to Allegations of Racial Profiling:

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

Student Problem Identification and Resolution of Issues Together:

The SPIRIT program is a two half-day interactive student-based problem-solving program that engages students in developing solutions to problems associated with allegations of discrimination, harassment, and hate activity in schools. SPIRIT 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 creating the safest possible environment for learning.

City Problem Identification and 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 conflicts and addressing the factors that contribute to the 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.

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 help. CRS will work with local officials to develop a training or consultative program that supports a Commission's efforts to better serve the needs of the community.

Assessment of Tension Breeding Facts:

CRS is available to facilitate a comprehensive assessment of racial and gang-related ethnic tensions, as well as tensions that may lead to acts of violence in schools on the basis of gender, gender identity, sexual orientation, religion, and disability. The Agency 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 affecting a school, and facilitate a process with school officials to address these challenges.

Arab, Muslim, & Sikh Cultural Awareness Program:

CRS offers a four-hour program intended 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, or as part of a broader initiative to strengthen the relationship between local officials and the Arab, Muslim, or Sikh communities that they serve.

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.

Hate Crimes Program:

The CRS Hate Crimes Program is a two-day training program that provides law enforcement officers with critical skills and knowledge to be utilized when addressing hate crimes. The program has been designed to familiarize 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.

Self-Marshalling 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

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

effectively coordinated, information is shared appropriately, and that marches and demonstrations are as safe as possible.

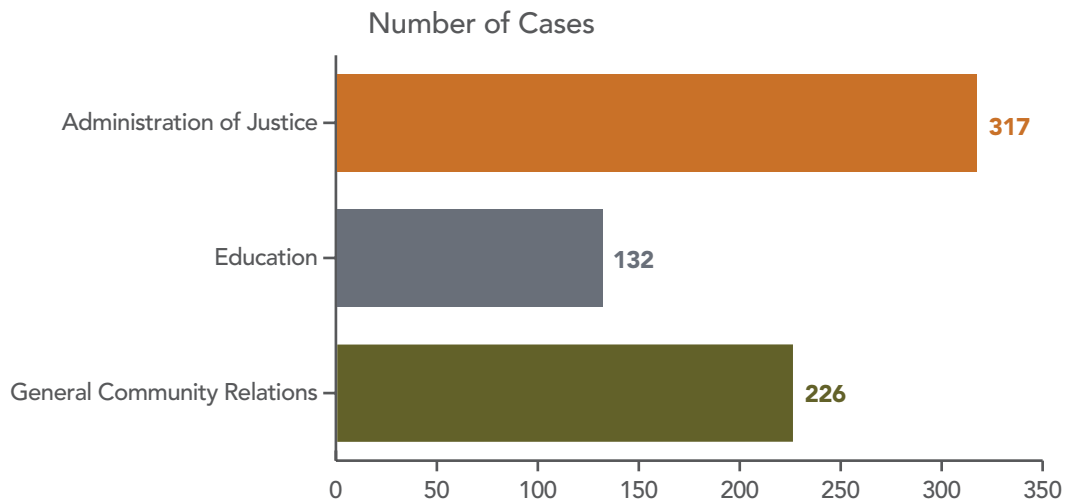
Rumor Control:

CRS assists in establishing rumor control measures following community incidents, protests, police investigations, jury verdicts, and other occurrences that contribute to the elevation of racial tension and 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.

Transgender Law Enforcement Training:

The CRS Transgender Law Enforcement Training is a two-hour program intended to familiarize law enforcement with transgender community members, including those who are victims of hate crimes, abuse, discrimination, intolerance, and injustice. The program is effective as a tool for helping law enforcement avoid behavior and actions that may be perceived as offensive, and 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 2013



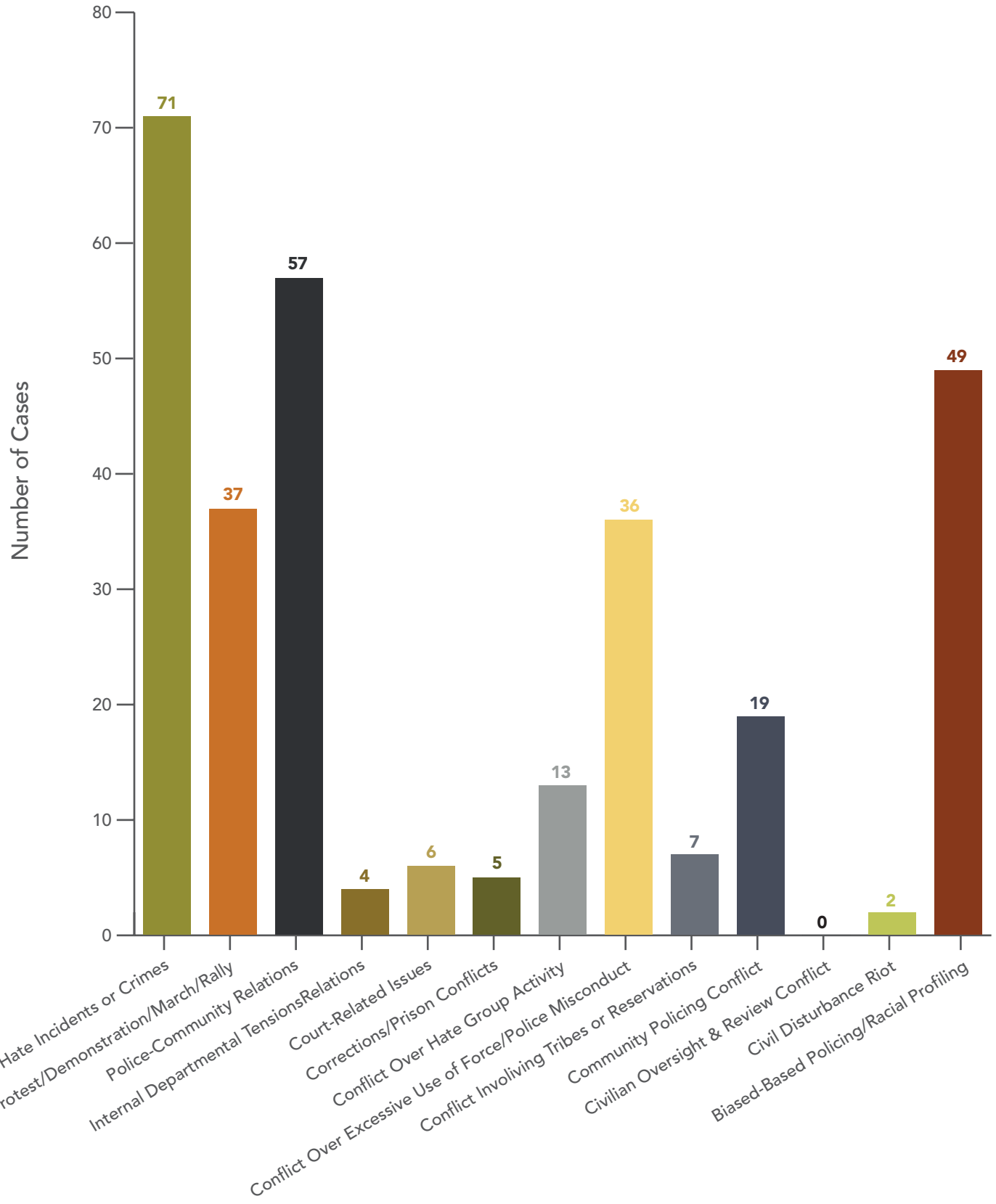
In Fiscal Year 2013, the Community Relations Service was called upon by federal, state and local government officials, community leaders, and numerous civil rights organizations to address conflicts based on race, color, and national origin. CRS also worked with communities to prevent and respond to 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; Muslim Americans; Sikh Americans; American Indians; Americans with disabilities; and lesbian, gay, bisexual, and transgender (LGBT) Americans. In total, during fiscal year 2013, CRS completed 693 cases throughout the United States and its territories.

CRS facilitated dialogues between aggrieved parties, conducted mediations, and provided training to law enforcement personnel, U.S. and District attorneys, civil leaders, and school administrators across the country. CRS also supported efforts by local communities to enhance their capacity to effectively and independently resolve conflicts based on race, color, and national origin, and 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. The major areas in which CRS offered its conciliation services were the administration of justice, education, and general community relations.

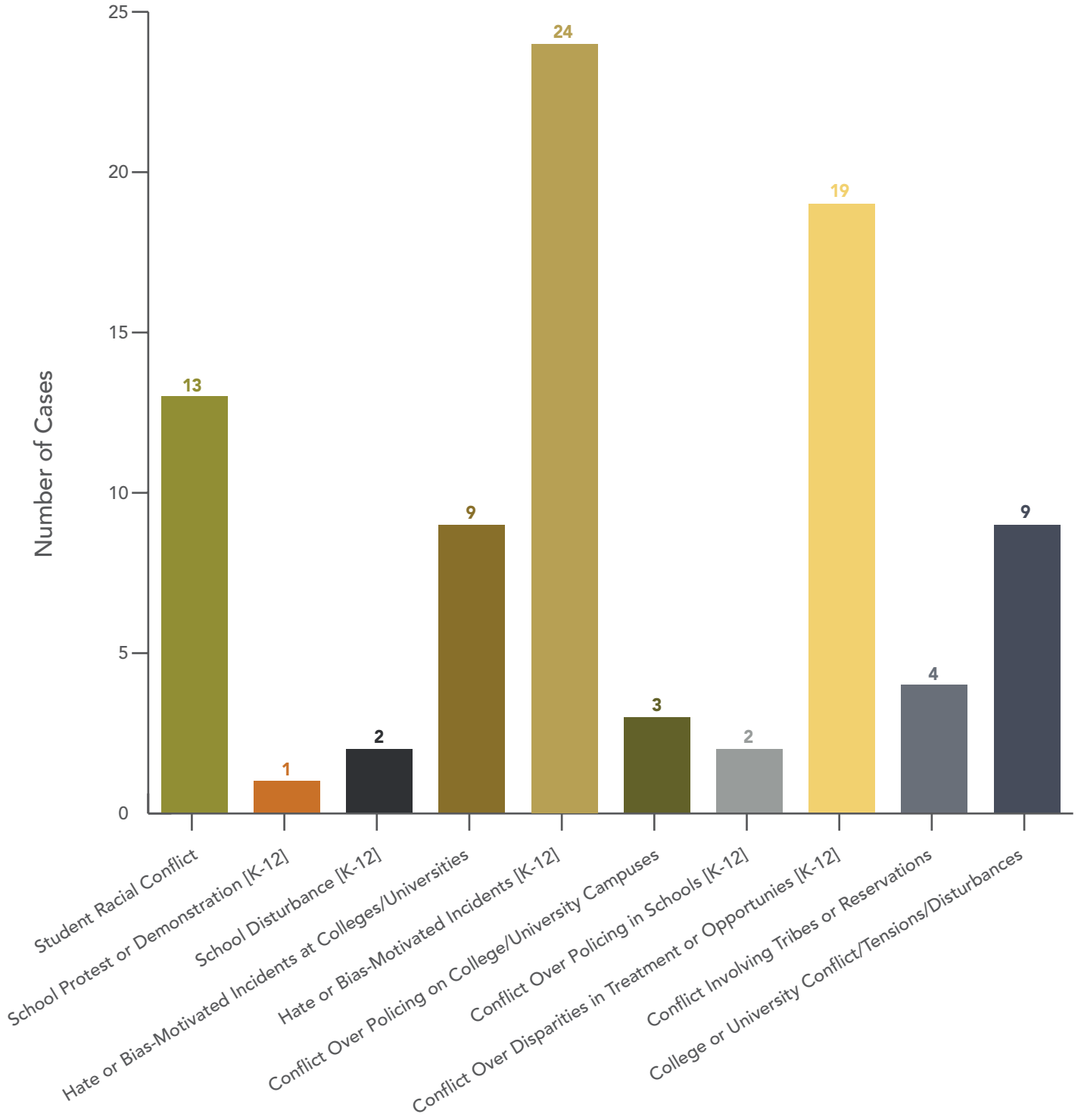
Administration of Justice Cases

Administration of Justice cases are defined as those that derive from the actions of law enforcement or criminal justice entities and fuel community tension. In Fiscal Year 2013, CRS completed 317 Administration of Justice cases. The largest number of Administration of Justice cases occurred in the aftermath of hate-related crimes and incidents. Other subcategories of Administration of Justice cases with significant case-counts were police-community relations conflicts 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.



