U.S. Department of Justice
Community Relations Service

Community Relations Service

FY 2012 Annual Report

America's Peacemaker

Conciliate • Mediate • Facilitate • Educate

WHAT WE DO

The Community Relations Service (CRS) helps local communities address tension associated with allegations of discrimination on the basis of race, color, and national origin. CRS also helps communities develop the capacity to more effectively 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 provides impartial and confidential conciliation services intended to enhance local capacity to alleviate, solve, and respond to future conflicts more effectively. CRS is a non-enforcement and non-prosecutorial component of the U.S. Department of Justice.

HOW WE DO IT

Trained impartial CRS conflict resolution specialists are stationed in 10 Regional and 4 local field offices across the country. CRS is available to provide services when requested by local authorities, community leaders, or whenever potentially volatile community tensions requiring our intervention develop. For each situation, CRS will first assess the situation, which includes hearing everyone's perspective. After gaining a comprehensive understanding of the situation, CRS will fashion an agreement between stakeholders on the services to be provided to help resolve the conflict or prevent further tension. Conciliation services include facilitation of dialogue, mediation of conflict, training and consulting through technical assistance. CRS then convenes the stakeholders to deliver its services.

WHO WILL BENEFIT

Most of CRS' work comes from requests by police chiefs, mayors, school administrators, other local and state authorities, communitybased organizations, and civil and human rights groups.They ask CRS to help when there is a community conflict and when they believe impartial mediators from CRS can help reduce tensions, prevent violence, and get people talking. CRS works in all 50 states and the U.S. territories, and in communities large and small, rural, suburban, and urban.

America's Peacemaker

Community Relations Service

Annual Report FY2012

Civil Rights Act of 1964

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)

Hate Crimes Prevention Act

Excerpts from the 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, as added by section 4707 of this division. (P.L. 111-84, §4706) ''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 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 sexual 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 CRS.

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 Community Relations Service (CRS) mediators conducted violence prevention and conflict resolution activities in Fiscal Year 2012, CRS notified the two U.S. Senators of the State where the conflict occurred and the U.S. Representative of the affected congressional district. CRS continues to provide notification to these members.

"And we must be a source of hope to the poor, the sick, the marginalized, the victims of prejudice–not out of mere charity, but because peace in our time requires the constant advance of those principles that our common creed describes: tolerance and opportunity, human dignity and justice. We, the people, declare today that the most evident of truths–that all of us are created equal–is the star that guides us still; just as it guided our forebears through Seneca Falls, and Selma, and Stonewall; just as it guided all those men and women, sung and unsung, who left footprints along this great Mall, to hear a preacher say that we cannot walk alone; to hear a King proclaim that our individual freedom is inextricably bound to the freedom of every soul on Earth." (From the Inaugural Speech by President Barack Obama on January 21, 2013)

For 48 years, highly skilled CRS conciliators have heeded Dr. Martin Luther King, Jr.'s call and have been "America's Peacemakers" by working with communities from all over the country and resolving conflicts through mediation and other conciliation services.

CRS delivers four services: mediation of disputes, facilitation of dialogue, training, and consulting. Created by the Civil Rights Act of 1964, CRS works to address tension associated with allegations of discrimination on the basis of race, color, and national origin. Under the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, CRS works with communities to prevent and respond more effectively to violent hate crimes committed on the basis of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS' services are confidential and offered without cost to communities.

Over the last year, CRS worked with hundreds of communities who came together in crisis and emerged stronger and more unified.

This was never more evident than on Sunday, August 5, 2012, and in the days thereafter. Within hours of the horrific Gurdwara shootings in Oak Creek, Wisconsin, CRS was in contact with national and local Sikh officials, the U.S. Attorney's Office, the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the White House Counsel on Faith-Based and Neighborhood Partnerships. CRS helped facilitate improved communication between law enforcement and community members, providing contact information for key law enforcement officials.

On Wednesday, August 8, CRS—along with the U.S. Attorney for the Eastern District of Wisconsin—facilitated a key leadership meeting to discuss hate crimes, analyze community concerns over the shooting, coordinate law enforcement, and assess community needs for funerals. CRS also planned and moderated a larger community meeting on Thursday, August 9, for more than 250 people from the greater Milwaukee area at Oak Creek High School. Following the shooting, CRS also participated in three community calls with a total of over 200 participants in order to identify resources, provide technical assistance, and address concerns. Then, as now, CRS facilitated sessions with Sikh community leaders and law enforcement officials to address fear and concerns raised in communities across all CRS regions.