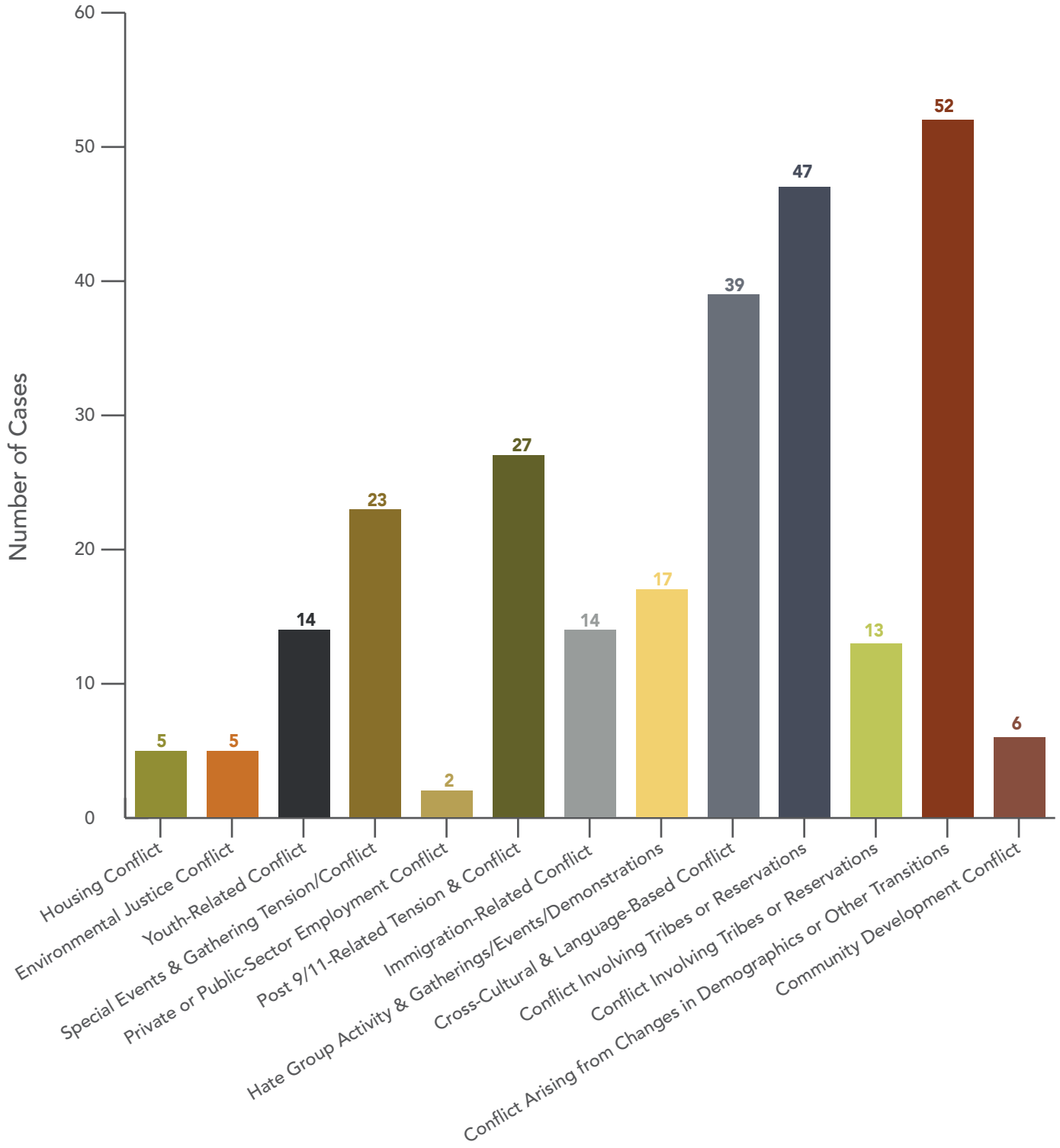
Education Cases

Education cases are those that derive from school-related actions or incidents and drive community tension. In Fiscal Year 2013, CRS completed a total of 132 Education cases. The highest number of Education cases resulted from hate or bias-related incidents, followed by conflicts over allegations of disparities in treatment or opportunities based on race, color or national origin. 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. The responses that CRS offered were as varied as the individual cases and communities in which the incidents occurred.



General Community Relations

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 2013, CRS completed a total of 226 General Community Relations cases. The largest number of General Community Relations cases resulted from tensions based on demographic shifts. Cases involving tensions related to both disparate access to resources, community development, and hate group activity figured prominently as well.



CRS Accomplishments in Fiscal Year 2013

In addition to the 693 documented cases the Agency completed in Fiscal Year 2013, CRS also assisted in the recognition of new categories of hate crimes on the Federal Bureau of Information's Uniform Crime Reporting force, developed a training to address concerns transgender community members had communicated about their interaction with law enforcement, and was recognized by the Association for Conflict Resolution for almost 50 years of assisting communities.

In 2013, CRS contributed to the inclusion of additional categories of individuals in the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting (UCR) Statistics database. Since 2010, Sikh community leaders and civil rights organizations have asked for additions to be made to the UCR form, in order to track bias-based incidents committed against Sikh community members. The mass shooting at a Gurdwara in Oak Creek, Wisconsin, in August 2012, further highlighted the need for a modified form, as those injured and killed during the tragedy could not be counted as victims of anti-Sikh bias because the option was not available on the form. In October 2012, CRS and the United States Department of Justice Civil Rights Division (CRT) hosted a Community Town Hall Meeting, that brought together religious leaders, representatives from the United States Department of Justice, and members of various civil rights organizations to discuss the current UCR form and possible amendments that would address the issues identified by the participants. In December 2012, CRS and the Civil Rights Division delivered a

presentation to the Advisory Board Subcommittee of the FBI's Advisory Policy Board supporting the inclusion of additional groups on the UCR form. On June 28, 2013, FBI Director Robert Mueller approved the addition of the new categories, and they will go into effect on January 1, 2015.

In addition, in response to concerns in the transgender community concerning poor community-police relations and a reported increase in the number of bias-related incidents against transgender individuals, CRS conducted a series of roundtable meetings with transgender community and law enforcement representatives from around the country. The resultant "Transgender Law Enforcement Training" is a two-hour program intended to familiarize law enforcement with transgender individuals, including those who are victims of hate crimes, abuse, discrimination, intolerance, and injustice. The program serves as a tool for helping law enforcement avoid behavior and actions that may be viewed by transgender community members as offensive, and can be utilized

to strengthen the relationship between local officials and the transgender communities that they serve.

Fiscal Year 2013 was also a year in which CRS was recognized for almost five decades of service to American communities. In October 2013, CRS was awarded the 2013 Association for Conflict Resolution Peacemaker Award. Instituted in 2011, the Peacemaker Award acknowledges "significant and sustained contributions by an individual or organization to the cause of peace." The accolade recognized CRS efforts, over the past 49 years, to bring peace to communities across the country, that were experiencing tension and violence related to race, color, national origin and actual or perceived gender, gender identity, sexual orientation, religion and disability. Previous recipients of the award include: Conflict Resolution Network Canada, Senator George Mitchell, Lee H. Hamilton, Ambassador John W. McDonald, Pdraig O'Malley, the PACIS Project in Faith-Based Diplomacy of the Straus Institute for Dispute Resolution of Pepperdine University and Leymah Gbowee.



CRS Director Grande Lum speaks at a Department of Justice event.

Below is an excerpt from CRS Director Grande Lum's acceptance speech for the 2013 ACR Peacemaker Award

I accept the 2013 Association of Conflict Resolution Peacemaker Award on behalf of the courageous and committed individuals who served at CRS for the last half-century and who did so often anonymously, with little fanfare or recognition. ... CRS has served communities from Selma to Sanford, from the Navajo Nation to the New York City. Our Conciliators sometimes did their work in the face of actual physical danger, like: former Director Roger Wilkens, who faced the barrel of a gun at a Los Angeles hotel during the Watts Riots; Conciliators Jim Laue and Ozell Sutton, who worked closely with Martin Luther King, Jr. and were on active CRS duty and in nearby rooms at the Lorraine Hotel when King was shot; and Silke Hanson, one of the first female CRS Conciliators, who faced violent threats when she provided mediation services during

the Boston Public Schools Desegregation. For nearly half a century, all CRS Staff, through their passion and commitment, made a difference in communities throughout the nation. Many folks in ACR knew and worked with former CRSer, the late Wallace Warfield, who gave the conference keynote speech four years ago. CRS would not exist but for the single-minded advocacy of President Lyndon Baines Johnson, who first started pushing for CRS in 1957, modeling it after the Federal Mediation and Conciliation Services. Johnson was a true believer in how the people affected by a conflict needed to have a voice in the resolution of that conflict. When Johnson introduced a bill to create CRS, he said, "In any protracted controversy there is the stage of stalemate, a stalemate so bad that people cannot talk to each other. At this point[,] ... a Conciliator would be worth his weight in gold. A man who could be trusted and who could come into the community and go back and forth between the leaders could break the log jam in communications ... And the people themselves would settle the controversy."

Today, CRS is full of amazing Conciliators and staff members who continue that critical mission. For example, in the Florida cities of Sanford and Tallahassee, CRS worked with law enforcement, government officials, faith leaders and youth groups in the aftermath of both the Trayvon Martin shooting and the Zimmerman trial verdict. In the prevention of hate crimes against Arabs, Muslims and Sikhs, CRS has toiled tirelessly for the last dozen years, and especially so in the wake of the Oak Creek, Wisconsin, tragedy in 2012, facilitating crucial meetings between the Sikh Gurdwara leaders, law enforcement members and other government officials. In Puerto Rico, following the murders of over 18 people identified as Lesbian, Gay, Bisexual or Transgender, CRS coordinated facilitation and hate crime and cultural competency training of judges, prosecutors and police, as well as helped set up Citizen Representatives as regional liaisons to law enforcement. In Fridley, Minnesota, CRS recently facilitated dialogue in response to community tension, following reports of Somali youth targeting white joggers.

CRS personnel serve this country with distinction and a sense of purpose. As Director, it is as great a privilege as I have ever had to lead this diverse group of dispute resolution practitioners, who care deeply about the communities we live in. In my eyes, they are unsung heroes in the pantheon of great conflict resolvers. I would like to say thanks to all the past directors, including Rose Ochi, who has been a treasured mentor to me. ACR, in awarding the Peacemaker Award, shines a well-deserved and long overdue spotlight on all those great mediators who have served this country to their utmost. To be in the company of past recipients like 2011 Nobel Peace Prize winner Leymah Gbowee, Senator George Mitchell and Congressman Lee Hamilton is humbling.