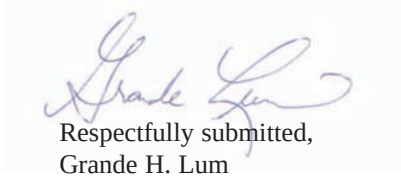
CRS also responded to requests from Muslim communities following the shootings. These included sessions with U.S. Attorney's Offices (USAOs) and federal and local law enforcement offices. CRS provided services such as dialogue facilitation, meetings of federal and local government officials, and cultural training for law enforcement and communities seeking to better understand Sikhism and Islam. These

meetings provided resources, information, and demonstrated a federal presence willing to serve all the communities in the wake of the shootings. And Mosques and Gurdwaras around the country continue to seek CRS' assistance in facilitating cultural competency training to educate their neighbors about their traditions, which ultimately fosters better understanding among all people.

Sadly, the Oak Creek tragedy, as abhorrent and shocking as it was, was but one of a number of incidents that called CRS into action. The services CRS provided—delivered with the care, commitment, and compassion that our professional staff of trained conflict resolution specialists possess—helped the communities they served to create lasting and positive outcomes under the most trying of circumstances. Accordingly, CRS strives to work together with local communities to come closer to realizing our "founding ideal, of a nation where all are free and equal." Ultimately, individuals and communities must be engaged in doing so and take ownership of resolving long-standing conflicts. CRS' greatest success lies in helping them accomplish exactly that.

While today's community conflicts differ from some of those that CRS has mediated in previous decades—from the Boston Public School desegregation to Wounded Knee to the Los Angeles Police Department-Rodney King incident—they confirm that there is still an important space that exists for third party neutrals. And that space—at the community-level vortex of conflict—is a place where enforcement alone will not fully resolve the issues. It is, however, where CRS conciliators can ensure that all key stakeholders have a place at the table in an attempt to settle their disputes, peacefully, collaboratively, in their own way, and among themselves. As a federal entity, CRS has the singular ability to convene the full range of service-providers and community stakeholders necessary for solving problems within communities in distress. Given the continuing demographic and societal changes involving race, color, national origin, gender, gender identity, sexual orientation, religion, and disability, CRS' services are needed more today than ever. CRS uniquely occupies a critical niche in which to serve America's need for peace.

Because I believe that conciliation is more critical today than at any point of CRS' long history in dealing with community tensions, I feel privileged to be at the helm of the country's premier community conflict resolution organization. One of the first major conflicts CRS engaged in was the March from Selma to Montgomery. This conflict was mediated by a CRS team led by its first director, LeRoy Collins, a former Florida governor, and had Dr. Martin Luther King, Jr., as a primary stakeholder. After the third march in 1965, King stated, "the arc of the moral universe is long but it bends toward justice." In 2008, our President and then-Senator added, "It bends towards justice, but here is the thing: it does not bend on its own. It bends because each of us in our own ways put our hand on that arc and we bend it in the direction of justice." CRS Conciliation Specialists use unique skills of listening and trust-building and place their hands at a later point of the arc and continue to bend it toward justice.



Respectfully submitted,
Grande H. Lum
Director

Mission Statement

The Community Relations Service is America's "peacemaker" for community conflicts and tensions arising from differences of race, color, and national origin. Created by the Civil Rights Act of 1964, CRS is the only federal agency dedicated to assist state and local units of government, private and public organizations, and community groups with preventing and resolving racial and ethnic tensions, incidents, and civil disorders, and in restoring racial stability and harmony.

With passage of the 2009 Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, CRS also works with communities to employ strategies to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS facilitates the development of viable, mutual understandings and agreements as alternatives to coercion, violence, or litigation. It also assists communities in developing local mechanisms, conducting training, and other proactive measures to prevent racial/ethnic 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 does not take sides among disputing parties and, in promoting the principles and ideals of non-discrimination, applies skills that allow parties to come to their own agreement. In performing this mission, CRS deploys highly skilled professional conciliators, who are able to assist people of diverse backgrounds.

CRS History

'It could be one of the longest and most far-reaching steps toward an ultimate solution to the civil rights movement that can be taken.'