CRS' Mediated Agreements in Fiscal Year 2013

One of CRS priorities during fiscal year 2013 was to increase the number of mediated agreements it helped communities to produce. Between October 1, 2012 and September 30, 2013, CRS led communities through the process of developing 54 mediated agreements. Below are several examples of the mediated agreements CRS was able to assist communities in reaching during 2013:

Stakeholder Problem Solving:

In October 2012, CRS services were requested by the Pueblo Human Relations Commission to facilitate mediation sessions between several stakeholder groups in Pueblo, Colorado. The request followed two alleged incidents, in which Latino community leaders accused law enforcement officers of excessive use of force and racial profiling, based on race and national origin. Additionally, several reportedly bias-motivated incidents based on sexual orientation and disability created tension between the lesbian, gay, bisexual, transgender and questioning (LGBTQ) and disability communities and local police, as community members felt the Pueblo Police Department had failed to adequately protect them. CRS convened a twelve-party community stakeholder group to engage in mediated problem-solving. The stakeholders included law enforcement, city administrators, human relations commission leaders, civil rights organizations, and local community advocates. Over the course of several months, CRS facilitated numerous mediation sessions with the stakeholders that resulted in a written and signed Memorandum of Understanding (MOU). The MOU outlined strategies to improve trust and communication between law enforcement and community members, and included nearly two dozen points of agreement that the parties had reached during the mediation sessions. The points included the creation of a mediation program to address low-level complaints against law enforcement officers, enhance communication and problem-solving mechanisms, create policies to enhance police customer service, and develop a police-community advisory committee.



Throughout its 50 year history, CRS has worked with local, state, and federal law enforcement entities to improve their relationships with the communities they serve and resolve inter-departmental tension.

Improving Law Enforcement–Community Relations:

In May 2012, a New Bedford, Massachusetts, police officer shot to death a Latino youth, after the individual reportedly stabbed the officer multiple times with a hunting knife. The youth's death sparked outrage and accusations of excessive use of force in the Latino community, as well as concern and apprehension about interacting with law enforcement in other minority communities. CRS initially offered its services to both law enforcement and members of the African American community and helped ensure that the numerous protests and demonstrations were carried off in a peaceful manner. The Agency was then asked by the New Bedford Mayor's Office and the New Bedford Human Rights Commission to provide assistance in reducing community tension and rebuilding police-community relations. CRS met with law enforcement officials, city representatives and community leaders over several months, and facilitated a Police-Community City-Wide Dialogue to help the stakeholders understand communities' concerns and the underlying issues. Participants in the dialogue included not only law enforcement and community members, but also city government officials, school administrators, and representatives from civil rights and faith-based organizations. As a result of the dialogue, the parties agreed to develop an Action Plan to address the various concerns raised by the parties. Communication between the stakeholders improved, and the parties agreed to implement aspects of the Action Plan to prevent and respond to future conflicts.

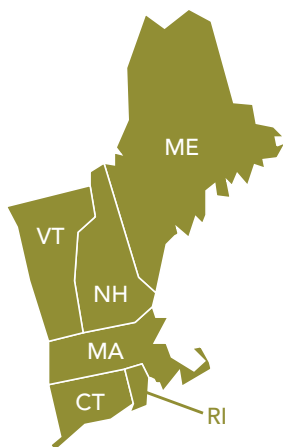
Building Communities' Capacity:

In fiscal year 2012, CRS was contacted by a representative of the Northside Residents' Redevelopment Council (NRR), a non-profit corporation comprised primarily of African American community groups, neighborhood associations, and religious leaders, who advocate for the interests of the community in the areas of housing, economic development, and social service availability. The NRR member requested assistance with mediating a dispute

with the Plymouth Church Neighborhood Foundation (PCNF), which is comprised of several Christian and Muslim Houses of Worship on the North Side of Minneapolis. The PCNF had planned to build a multi-unit, mixed used complex, which included a day home for economically disadvantaged and disabled populations. The day home would provide programming, counseling, and other social services. NRRC raised community concerns that the project was begun without a community impact analysis, or any consultation with the neighborhood residents. NRRC was concerned that the development would create a concentration of poverty and crime, that the height and modern appearance of the project would change the historic character of the historically African American neighborhood, and that the project was being placed in a predominantly black neighborhood in order to keep it out of more gentrified white areas. PCNF argued that the project was placed in the area of greatest need, without regard to race. CRS facilitated a joint dialogue with the parties, including the Urban League, the NAACP, the Ministers' Alliance, and the Minnesota Youth Congress, where the parties decided to mediate. From the Spring to the Autumn of 2012, CRS held multiple formal mediation sessions, to assist the parties in discussing their conflicts and in reaching points of consensus. Following the mediation sessions, CRS aided the parties in drafting a Memorandum of Understanding (MOU), whose signing was witnessed by CRS in March 2013. The MOU included provisions calling for broad community input and involvement regarding the developing of the complex, increased transparency and communication between PCNF and community members, and increased hiring of minority community members by PCNF. PCNF also agreed to include safety measures such as closed circuit security cameras to the complex, and promised to work with the Minneapolis Police Department's Crime Prevention Specialist assigned to the area to address public safety issues. In addition, the MOU provided for the creation of a Neighborhood Advisory Group, consisting of Tenant, a Property Manager, PCNF staff representatives, a Neighbor-at-Large, and a Neighborhood Board Representative, which is a board member appointed by NRCC's Board of Directors.

Regional Case Summaries

New England Region



Muhammad Ali-Salaam
Conciliation Specialist

Communities are groups of individuals who have their own unique history, understanding and perception of issues. Consequently, when these individuals come together, in response to a real or perceived threat, the resolution of the problem may not be the removal of the imminent threat, but in identifying and addressing its fundamental cause. Helping communities determine and articulate their ultimate goal is crucial; for when you have achieved the goal, you can then declare your efforts successful.

Groton, Connecticut

Near the end of the 2012 school year, the city of Groton, Connecticut, announced the closure of several inner-city middle schools, and the consolidation of a number of others, due to budgetary constraints. Students who attended the affected schools were reassigned to other educational institutions, which were located in suburban communities. The schools to be closed or consolidated were primarily attended by African American and Latino American community members, while the suburban schools served predominantly Caucasian populations. Community tension increased as a result of the impending demographic changes, and, in May 2012, a local community organization and school district officials requested CRS' assistance in reducing the tension and fostering an atmosphere of respect and acceptance for all students, regardless of race, color, or national origin. In October 2012, several weeks after the 2013 school year began, CRS conducted a Student Problem and Identification of Issues Together (SPIRIT) Program at one of the impacted schools. The SPIRIT Program aided students in recognizing issues related to differences in race, color, and national origin, and assisted them in developing long-term solutions. In addition, the program provided students with a mechanism to communicate with the school administrators about relevant school district policies.

Boston, Massachusetts

On April 15, 2013, two bombs exploded during the running of the annual Boston Marathon in Boston, Massachusetts. Three people were killed and hundreds of bystanders were injured. The incident was determined to be a terror attack by the Federal Bureau of Investigation (FBI), and, several days later, two brothers of Muslim descent were publicly identified as suspects. On April 18, shortly after the release of the suspects' photographs, the brothers allegedly killed a security guard at a local university and exchanged gunfire with police officers in Watertown, Massachusetts. During the firefight, one of the suspects was killed. On April 19, 2013, the city of Boston, and the surrounding communities, was placed under an unprecedented lockdown, as authorities searched for the remaining brother. By the end of the day, the second suspect had been found and taken into police custody. The Boston Marathon Bombing, and the subsequent manhunt, sparked fear of reprisal attacks among Muslim and Sikh communities not only in the greater Boston area, but across the country.

In the New England Region, CRS services were requested by national Muslim organizations, which expressed concerns regarding possible reprisal attacks against their members. In response to the request, CRS monitored reports of hate crimes against Muslim and Sikh community members. The Agency also performed outreach to other Muslim organizations and Sikh Gurdwaras to listen to community concerns and to ensure that community members knew how and who to contact at local law enforcement agencies. In addition, CRS facilitated a dialogue with the United States Attorney for the District of Connecticut, the Federal Bureau of Investigation (FBI), and local Arab, Muslim and Sikh communities to discuss the events surrounding the bombings, as well as the communities' subsequent concerns. Several months after the bombing, CRS convened a meeting, at the request of the Boston Police Commissioner, with law enforcement and local Islamic leaders, in order to increase communication and trust between the police and community members. The United States Attorney for the District of Massachusetts and the FBI Special Agent in Charge of the FBI's Boston Office also attended the meeting.

In Des Moines, Washington, CRS assisted the Ahmadiyya Muslim community in organizing a blood drive to improve relations with law enforcement and other area communities. Local Arab and Muslim communities had experienced an increase in hate crimes in the wake of the September 11th Terrorist Attacks, and the communities feared they would suffer similar reprisal attacks following the Boston Marathon Bombing. CRS developed a working group with the United States Attorney's Office for the Western District of Washington, local law enforcement, members of a local blood center, and leaders of the Ahmadiyya Muslim community. The event was entitled "Muslims for Life," and was held in September 2013.

In addition to the greater Boston area and Des Moines, CRS also conducted outreach and responded to requests for assistance in New Jersey, Maryland, and Colorado. The Agency met with local, state and federal law enforcement in the states, as well as facilitated dialogues and convened meetings with Muslim community members. The Agency also provided best practices to law enforcement on engaging Arab, Muslim and Sikh community members and training on preventing racial profiling.



Police officers provide a protective law enforcement presence as a Muslim family leaves the Islamic Society of Boston mosque in Cambridge, Massachusetts, following the Boston Marathon Bombing. CRS worked with local and federal law enforcement and Arab, Muslim and Sikh community leaders amidst fears of backlash or retaliatory attacks against community members.

(Credit: AP Photo/ Robert F. Bukaty, File)

Dover, New Hampshire

In May 2013, the New Hampshire Branch of the National Association for the Advancement of Colored People (NAACP) requested CRS services, in response to complaints the organization had received regarding alleged racial conflicts at a local correctional facility. The altercations reportedly occurred not only between inmates and correctional officers, but also among the staff members themselves, and involved the use of racial slurs toward African American and Latino individuals. CRS met with facility officials and members of the NAACP, and conducted an on-site assessment at the prison. The Agency then facilitated several dialogues that resulted in an agreement to have CRS provide several Cultural Awareness and Professional Programs for the entire prison staff, including nursing, maintenance and administrative personnel. The programs improved trust and opened communication among the facility's correctional officers, and prison officials committed to collaborate with community stakeholders in resolving future conflicts.

East Haven, Connecticut

In January 2013, a federal investigation against the East Haven Police Department, concluded in the arrest of four officers. The officers were accused of violating the civil rights of minority communities, including profiling and assaulting members of the Latino American community. In addition to the arrests, the investigation also resulted in a Settlement Agreement between the town of East Haven and the East Haven Police Department, that addressed community perceptions of discrimination and bias on the part of law enforcement. The United States Department of Justice Civil Rights Division asked CRS to assist in implementing several provisions within the Agreement, including providing training for law enforcement officers. In response to the request, CRS conducted a series of all-day Anti-Racial Profiling and Bias-Based Policing Trainings for the entire staff of the police department, as well as a series of Cultural Awareness and Competency Programs for officers. CRS services resulted in improved understanding by law enforcement of what constitutes racial profiling and bias-based policing, as well as better understanding and communication between the police department and the communities it serves.

Northeastern Region



Puerto Rico and
The Virgin Island



Linda Ortiz
Conciliation Specialist

Through CRS, I have had the privilege to work with communities experiencing conflicts of all types, in an effort to replace ineffective dispute resolution tactics with successful problem-solving tools. Facilitating dialogues around contentious social issues allows me to participate in improving the manner in which these issues are approached and discussed. Playing a central role within these conversations, and witnessing the positive results that open communication can have, are just two of the many rewards I have experienced as a Conciliation Specialist.

New York & New Jersey



Following Hurricane Sandy, CRS worked with local emergency responders, as well as the Federal Emergency Management Agency, to ensure all communities impacted by the storm had equal access to relief services following claims of disparate service provision.

Following the landfall of Hurricane Sandy, CRS' Northeastern Regional Office fully deployed throughout New York and New Jersey to provide emergency services referrals and facilitate dialogues stemming from allegations about the disparate provision of services in areas most affected by the storm. In New York, CRS met with leaders of the Shinnecock Indian Nation in Southampton, New York. Although electricity had been restored to their community, the Nation expressed concern that they had not received adequate information from Southampton Office of Emergency Management (OEM) during the storm preparation phase. CRS conveyed this concern to local law enforcement, as well as the Suffolk County Office of Emergency Management, to improve communication between the parties in the event of future disasters. CRS also met with the Unkechaug Indian Nation in Mastic, New York. Like the Shinnecock Nation, the Unkechaug leaders felt they had not received sufficient information prior to Hurricane Sandy's arrival. In addition, they had experienced extensive property damage and had a great need for recovery services. CRS worked with the Unkechaug Nation and the local Office of Emergency Management to ensure not only that the community had access to relief services, but also to address the need for improved communication for future disaster and preparation. In New Jersey, the Federal Emergency Management Agency (FEMA) asked for CRS's assistance in reaching out to communities in affected areas that, due to cultural or language barriers, might be reticent to ask for assistance. CRS worked closely with specialists from FEMA to identify community leaders, contact grassroots organizations, and inform communities of available resources.

Long Island, New York

In 2013, CRS responded to community tensions in the Shinnecock Indian Nation, stemming from concerns that law enforcement officials were not responding to an increase in reported crime and related public safety concerns. In particular, the Shinnecock National Board of Trustees expressed anxiety about the reported proliferation of illegal guns on the reservation, which, according to community leaders, were being utilized to intimidate members of the Nation. CRS facilitated the creation of a federal law enforcement working group with the Shinnecock Nation, which included the United States Attorney's Office for the Eastern District of New York, the Federal Bureau of Investigation (FBI), the Suffolk County District Attorney's Office, the Drug Enforcement Administration (DEA) and the Bureau of Alcohol, Tobacco and Firearms (ATF). The working group regularly convened meetings to share information and develop strategies for ensuring that the policing needs of the Shinnecock Indian Nation were being met. In addition, representatives from the working group held public community forums, allowing members of the Nation the opportunity to express their concerns and hear what actions law enforcement was taking to resolve the issues. The New York State Police later joined the group in an effort to build stronger relationships with Shinnecock Nation leaders. As a result of CRS' involvement, public safety concerns of Nation members have decreased, and police-community relations have improved. The parties continue to collaborate independently on resolving community concerns.

New York, New York

In the Spring of 2013, CRS was approached by local African American community leaders to provide consultation services on developing and implementing a multi-ethnic, community-based, anti-violence program, to combat alleged multi-racial youth violence and strained police-community relations in Harlem, New York. The community leaders envisioned a program founded on the University of Chicago Cure Violence model, which approaches community violence as a learned behavior that can be prevented by the utilization of disease control methods. In response to the request, CRS facilitated several meetings with the community leaders, local clergy, civil rights organizations and other interested stakeholders. As a result of the meetings, the parties agreed to create a Memorandum of Understanding (MOU), that would outline the role each party would play in the program. In collaboration with leaders from Man Up in Harlem, a faith-based anti-violence program; Harlem Congregations for Community Improvement, a faith-based housing corporation; and community advocates from Cure Violence, CRS structured a MOU that addressed issues including funding, organization, daily operations and the locations of program centers. CRS services led to increased communication between the parties and local law enforcement, as well as the development of new collaborations to prevent and respond to future community conflicts.

Brooklyn, New York



In March 2013, the fatal shooting of an African American youth by members of the New York Police Department (NYPD) resulted in high tension between the African American and Caribbean American communities and law enforcement, in the East Flatbush neighborhood of Brooklyn, New York. During ensuing weeks, tension escalated among various community stakeholders, including local city officials, law enforcement representatives, community members,

A young man holds a sign protesting the fatal shooting of an African American youth by law enforcement in Brooklyn, New York. CRS worked with law enforcement, elected officials, community leaders and clergy to reduce community tension and prevent violence in the aftermath of the shooting.

(Credit: Kristin Moe/ Yes!Magazine)

and local and national civil rights advocacy groups. CRS met with African American clergy, elected officials, and local community leaders to provide conciliation services and assist in reducing tensions throughout the East Flatbush community. In addition, during a tense week of marches, demonstrations, and vigils by local youth, community members, and local and national civil rights organizations, CRS was onsite to provide self-marshaling training to organizers and share best practices for ensuring the accurate and timely dispersal of information to community leaders, law enforcement, and city officials. CRS services helped ease community tension and improved communication between law enforcement and the communities in East Flatbush.

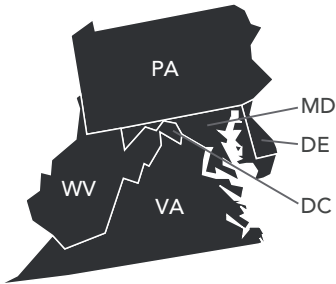
San Juan, Puerto Rico

In fiscal year 2013, CRS was contacted by Dominican community leaders in San Juan, Puerto Rico, who alleged that Dominican community members were frequently racially profiled and discriminated against by the San Juan Municipal Police Department (SJMPD). The community leaders further claimed that individuals of Dominican descent frequently experienced stigmatization, stereotyping, prejudice and exclusion by other San Juan communities, due to their African origins. They asked that CRS assist their community in improving its relations with law enforcement and ensuring the safety and security of its members. After communicating with the parties, CRS facilitated a Racial Profiling Training for Dominican community members, representatives of the Dominican Consulate, and 35 law enforcement officers in the SJMPD, including high ranking officials and the newly-assigned Community Affairs officers. During the training session, the parties agreed to create a Memorandum of Understanding (MOU), aimed at increasing communication, cooperation, and collaboration between the Dominican community and the SJMPD. The MOU helped establish a strong working relationship between the parties, and they continue to work together to address issues and concerns.

Syracuse, New York

In May 2013, CRS was contacted by the Syracuse chapter of the National Association for the Advancement of Colored People (NAACP) and local African American community leaders regarding perceived disparities in the suspension and expulsion rates of African American and Latino American students in a Syracuse, New York, school district. The community's concerns were furthered by the results of a study conducted by the University of California, Los Angeles, which reported that African American students were suspended at an average rate more than seven times greater than that of white students in the same school districts. In response to the request, CRS facilitated dialogues with school district officials, the NAACP, community leaders and the National Action Network, a non-profit, civil rights organization. As a result of the meetings, the school district commissioned its own study of suspension and expulsion rates within the district, in order to determine the veracity of the allegations. CRS also provided district officials and law enforcement with information and best practices on instating a School Resource Officers (SRO) Program in the district. As a result of CRS services, tension in the community decreased and the parties continued to collaborate toward establishing a SRO program in the district.

Mid-Atlantic Region



Charles Phillips
Conciliation Specialist

Often when CRS intervenes in a jurisdictional conflict, we find parties intransigent and exhausted from being at odds with each other. However, after talking to the parties separately, CRS often finds that they are not so far apart in what they desire—peaceful equitable communities. The most rewarding part of the job, then, is having parties recognize that they are actually standing on common ground, when they thought they were miles apart.

Laurel, Maryland

In August 2012, an officer with the Laurel Police Department was filmed striking a restrained, African American male. The incident resulted in tension among community leaders, who viewed the beating as an excessive use of force. CRS met with members of the African American community, representatives from the Prince George's County Chapter of the National Association for the Advancement of Colored People (NAACP), city officials, and law enforcement to discuss not only the incident, but also long-standing community perceptions of poor police-community relations. In January 2013, CRS facilitated a mediation between city law enforcement officials and the Prince's George's NAACP, which resulted in a mediation agreement. The agreement contained numerous policy changes that were to be enacted, a strategy for improved communication and collaboration between the NAACP and law enforcement, and suggested trainings for both parties. CRS services resulted in decreased community tension, renewed trust in law enforcement, and continued collaboration among community stakeholders to resolve future conflicts.



Representatives from the Prince George's County Branch of the NAACP and the City of Laurel came together to sign a mediated agreement as a gesture of good faith between the two groups, following NAACP allegations of excessive use of force. From left are Glenn Brown, of the NAACP; NAACP branch President Bob Ross; Director of the Department of Justice Community Relations Services Grande Lum; Laurel Police Chief Rich McLaughlin; Deputy Chief Jimmy Brooks; Department of Justice conciliation specialist Charles Phillips; and City Solicitor Bob Manzi.

(Credit: Luke Lavoie/ The Baltimore Sun)

Charlottesville, Virginia

In August 2012, CRS was contacted by the Charlottesville Human Relations Task Force for assistance in the creation of a Human Rights Commission (HRC). CRS facilitated dialogues with city officials, community leaders, and civil rights organizations to establish a consensus on the components and structure of the HRC, as well as its role in the community. In addition, CRS helped mediate community disagreement over the enforcement power of the Commission. In May 2013, the City of Charlottesville Virginia signed into law a new ordinance establishing the Charlottesville Human Rights Commission.

East Norriton, Pennsylvania

In March 2013, the newly-formed East Norriton Human Relations Commission (HRC) asked CRS to perform a Train-the-Trainer program on racial profiling for its newly appointed commissioners, the township's law enforcement, and neighboring human relations commissions' representatives. The East Norriton Human Relations Commission requested the training, in order to establish its own training service for the commissioners and law enforcement officials, on issues related to racial-profiling and community-based policing. East Norriton and the surrounding communities are experiencing large-scale, demographic changes, and community members have expressed concern that tension between law enforcement and Hispanic and Latino community members in a neighboring town will impact East Norriton residents. In April 2013, CRS conducted a Train-the-Trainer Hate program on "Responding to Allegations of Racial Profiling: Building Trust Between the Police and the Community." Attendees included members of the HRC, the Chief of Police, ranking law enforcement officers, the town's manager, the local chapter of the National Association for the Advancement of Colored People (NAACP), and a neighboring town's HRC. In addition to the program, CRS provided information on the Agency's services, listened to the issues and concerns voiced by the participants, and shared best practices and resources for reducing community tension. As a result of CRS involvement, the commissioners have more access to available resources to prevent and respond to community tension.

Washington, D.C.

In July 2013, CRS received a request from the National Action Network, a national civil rights organization, to conduct a CRS Self-Marshal Training for organizers of the 50th Anniversary of the March on Washington. In response to the request, CRS provided multiple sessions of the training to event organizers, and was on-site during the event to serve as a liaison between organizers, participants, and local and federal law enforcement. The commemoration march proceeded without incident.

Southeastern Region



Thomas Battles
Regional Director

Communities served by CRS are all facing tension of some kind and all can benefit from the services offered by the Agency. Race, color, national origin, gender, gender identity, sexual orientation, religion and disability are not easy issues for many to discuss. CRS represents a filter through which they can be discussed and addressed without threat or fear of reprisal.

Sanford, Florida



Demonstrators march in Sanford, Florida, to protest the fatal shooting of Trayvon Martin by George Zimmerman.