With those words, then-Senate Majority Leader Lyndon B. Johnson, on January 20, 1959, introduced a bill to establish the Community Relations Service (CRS). This was the first congressional effort to create a federal agency to support the efforts of local communities to prevent violence and reduce tensions resulting from issues of race, color, and national origin. Five years later, CRS was established under Title X of the Civil Rights Act, which President Johnson signed into law on July 2, 1964.

The Community Relations Service was initially placed within the U.S. Department of Commerce given the anticipated need for the agency to be actively engaged in conciliating disputes concerning public accommodations. Then, in an effort to strengthen the operation and coordination of government civil rights programs, President Johnson transferred CRS to the U.S. Department of Justice in April 1966.

Since its inception, the Agency's leadership and staff have worked in earnest to help the nation move from a state of separation to inclusion, and from disenfranchisement to equal participation. CRS has relied on the processes of convening, mediating, facilitating, training, and conciliating to support the efforts of communities and local officials throughout the country as they have worked through conflicts.

Initially, many lawmakers envisioned CRS deploying its resources to address racial problems almost exclusively in the South, as that was the prominent location of potentially violent and disruptive conflicts when CRS was established. However, it was not long before CRS began playing a significant role addressing racial conflicts in urban communities such as Los Angles, Newark, Detroit, Chicago, and Washington, D.C. Later, CRS was increasingly called upon to address disputes related to Native American and Alaskan Native sovereignty and victimization, environmental justice, and the integration of immigrant communities.

In October 2009, when President Obama signed the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act into law, CRS' jurisdiction was expanded beyond its originating mandate of race, color, and national origin to

also include helping communities 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.

The incidents and issues below highlight CRS casework over its 48 years of service:

1965 – Voting rights, desegregation, Bloody Sunday, and the March from Selma to Montgomery

1966 – Cuban refugee influx in Miami

1968 – Martin Luther King, Jr. assassination riots

1970 – Desegregation of public schools

1972 - *Trail of Broken Treaties* takeover of the Bureau of Indian Affairs headquarters

1973 – American Indian Movement's takeover of the village of Wounded Knee

1974 – Boston Public Schools busing crisis

1975 – Vietnamese "Boat People" relocation program

1976 – Police-involved shootings of 16 Mexican-Americans in Texas and "Brown Berets" –led demonstrations

1979 – Clash between 100 armed Ku Klux Klansmen and 60 Southern Christian Leadership Conference demonstrators over the sentencing of Jimmy Lee Hines in Decatur, Alabama

1979 – Integration of Cook County, Illinois, Jail

1980 – Mariel boat lift

1980 – Police custody death of Arthur McDuffie and resultant rioting in Miami

1982 – Murder of Vincent Chin and the Asian civil rights struggle to address victimization

1991 – Crown Heights riot between African Americans and Hasidic Jews

1992 – Rodney King riot

1995-1998 – 670+ church arsons or desecrations

1998 – Murder of James Byrd, Jr. in Jasper, Texas

2001 –Post-9/11 backlash against Arab, Muslim, and Sikh communities

2005 – Hurricane Katrina recovery

2006 – Jena Six incident

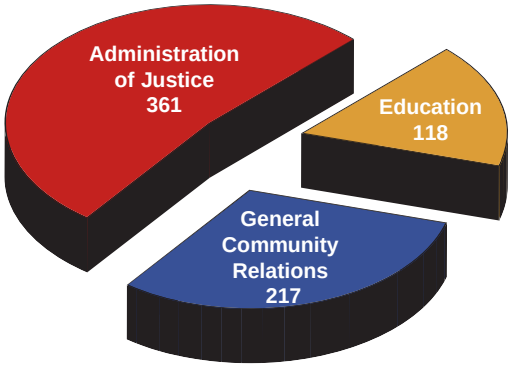
2009 – Oscar Grant shooting in Oakland transit system

2010-2012 – 18+ lesbian, gay, bisexual, and transgender murders in Puerto Rico

2012 – Trayvon Martin shooting

2012 – Sikh Gurdwara shooting

Total number of CRS cases - 728[1]



Summary of CRS Activities

In Fiscal Year 2012, the Community Relations Service (CRS) 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 local school systems to targeted and violent acts of hate committed against African Americans, Hispanic Americans, Asian Americans, Muslim Americans, Sikh Americans, lesbian, gay, bisexual, and transgender (LGBT) Americans, American Indians, disabled Americans, and many other groups. In total, during fiscal year 2012, CRS completed 728 cases throughout the United States and in Puerto Rico.