(Orlando Sentinel/ McClatchy-Tribune/ Getty Images)

On February 19, 2012, Trayvon Martin, a teenager visiting his father in Sanford, Florida, was shot and killed by George Zimmerman, a neighborhood watch volunteer. Immediately following the shooting, Zimmerman was questioned by members of the Sanford Police Department, who declined to charge him in Martin's death.

Martin was a 17-year old African American male; Zimmerman was an adult male of Caucasian and Peruvian descent. These differences—combined with other details in the case—resulted

in considerable tensions between the local African American community and the Sanford Police Department. Extensive national media coverage spurred public demonstrations and tensions in communities across the country. Individuals and organizations, intent on influencing the situation or bringing attention to their causes, descended on Sanford, placing the city at the center of a national race-based controversy.

In the aftermath of the shooting, CRS dispatched a team of Conciliation Specialists to Sanford to work with national and local civil-rights leadership, community members, the U.S. Attorney for the district, the FBI, and city, state and local law enforcement to prevent violence, reduce tensions, and build local capacity to address the underlying sentiments about race that some community members believe contributed to the delay in charging Zimmerman with Martin's death. CRS also worked with national and local leaders and police officials, including the FBI, to ensure a coordinated response to three large marches and demonstrations, and negotiated a peaceful end to a student-led sit-in in front of Sanford Police Headquarters. In addition, CRS facilitated discussions between city officials and demonstrators; established an alliance of clergy leaders to help bring the city's communities together; implemented rumor-control measures; and consulted with local officials to determine best practices.

During George Zimmerman's trial in 2013, CRS worked with the Sanford Police Department and Seminole County Sheriff to ensure protests and demonstrations were peaceful. CRS also facilitated community education sessions to inform community members on the judicial process, and met with visiting pastors and community leaders who desired to attend the trial. In addition, CRS conciliators opened lines of communication between religious leaders, law enforcement officials, and local government officials in other key communities in Florida to assess tension and the potential for conflict during the trial and after the verdict. Following the acquittal of George Zimmerman in July of 2013, CRS facilitated a community event at a local house of worship that gave community members an opportunity to express their feelings about the verdict. CRS continues to work with Sanford city officials and community and religious leaders to hold community dialogues on race and establish a Community Relations Board. In addition, CRS has been asked to provide a training on cultural professionalism to the Sanford Police Department.

Brookhaven, Mississippi

In 2012, the local chapter of the National Association for the Advancement of Colored People (NAACP), the parents of African American students and leaders of various community organizations alleged disparate treatment toward African American students in a Brookhaven school district. The allegations included a disproportionate discipline rate, lack of cultural sensitivity among teachers and administrators, low academic achievement by minority students and the underrepresentation of people of color in school staff. In response to the perceived inequities, CRS facilitated a community forum at a local church. Over 200 people attended, including the Superintendent of the school district, NAACP representatives, the Chief of Police, and the County Sheriff. In addition, CRS assisted the NAACP and the school district in developing a Memorandum of Understanding (MOU), addressing complaints by the African American community and ensuring equal treatment and access to resources to all students, regardless of race or color. The MOU was signed at a school district meeting in October 2012.

Raleigh, North Carolina

In the Autumn of 2012, the Raleigh Police Department's Crisis Intervention Team asked CRS for assistance in improving the Department's cultural sensitivity to minority communities, in an effort to improve police-community relations and prevent conflict. The inquiry was in response to increasing tension between law enforcement and Latino, African American, Sikh, Muslim, and lesbian, gay, bisexual, transgender and questioning (LGBTQ) communities. In November, CRS facilitated a dialogue with the Crisis Intervention Team, the local Human Relations Commission, and several LGBTQ advocacy organizations, during which the Agency shared best practices regarding the correct language and terminology to use when interacting with LGBTQ communities. In addition to the dialogue, CRS also provided an Arab, Muslim, and Sikh (AMS) Cultural Awareness Program for the Crisis Intervention Team, as well as trainings on racial profiling and cultural professionalism. As a result of CRS services, there is increased police department awareness of the cultural norms of various communities, and a reported reduction in tension between law enforcement and the transgender community. In addition, CRS provided many officers with their first opportunity to have a question and answer session with a member of the LGBTQ community.

Port Orange, Florida

In February 2013, a Sikh man was shot, allegedly at random, in Port Orange, Florida. Following the shooting, the local Sikh and Hindu communities expressed fear that acts of violence against their community members would increase if the incident was not investigated by law enforcement as a hate crime. National Sikh advocacy organizations and the Interfaith Council of Central Florida mobilized to work with the Port Orange Police Department, school district, and local businesses, as well as Sikh and Hindu communities, in implementing a community-based mechanism for preventing further bias-based violence. CRS provided technical assistance and consulting services to the parties in developing action plans, as well as facilitated a dialogue between local and national Sikh community leaders; local, state and federal law enforcement, and school district administrators. Additionally, in response to a request by the Sikh Foundation in Central Florida, CRS facilitated a Hate Crimes Prevention Act forum, which included panelists from various national Sikh advocacy organizations. The forum was attended by 125 people, including a

Congressional representative. As a result of CRS services, the parties implemented a multi-agency action plan to help reduce fear in reporting bias-based incidents, as well as a rumor control mechanism. CRS services also opened lines of communication between law enforcement and Sikh and Hindu community members, and increased the communities' access to victim advocacy programs.

Marshall County, Tennessee

During the summer of 2013, community tension rose in Lewisburg, Tennessee, due to allegations by the Marshall County Branch of the National Association for the Advancement of Colored People (NAACP), of disparate treatment towards African American students. The NAACP's allegations included: teachers, administrators and counselors lacked cultural sensitivity; African American students were wrongly placed in special education programs; African American male students were more harshly disciplined than Caucasian students; African American students were not placed in advancement placement programs; school teachers did not address reports of racial slurs against African American students, and school district administrators did not hire a diverse work force. In July, CRS met with members of the NAACP and the Marshall County School District, and conducted a community forum that was attended by approximately 70 community members, including city officials and representatives from national civil rights organizations. The discussion and the forum allowed community members and leaders the opportunity to voice their anxieties and identify their primary issues of concern. In September, CRS facilitated a mediation session between the NAACP and representatives from the Marshall County School District. Through the mediation, the parties came to a mutual agreement on seven (7) key issues they believe would help address allegations of race discrimination, disparate treatment of African American students, cultural sensitivity, and disproportionate suspension of African American students. These issues were included in a Memorandum of Understanding (MOU) that was signed by the parties. CRS also conducted a Cultural Professionalism and Conflict Resolution Training for the school district's principals, vice principals and administrative staff.

Midwestern Region



Kenith Bergeron
Senior Conciliation Specialist

I find being able to serve communities in conflict with assistance to assuage tensions, calm fears and promote understanding to be uniquely rewarding. The opportunities have taught me to be humble and allow myself to be a vehicle they can use to overcome their conflicts and foster a more peaceful environment in which to live, work and learn.

Saginaw, Michigan

In July 2012, a 49-year old African American male died after being shot 40 times by Saginaw police officers. The incident led to several months of escalating tension between various community stakeholders, including local city officials, law enforcement representatives, African American community members, inter-faith leaders, and heads of national and local civil rights advocacy organizations. During the fall and winter of 2012, CRS convened a series of conciliation meetings among all the parties, which resulted in formal mediation sessions between members of the African American community and the Saginaw Police Department. In April 2013, the mediation sessions culminated in a mediated agreement, which formalized the creation, scope and structure of a Citizen's Police Advisory Committee, as part of a long-term strategy to build community capacity and strengthen police-community relationships. The Citizens' Police Advisory Committee is comprised of community and law enforcement leaders committed to working proactively to address perceptions of police bias and excessive use force, and will provide training for both law enforcement officers and community members. CRS services led to decreased community conflict and tensions, renewed trust between law enforcement and the African American community and a mechanism for continued collaboration among community stakeholders to resolve future conflicts and tension.

Oak Creek, Wisconsin

In August 2012, an alleged white supremacist shot and killed six worshippers when he attacked a Sikh Gurdwara in Oak Creek, Wisconsin. In the immediate aftermath of the shooting, CRS contacted local and national Sikh organizations, Offices for United States Attorneys, and numerous federal and local officials to facilitate communication between Sikh communities and law enforcement.

In fiscal year 2013, CRS continued to work with Arab, Muslim, and Sikh communities to ease tension following the shootings at the Gurdwara. In Oak Creek, CRS facilitated a six-month follow-up meeting with Sikh community leaders, local and federal law enforcement, emergency response agencies, school officials, and the United States Attorney for the Eastern District of Wisconsin to assess continued community needs and tensions. CRS also provided conciliation services and technical assistance for vigils and



A vigil is held in Oak Creek, Wisconsin, after an alleged white supremacist shot and killed six worshippers at a Sikh Gurdwara. CRS has worked with law enforcement, emergency response agencies, school officials, and Arab, Muslim and Sikh community leaders to reduce community tension and fear.

(Credit: Overpass Light Brigade)

commemorative events that marked the one year anniversary of the shooting in both Oak Creek and Milwaukee. In addition, the Agency facilitated dialogues with leaders of various faith communities and law enforcement to address concerns leaders had expressed for their community members' safety. The

dialogues led to a commitment from the religious leaders to provide cultural competency training on their customs and norms to law enforcement and city officials.

Also in 2013, CRS worked with other religious communities who expressed fear that attacks similar to the Oak Creek shooting could occur in their community. For example, in Milwaukee, CRS services were requested by the Milwaukee Police Department, the Federal Bureau of Investigation (FBI), and the Coptic Church of Milwaukee in response to community concerns regarding alleged threatening activity against the Coptic congregation. The incidents reportedly included anonymous emails warning of violence against the community and the inclusion of a congregation member's name on a "hit list" for his work in allegedly converting individuals to the Coptic faith. In response to the community's apprehension, CRS convened an interfaith security forum with members of over 50 congregations, including the Amish, Rastafarian, Muslim, Sikh, Buddhist, and Hindu faiths. Representatives from the FBI, United States Attorney's Office for the Eastern District of Wisconsin, and local law enforcement also attended. The purpose of the forum was to provide communities with information on law enforcement services and best practices for houses of worship in ensuring safety and responding to hate incidents and threats.

Detroit, Michigan

In 2012, the closing of the only school for deaf children in Detroit, Michigan, sparked tension and protests among various community stakeholders, including the parents of disabled and special needs children, Detroit Public School's law enforcement officers, and disability advocacy organizations. CRS facilitated several discussions between parents, disability and special needs advocacy organizations, school district officials, and a representative from the State of Michigan Disability Council, which ultimately resulted in a mediated agreement between the represented parties to formalize a Task Force. The Task Force was designed to ensure the parties worked together to address concerns about placing students with special needs in the general school population would leave them susceptible to bullying, harassment or violence. The Task Force and the school district continue to work together to develop solutions to issues identified by the parties.

Corydon, Indiana

In October 2012, a biracial, high school student in Corydon, Indiana, discovered a noose hanging in her school locker. The two students determined to be responsible for the offensive object were suspended by school administrators, and it was alleged that one of the suspended students had used racial epithets with the female student on previous occasions. After the incident, the biracial student's mother started a community petition demanding that racial discrimination in schools be addressed. In response to the petition, the school district's Superintendent requested CRS' assistance in addressing perceived racial discrimination and animus in the student body. In January 2013, CRS conducted a two-day Student Problem Identification and Resolution of Issues Together (SPIRIT) program for over 20 student participants from two area high schools. On the first day of the program, students identified over 44 concerns or problem areas within the school district. The nine issues identified by the students as being of

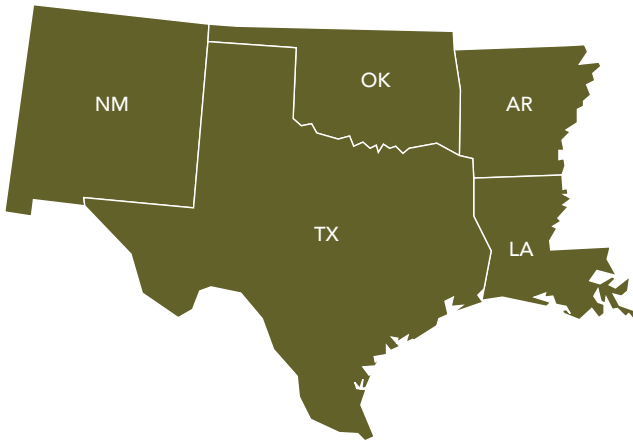
highest concern were addressed on the second day of the SPIRIT. As a result of the program, race relations in the school district improved, and tension was reduced among area high school students.

Appleton, Wisconsin

In May 2013, CRS was contacted by members of the Hmong 18 Clan Council of Wisconsin, regarding alleged reports from Hmong hunters and fisherman of harassment, intimidation and threats by white individuals and hunting clubs. They were worried that the rising tension between the Hmong and Caucasian community members would develop into violence if left unchecked. The Council convened its Council of Elders in order to address the above concerns in preparation for the upcoming hunting season, and to equip Hmong community members with the information necessary to diffuse and avoid tension with the predominantly-Caucasian hunting and fishing clubs. In July 2013, CRS facilitated a race dialogue with Hmong elders from the Hmong 18 Clan Council. The discussion focused on the need for training on conflict-resolution and non-directive mediation models for Clan Elders who determine dispute outcomes and provide guidance for the Hmong community on conflicts between Hmong Clan groups. Participants also discussed the need for expanded dialogue with Caucasian hunting and fishing clubs, in order to build trust and prevent confrontations in the fall and winter hunting and fishing seasons.

In addition, CRS aided the Hmong communities and Appleton officials in coordinating the annual Midwestern Hmong Tournament, a traditional gathering of Hmong Clans across the Midwest, during which clans compete in athletic events including football, soccer, and volleyball, as well as engage in hunting, fishing and dancing. CRS provided consultation services to local officials in the form of best practices and contingency planning, to ensure adequate police presence for accommodating traffic and crowds. The Agency also facilitated a separate dialogue with Hmong leadership, local law enforcement, and conservation groups, during which the parties discussed poaching, licensing requirements, and hunting and fishing safety during the events. In addition, CRS coordinated a dialogue with the United States Attorney for the Eastern District of Wisconsin, who provided opening remarks at the Tournament, and contacted a local diversity council to notify community members of the event. An estimated 4,000 participants attended the Tournament.

Southwestern Region



Kim Milstead
Conciliation Specialist

The communities in which I have served have adopted the belief that dialogue is very effective and necessary. Dialogue gives the community a sense of ownership of the issues and an investment in the resolution process. Dialogue also allows the parties to understand the perspective of others in a safe environment, and aids communities in establishing trust, developing common ground, and moving forward together.

Arlington, Texas

In February 2012, the Chief of the Arlington Police Department requested CRS assistance in addressing heightened tension between law enforcement and minority communities. The tension was reportedly caused by perceived poor police-community relations and allegations of excessive use of force by officers against members of the African American community. In response to the request, during fiscal years 2012 and 2013, CRS conducted four Train-the-Trainer programs for law enforcement, addressing how to hold race relations dialogues in communities. The Arlington Police Department then partnered with a ministerial alliance representing various faiths, and, together, the parties conducted 12 dialogues throughout the city. The purpose of the discussions was to identify and gather information related to community concerns. Using the information garnered through the dialogues, the parties then created an action plan to address the identified issues. In addition, CRS provided mediation services that resulted in a signed proclamation between the Chief of Police and concerned clergy, addressing the development of the newly established community partnership.

New Orleans, Louisiana

Over the past three years, CRS has provided consulting, training and facilitation services to city and law enforcement officials in New Orleans, in accordance with a Department of Justice consent decree, requiring the city to create Public Community Advisory Boards (PCABs). Through the efforts of CRS, city officials, and the United States Attorney's Office for the Eastern District of Louisiana, eight seven-member boards were developed, along with a policy manual outlining the mission, goals, and objectives of the PCABs. In July 2013, CRS assisted government officials in conducting the third in a series of training session for district commanders, community outreach officers, and PCAB volunteers, to ensure a full understanding of the newly developed manual. Each PCAB was created to facilitate interaction between the New Orleans Police Department and a committee of citizens, which is representative of a cross-section of the community. The Boards will assist the police department in establishing the highest standards of police accountability and reestablishing the public's trust in law enforcement.

Marion, Texas

In February 2012, a noose and a note containing racial slurs were allegedly found near the car of an African American high school student. Leaders of the local African American community voiced concerns about the incident, as well as other previous perceived occurrences of racism and bullying in the school district. From the end of fiscal year 2012 into the beginning of fiscal year 2013, CRS facilitated dialogues between the school district officials and representatives from the National Association for the Advancement of Colored People (NAACP). The dialogues resulted in a resolution to apply a standard of equitable practices and fair treatment toward every individual, regardless of his or her race, color, national origin, gender, religion, or disability.

Kyle, Texas

In Kyle, Texas, tension levels rose in the African American community, following the arrest of a Hispanic and a Caucasian high school student, in fiscal year 2013. The students were accused of writing racially-charged graffiti on the classroom door of the sole African American teacher in the high school. District administrators contacted CRS and requested conflict resolution services. CRS facilitated discussions with school district officials, which resulted in an action plan to provide a Cultural Competency Training for district employees, as well as Train-the-Trainer sessions for school counselors. As a result of CRS services, the school board created a new policy, requiring all individuals employed by the school district to participate in Cultural Competency Trainings.

Jonesboro, Arkansas

In August 2012, the United States Attorney for the Eastern District of Arkansas and National Association for the Advancement of Colored People (NAACP) requested CRS' assistance in addressing heightened tension between law enforcement and the African American community, after an African American man allegedly committed suicide while in police custody. According to reports, the individual was arrested, placed in the back of a police vehicle, and then fatally shot himself in the head. African American community members expressed outrage and suspicion over the man's death. CRS facilitated a community dialogue forum and several meetings between the NAACP, religious leaders, local and federal law enforcement, and community members. The parties subsequently agreed to create a community coalition, consisting of the United States Attorney's Office, local judges, school officials, ministers, community leaders, the NAACP and city officials, to addressing the community tension in a collaborative manner. The coalition drafted a proclamation, signed in February 2013, in which the parties agreed to work together to overcome perceptions of inequitable treatment against minorities in the future.



Protesters hold signs expressing frustration over the shooting death of an African American male while in police custody. CRS facilitated a community dialogue and assisted in the formation of a community coalition to ease community tension and build a stronger relationship between law enforcement and the African American community.

(Credit: AP Photo/ The Jonesboro Sun, Krystin McClellan, File)

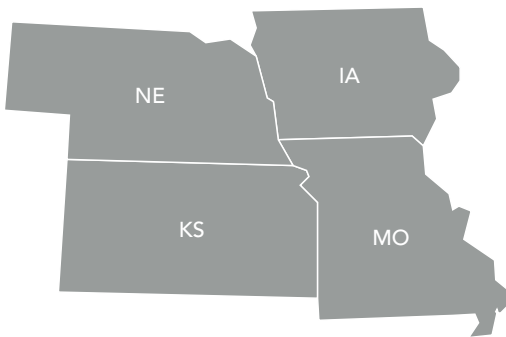
Palestine, Texas

In February 2013, CRS' services were requested by the City Manager of Palestine, to reduce tension in the African American community, following an announcement by the Sons of the Confederacy of its intention to construct a memorial near the site where African Americans were lynched during the Civil War. CRS facilitated dialogues with the United States Attorney for the Eastern District of Texas, the Federal Bureau of Investigation, the National Association for the Advancement of Colored People (NAACP), city and state officials, African American community leaders, law enforcement, and members of the Sons of the Confederacy, and provided self-marshaling training for community members, religious leaders, and representatives from the NAACP. In addition, CRS monitored a demonstration, which included protesters and counter-protesters, during the dedication of the memorial. The parties agreed to continue to work together to improve relations between the Sons of the Confederacy and the local African American community.

Dallas, Texas

In April 2013, CRS was asked by several Hispanic civil rights organizations to provide self-marshaling training and technical assistance during an immigration reform rally in Dallas. CRS staff had previously worked with the parties during similar rallies in 2006 and 2010. CRS convened the parties and provided consulting services to assist law enforcement officials and event organizers in ensuring open and effective communication, both before and during the rally. CRS was also on-site the day of the event, to conduct self-marshaling training, provide a federal presence and monitor for jurisdictional conflicts. Between 5,000 and 6,000 people are estimated to have attended the rally, including Hispanic; African American; Anglo; Asian; Arab, Muslim, and Sikh (AMS); and lesbian, gay, bisexual, transgender, and questioning (LGBTQ) community members. State and local government officials, including a member of Congress, were also present. The event proceeded without incident.

Central Region



Darryck Dean
Conciliation Specialist

Through my work with CRS, I am pleased to have the opportunity to assist communities in resolving disputes through dialogue and mediation. I have also helped them convene community forums and educational sessions on issues related to the root causes of their conflicts, and supported their efforts to establish task forces and ad hoc committees that address specific community concerns. However, what I find most gratifying is knowing that I have contributed to local efforts to build better communities and I have provided resources that would not have been available were it not for the unique mission and focus of CRS.

Noel, Missouri

In 2012, rapidly changing demographics caused community tension to rise in Noel, Missouri, as numerous Somali, Hispanic, Asian, and Pacific Islander individuals moved to the predominantly white area in search of job opportunities. In July 2012, CRS met with city officials, business owners and school district representatives, as well as leaders of the Hispanic and Somali communities, to identify issues and concerns. Initially, CRS determined that an Arab, Muslim, and Sikh (AMS) training program would benefit the community by providing an understanding of cultural and religious differences; however, tumultuous political changes altered the Agency's approach. In June 2013, CRS facilitated a meeting between city officials and Somali community members, and coordinated a civil rights training provided by the United States Attorney's Office for the Western District of Missouri and the Federal Bureau of Investigation (FBI), to address discrimination and hate crime prevention. Almost 100 Somali residents and other Noel community members attended the program, which was held in the local Somali Community center. The training addressed community concerns regarding the meaning and protection of civil rights, and informed participants of possible resources to utilize in resolving the related issues and concerns. As a result of CRS efforts, communication between the parties improved.

Waterloo, Iowa

In November 2012, a Waterloo, Iowa, police officer responded to a call reporting gunfire at a night club and observed an African American male pointing a gun at a crowd. The man reportedly ignored the officer's demands to surrender the firearm, and was subsequently shot and killed by law enforcement. Prior to the shooting, several complaints had been filed by African American community members against the police department, alleging misconduct on the part of law enforcement. Many community members believed that these complaints had never been satisfactorily addressed. Due to the perceived history of inaction by law enforcement, community leaders feared that police would not conduct a fair investigation into the shooting, and that the town's elected and civic leaders would not address their concerns about racial profiling and bias-based policing. In February 2013, CRS facilitated the development of a Collaborative Action Plan between the City of Waterloo, the Waterloo Human Rights Commission and leaders from the local branch of the National Association for the Advancement of Colored people. The plan addressed the perceived disparate treatment and excessive force complaints, and provided for the parties to continue to work together to address perceptions of bias-based policing.

Sidney, Nebraska

In March 2013, the prosecutor for Cheyenne County, Nebraska, charged a male individual with assaulting another man, based on the alleged victim's sexual orientation. After news of the charges was publicized, the lesbian, gay, bisexual, and transgender (LGBT) community in western Nebraska expressed concern that its members might be targeted for further bias-based assaults. CRS collaborated with a regional LGBT organization to sponsor a Hate Crimes/Bias Incident Forum between law enforcement and leaders of communities protected under the Matthew Shepard and James Byrd, Jr. Hate Crimes Protection Act. The CRS facilitated forum ultimately led to the United States Attorney for the District of Nebraska to convene a Hate Crimes Task Force to enhance reporting, investigation and prosecution of hate crimes, coordinate communities responses and provide better victim support services. As a result of CRS services, community members reported a decrease in fear and tension and a renewed trust in law enforcement. In addition, the community stakeholders remain committed to resolving future problems through collaboration.

Lincoln, Nebraska

In May 2013, tension rose in the Latino communities of Lincoln and Omaha, Nebraska, after a Latino male died while in police custody. The man was found dead in a Lancaster County Jail cell after being arrested two days earlier on suspicion of public intoxication. Latino community leaders requested more information on the circumstances surrounding the individual's death, but allegedly received no response from law enforcement. They then held a press release not only alleging a cover-up by the Lincoln Police Department and Lancaster County Corrections Department, but also demanding that their inquiries be addressed. CRS was contacted by a Hispanic advocacy organization to assist in facilitating a dialogue between community members and law enforcement officials. During the dialogue, law enforcement clarified its policies, procedures, and protocols related to the death of a person in custody, and dispelled reported rumors concerning why the Department had refused to provide the requested information. CRS services helped decrease community tension and repaired trust between the Latino community and police. In addition, the parties have agreed to collaborate on initiatives to prevent and respond to future community conflicts.

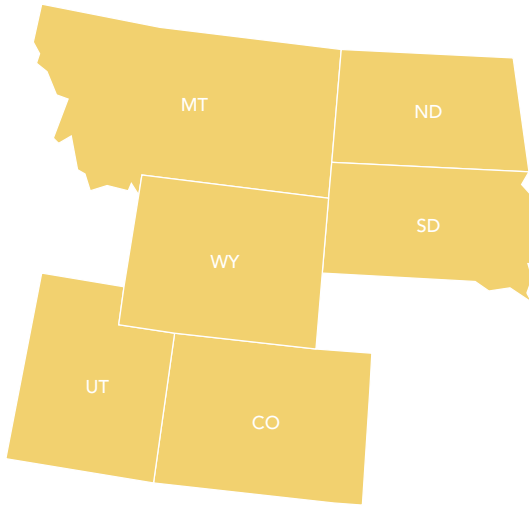
Hutchinson, Kansas

In January 2013, CRS received a request from the Assistant City Manager of Hutchinson, Kansas, requesting training for the city's Human Relations Commission (HRC). The request was in response to concerns voiced by African American community leaders and representatives from the National Association for the Advancement of Colored People (NAACP), that training provided by the Hutchinson HRC was outdated. In addition, the NAACP and community leaders believed that the HRC needed to bolster its effectiveness in addressing minority and lesbian, gay, bisexual, transgender, and questioning (LGBTQ) communities. In June 2013, CRS provided its Human Relations Commission Training for the parties, incorporating the concerns expressed by the NAACP and community members. As a result of the training, relations between the parties improved.

Coralville, Iowa

In July 2013, Coralville law enforcement responded to a disturbance at a local business and allegedly encountered a Hispanic male acting violently and destroying property. The Coralville police reported that the individual was sweating profusely, his eyes were dilated, he was speaking incoherently, and he appeared to be having seizures during the officers' interaction with him. In an effort to subdue the individual, law enforcement tasered the man twice. Shortly thereafter, the individual stopped breathing. The officers were able to revive him through CPR, but, after being transported to an area hospital, the man passed away. Representatives from two Iowa chapters of the League of United Latin American Citizens (LULAC) requested CRS' assistance in voicing their communities' concerns that excessive use of force had been used by the police. CRS was able to facilitate a discussion between the community leaders and the Chief of Police, which ultimately led to a mediated agreement. The mediated agreement provided for ongoing community dialogues and a collaborative partnership between the civil rights organization and the county's prosecuting attorney's office.

Rocky Mountain Region



Christopher Chalberg
Conciliation Specialist

Although it isn't always possible, I attempt to facilitate processes that help parties develop outcomes that include sustainable mechanisms, such as Community Relations Commissions, task forces or working groups. These mechanisms act as local experts and recourses to prevent and respond to community conflict. These types of outcomes require significant time, effort, and leadership from community members, but can lead to some of the most impactful and sustainable community institutions.

Fort Morgan, Colorado

In the summer of 2013, CRS services were requested by the City of Fort Morgan, several local non-profit organizations, and various service providers to facilitate problem-solving sessions between city officials and community leaders. The sessions were aimed at identifying issues and concerns related to the integration of Somali, East African, Latino, and Muslim refugee communities. The parties also asked CRS to aid the existing Human Relations Commission (HRC) working group in establishing a commission for the city. In response to the requests, CRS arranged for HRC experts from nearby communities to provide overviews of the missions, goals, objectives, and structures of their respective HRCs. CRS then facilitated meetings between the working group and members of the Latino, East African, and Muslim communities. During the meetings, the members discussed their concerns and the issues impacting their communities, including: language barriers, crime, access to health care, equal employment opportunities, and perceptions of racial, cultural and religious bias and discrimination by law enforcement and city officials. Following the meetings, CRS assisted the working group in developing an action plan to address community relations, communication and systems-related concerns. The Agency also helped the parties in developing an action report that not only detailed the actions of the parties, but also listed the recommendations they had developed. CRS then assisted the stakeholders in drafting a city resolution, creating a Community Relations Commission for the city.

Dolores, Colorado

In December 2012, three male high school students allegedly left a Confederate Flag and a derogatory, homophobic message in the classroom of an openly gay educator. In response to the incident, the school banned all "hate symbols," including the Confederate Flag, from school grounds. The incident and the school's subsequent reaction, led to increased tensions and conflict in both the school district and the Dolores community at large. In January 2013, CRS facilitated a two-day Student Problem Identification and Resolution of Issues Together (SPIRIT) program, with approximately 30 student leaders, at the local high school. The program assisted the students in identifying issues and concerns raised by the incident and resulted in the development of written collaborative action plans to improve trust and communication between members of the school community.

Riverton, Wyoming

In March 2013, a Wind River Indian Reservation youth was allegedly assaulted by a non-tribal individual in Riverton, Wyoming. The youth sustained severe head injuries during the altercation, that resulted in hospitalization. Following the incident, tribal officials expressed concern, and voiced their beliefs that the assault was race-based and, therefore, a hate crime. Tensions further escalated when law enforcement declined to charge the non-tribal individual reportedly involved in the incident. The tribal community perceived this decision to be the result of bias-based policing and nepotism between the person accused of assaulting the youth and the police department. At the request of Wind River Indian Reservation leaders, CRS worked with tribal members to identify their concerns and the underlying issues. The Agency then convened a meeting with law enforcement and the Native American community to discuss the case and police-community relations. As a result of the meetings, law enforcement agreed to review the charges against the non-tribal individual and interview other possible witnesses to the altercation. Both parties also agreed to hold a broader dialogue, including the wider Riverton community, and to facilitate cross-cultural exchanges. In addition, the leaders of the Wind River Indian Reservation assigned Tribal Liaisons to work with Riverton Police Department in strengthening Native American and Law Enforcement Relations.

Tremonton, Utah

In April 2013, CRS received requests for services from a Utah legislator and the Director of Proyecto Latino, a Latino civil rights organization, concerning alleged comments made by the leadership of a women's domestic violence shelter, that were perceived as racist and discriminatory by the Latino community. The legislator and the Director feared the statements would erode trust between the Latino community and the shelter, and that Latina victims would subsequently stop seeking the shelter's service. In June, CRS convened a meeting of Latino, municipal, and community leaders to discuss the incident, as well as additional Latino community relations regarding equal access to education, employment, and municipal resources. As a result of the discussion, participants agreed to: hold a community resource fair, establish education collaboration between the Utah State University Program for Latino communities and the Tremonton Schools, and work collaboratively in increasing Latino youth participation in the Youth City Council. In addition, the City of Tremonton committed to exploring additional options to support the Latino community, which was included in a city proclamation entitled "Encouraging an Inclusive Community in Tremonton City."

Salt Lake City, Utah

In August 2013, CRS was contacted by leaders of the Pacific Islander community in Salt Lake City, regarding concerns of racial-profiling of its youth by law enforcement. Community leaders were particularly concerned about the arrest and prosecution of several youths under the Racketeer Influenced and Corrupt Organizations Act (RICO), a federal law providing for harsher penalties for violations of certain criminal and civil laws committed as part of an ongoing unlawful organization. Community members believed the youths were charged under RICO due to their race. They requested CRS's assistance in communicating their concerns to law enforcement and the Salt Lake City Metropolitan Gang Task Force. CRS facilitated a dialogue with various local police departments, the Metropolitan Gang Task Force and Pacific Islander community leaders. Community leadership relayed concerns regarding law enforcement's use of force on juveniles, barriers to reporting racial profiling, and community fears and perceptions regarding contact with law enforcement. The parties agreed to work together toward strengthening law enforcement and Pacific Islander relations, by providing community education about what to do during police stops, holding a police role call training on Pacific Islander Community and Culture, and extending an open invitation to impacted family members to meet privately with police administrators regarding their individual concerns. Following the dialogue, Pacific Islander leaders formed the Social Justice Coalition, a formal organization that has conducted outreach to local law enforcement officials, provided community information sessions on RICO prosecutions, met with the United States Attorney for the District of Utah, developed a law enforcement training program on Pacific Islanders, and implemented community-building efforts to support youth and their families and deter young people from committing crimes.

Western Region



Marquez Equalibria
Conciliation Specialist

Our job is to help people understand each other. When we accomplish this, I believe we are able to help communities reduce tensions and transform from being at an impasse to having collaborative problem-solving capacity. Every case is different, but in some instances you really see the transformation by igniting their compassion, and can closely witness how parties end up making genuine contributions to each other's needs. There is no doubt that when you help people understand each other for a living, you definitely work for the people.

Tucson, Arizona

In 1974, a desegregation order was imposed on the Tucson Unified School District. Enforcement of this order in July 2012, resulted in the suspension of the district's Mexican American Studies program. The suspension of the program initiated a period of extended contention and protests by Latino students and community members. In February 2013, a federal court issued a decision requiring the provision of "culturally relevant curriculum" in school districts. In response to the 2013 order, CRS provided technical assistance and facilitated dialogue services in conducting multiple public hearings, with a court-appointed Special Master, to receive community input on how to improve city-minority community relations and what constitutes culturally-relevant curriculum. As a result of CRS collaboration with the court-appointed Special Master, a guiding document to address discrimination issues was issued by the court in an updated order.

Phoenix, Arizona

During the summer of 2013, a federal civil court found the Maricopa County Sheriff's Office guilty of violating the civil rights of Latino community members. The trial had become a symbol for many Latino Americans of their community's concerns regarding racial discrimination, profiling, and immigration reform. Following the verdict, Latino organizations and minority advocacy groups staged rallies and protests on county property. In response to the community tension, CRS facilitated meetings with county officials to discuss contingency plans and also shared best practices on how to engage demonstration organizers and participants. As a result of CRS services, there was open communication between demonstration organizers and Phoenix officials, and the events were held without conflict.

California

In February 2013, Christopher Dorner, a former Los Angeles Police Officer, reportedly attacked several police officers and their families over the course of several weeks, before committing suicide after an extensive manhunt and a police standoff. The attacks left four people dead and three police officers injured. According to a manifesto Dorner posted on a media source, the spree was in retaliation for his recent termination from his job as a law enforcement officer. Dorner blamed systematic racial discrimination against African Americans in the Los Angeles Police Department for his firing. His claim led to tension in the African American community, which were further exacerbated when two Latino individuals were injured by law enforcement officials during the manhunt. Community tension continued even after Dorner's suicide, as several communities expressed regret that his allegations regarding the Los Angeles Police Department's treatment of certain minority communities would never be investigated.

During and after the manhunt, CRS provided local law enforcement officials and community members with technical assistance related to community information session, rapid crowd growth potential, and historic or symbolic locations. CRS also shared tools and resources to identify and clarify concerns related to the communities' bias-based policing concerns.

Kern County, California

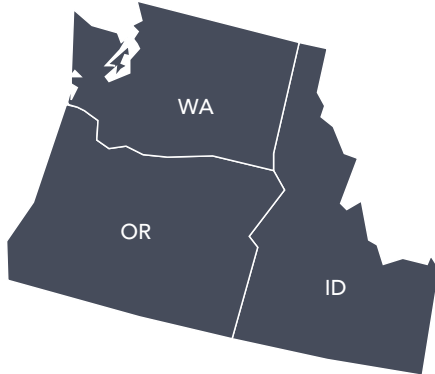
In the spring of 2013, tension rose among members of the Latino community, after a Latino male died while in police custody. The incident received significant media attention, particularly after it was alleged by some witnesses that law enforcement had attempted to retrieve cell phones containing video taken of the incident. In addition, Minority community members alleged a long history of tense race relations, dating back to the 1900s, when there was a strong Ku Klux Klan presence. Compounding the problem was the fact that the Kern County Human Relations Commission (HRC) had mostly new members, and had very limited experiences in addressing the community's concerns. During the summer of 2013, CRS facilitated meetings with the HRC to provide technical assistance in addressing community concerns and police-community relations. The Agency also met with the Kern County Sheriff's Office, and convened a dialogue between the HRC and the Sheriff's Office. In the August meeting of the HRC, a motion was passed, mandating the creation of an ad hoc committee, whose purpose was to create a framework aimed at educating law enforcement on cultural norms and traditions, as well as create a process through which community members could voice their concerns with law enforcement. CRS reached out to interested parties throughout Kern County and the surrounding areas and encouraged them to join the committee and work towards improving race relations.



Demonstrators participate in the 2013 Los Angeles May Day March. CRS assisted local law enforcement and event organizers in coordinating logistics and reducing the possibility for conflict between opposing events.

(Credit: May Day Rallies in Los Angeles photo by Grant Slater/ Southern California Public Radio. @2013 Used with permission. All rights reserved.)

Northwestern Region



John Yasutake
Conciliation Specialist

I believe that the services provided by CRS have been invaluable to the communities the Agency has served. CRS services enable communities to develop tools to be used in conflict situations and gives them a framework, that takes into account the community's unique characteristics and issues. It is important that communities own the conflict; that they identify the nature and the source of the tension, and then actively pursue resolving it.

Anchorage, Alaska

In the summer and fall of 2012, tension between the Samoan community and local law enforcement greatly increased in Anchorage, Alaska, as a result of two separate incidents. In July, a Samoan man was killed by police after threatening an officer with a stick. Several weeks later, law enforcement responded to reports of a fight at a public park, and the subsequent interaction between Samoan community members and police led to near riotous conditions. In September 2012, CRS convened a community dialogue with the Anchorage Equal Rights Commission; federal, state and local law enforcement; and leaders from local minority communities, during which the parties discussed their concerns and established both a phone tree and a rumor control mechanism. CRS also conducted a Racial Profiling Training for both law enforcement professionals and Samoan community leaders. CRS services led to a decrease in law enforcement-community tension and an increase in trust and communication between the parties.

Vancouver, Washington

In July 2012, CRS was asked to provide a Cultural Competency Training for members of the United States Forestry Service in Vancouver, Washington. The training was requested as a result of several incidents involving Latino men, the United States Department of Agriculture Forest Service, and the Department of Homeland Security U.S. Customs and Border Protection. Latino community leaders and non-governmental organizations perceived that the Forest Service requested assistance from Customs and Border Patrol whenever an incident involved a member of the Latino community, in order to search for illegal immigrants. This practice allegedly caused several clashes, including one in which a Latino community member drowned while trying to flee from officials. In February 2013, CRS provided Cultural Competency training, which was supplemented by law enforcement programs provided by the United States Department of Justice Civil Rights Division and the United States Attorney's Office for the Western District of Washington. As a result of CRS services, members of the Forest Service reported enhanced cultural competency.

Olympia, Washington

In November 2012, CRS services were requested by the Executive Director of the State of Washington, Commission on Asian Pacific American Affairs regarding the perceived lack of communication between law enforcement and Asian Pacific American communities during times of emergency preparation. The request rose out of an incident in 2006 during which numerous members of the African and Southeast Asian communities died during a winter storm due to carbon monoxide poisoning. The communities felt that crucial information regarding heat sources and their toxic byproducts was not successfully translated into African and Southeast Asian languages before the storm. In response to the request, CRS developed a working group comprised of the Executive Director of the Washington State Commission on Asian Pacific American Affairs, the Executive Director of the Washington State Human Rights Commission, and the Executive Director of the Washington State Office of Minority and Women's Business Enterprises. CRS then aided the working group in drafting a Memorandum of Understanding (MOU), that included proactive measures the parties would take in responding to the needs of the African and Southeast Asian communities. CRS' services resulted in increased lines of trust and communication between the communities and the parties to the working group.

Port Angeles & Bellingham, Washington

In 2012, CRS services were requested by several offices within the Department of Homeland Security (DHS) to facilitate conversations between leaders of the local Latino community, religious officials, immigrant rights organizations, and municipal representatives of Port Angeles and Bellingham. The Latino community leaders felt that the United States Border Patrol was using the provision of translation services for local law enforcement as a pretext for checking individuals' immigration status. CRS assisted in developing a plan for outreach to the Latino community, and facilitated discussions regarding the allegations of racial profiling. Throughout February 2013, CRS facilitated a series of dialogues regarding Department of Homeland Security standard operating procedures, and discussed an updated DHS policy prohibiting the use of U.S. Customs and Border Patrol by local law enforcement solely as interpreters during routine stops.

Frequently Asked Questions

Q. What is the United States Department of Justice, Community Relations Services?



A. The Community Relations Service (CRS) 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 and disability. Trained federal conflict resolution specialists provide services to local officials and community leaders on a voluntary and cost-free basis.

Q. What is CRS' jurisdiction?



A. 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' 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.

Q. Where does CRS work?



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

Q. What kinds of issues does CRS become involved in?



A. Most of the work CRS performs involves situations where there is racial conflict or violence involving police agencies or 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.

Q. Who provides CRS services?



A. 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 CRS has jurisdiction, CRS works with the parties to determine the actions or services necessary to help resolve the conflict and prevent violence from occurring.

Q. Can a community refuse CRS services?



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

Q. Why is CRS located in the Department of Justice?



A. CRS mediators carry no guns or badges and have no prosecutorial or investigative function. 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.

Q. How does CRS know it has been successful?



A. The level of satisfaction among the recipients of CRS services is a critical indication of whether CRS has been successful. Whenever possible, CRS will contact local officials to review the status of agreement, programs and community-wide tension or conflict. An internal reporting system registers outcomes and accomplishments for each CRS case activity.

Glossary of Terms

CRS uses the following terms in its publications to describe its activities.

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.

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 to the conflict. These dialogues often include various local agencies, institutions, and community residents, and 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.

LEM

Law Enforcement Mediation (LEM) was developed by CRS in conjunction with the California Commission on Peace Officer Standards and Training (POST). It is a program designated for police officers engaged in community policing activities. LEM helps officers in diverse communities strengthen their skills in cross-cultural communication, investigation, problem-solving, and mediation techniques. Benefits of LEM include a reduction of potential violence and improved community relations.

Mediation

Mediation consists of playing a third party role in incorporating established and standardized mediation procedures. These mediations 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 use 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' 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 facilitation, 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.

Training

The Community Relations Service'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' 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.

CRS Customer Service Standards

CRS' 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 preventing and responding to violent crimes allegedly committed on the basis of 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.

www.usdoj.gov/crs
On-Line Report Availability

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

www.usdoj.gov/crs

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

United States Department of Justice
Community Relations Service
600 E Street, NW, Suite 6000
Washington, DC 20530

CRS Contact Information

CRS Headquarters Office

600 E Street, NW, Suite 6000
Washington, DC 20530

T: 202.305.2934

F: 202.305.3003

New England Regional Office (CT, MA, ME, NH, RI, VT)

408 Atlantic Avenue, Suite 222
Boston, Massachusetts 02110

T: 617.424.5715

F: 617.424.5727

Northeastern Regional Office (NJ, NY, PR, VI)

26 Federal Plaza, Suite 36-118
New York, New York 10278

T: 212.264.0700

F: 212.264.2143

Mid-Atlantic Regional Office (DC, DE, MD, PA, VA, WV)

200 2nd & Chestnut Street, Suite 208
Philadelphia, Pennsylvania 19106

T: 215. 597.2344

F: 215. 597.9148

Southeastern Regional Office (AL, FL, GA, KY, MS, NC, SC, TN)

61 Forsyth Street, SW, Suite 7B65
Atlanta, Georgia 30303

T: 404.331.6883

F: 404.331.4471

Southeastern Field Office

51 SW First Avenue, Suite 624
Miami, Florida 33130

T: 305.536.5206

F: 305.536.6778

Midwestern Regional Office (IL, IN, MI, MN, OH, WI)

230 South Dearborn Street,
Room 2130
Chicago, Illinois 60604

T: 312.353.4391

F: 312.353.4390

Midwestern Field Office

211 West Forte Street, Suite 1404
Detroit, Michigan 48226

T: 313.226.4010

F: 313.226.2568

Southwestern Regional Office (AR, LA, NM, OK, TX)

Hardwood Center Building
1999 Bryan Street, Suite 2050
Dallas, Texas 75201

T: 214.655.8175

F: 214.655.8184

Southwestern Field Office

515 Rusk Avenue, Suite 12605
Houston, Texas 77002

T: 713.718.4861

F: 713.718.4862

Central Regional Office (IA, KS, MO, NE)

601 East 12th Street, Suite 0802
Kansas City, Missouri 64106

T: 816.426.7434

F: 816.426.7441

Rocky Mountain Regional Office (CO, MT, ND, SD, UT, WY)

1244 Speer Boulevard, Suite 650
Denver, Colorado 80204

T: 303.844.2973

F: 303.844.2907

Western Regional Office (AZ, CA, GU, HI, NV)

888 South Figueroa Street,
Suite 2010
Los Angeles, California 90017

T: 213.894.2941

F: 213.894.2880

Western Field Office

90 Seventh Street, Suite 3-300
San Francisco, California 94103

T: 415.744.6565

F: 415.744.6590

Northwestern Regional Office (AK, ID, OR WA)

915 Second Avenue, Suite 1808
Seattle, Washington 98174

T: 206.220.6700

F: 206.220.6706