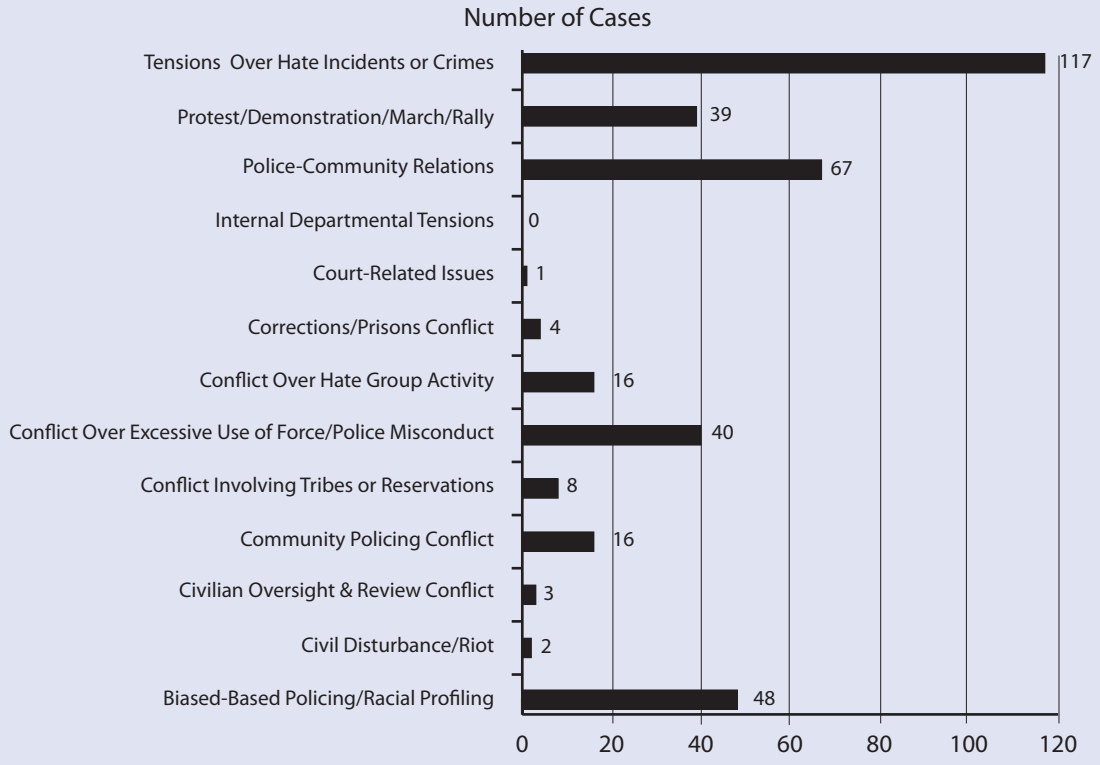
CRS facilitated dialogues between aggrieved parties, conducted mediations, and provided training to law enforcement personnel, U.S. and District Attorneys, civic leaders, and school administrators throughout the country. CRS also supported efforts by local communities to enhance their capacity to effectively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

[1]During Fiscal Year 2012, CRS implemented a new automated case management system. Initially, the system did not capture data related to certain categories and subcategories. As a result, 32 of the 728 total cases reported (approximately 4%) are not associated with the general and subcategories reported in our statistical breakdown. Those cases, therefore, have been excluded from the calculations of CRS casework described in the Administration of Justice, Education, and General Community Relations sections.

Administration of Justice

In Fiscal Year 2012, 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 policing practices. Hate group activity, conflicts based on community concerns about the excessive use of force by law enforcement, protests/demonstrations/marches, and tribal issues were prominent as well. In many cases, CRS was invited by law enforcement and local government officials to provide conflict resolution and mediation services, cultural professionalism training, and to offer consulting through technical assistance in addressing conflicts. In other instances, CRS was asked by community and civil-rights organizations to help them engage in dialogue with law enforcement, local government agencies, or other entities within their community. No matter what brought CRS into the local conflict, the goal was always to provide services and to conduct trainings and facilitate dialogues in a manner that brought parties together to realize their shared goals.

CRS Casework-Administration of Justice Cases
(Fiscal Year 2012)

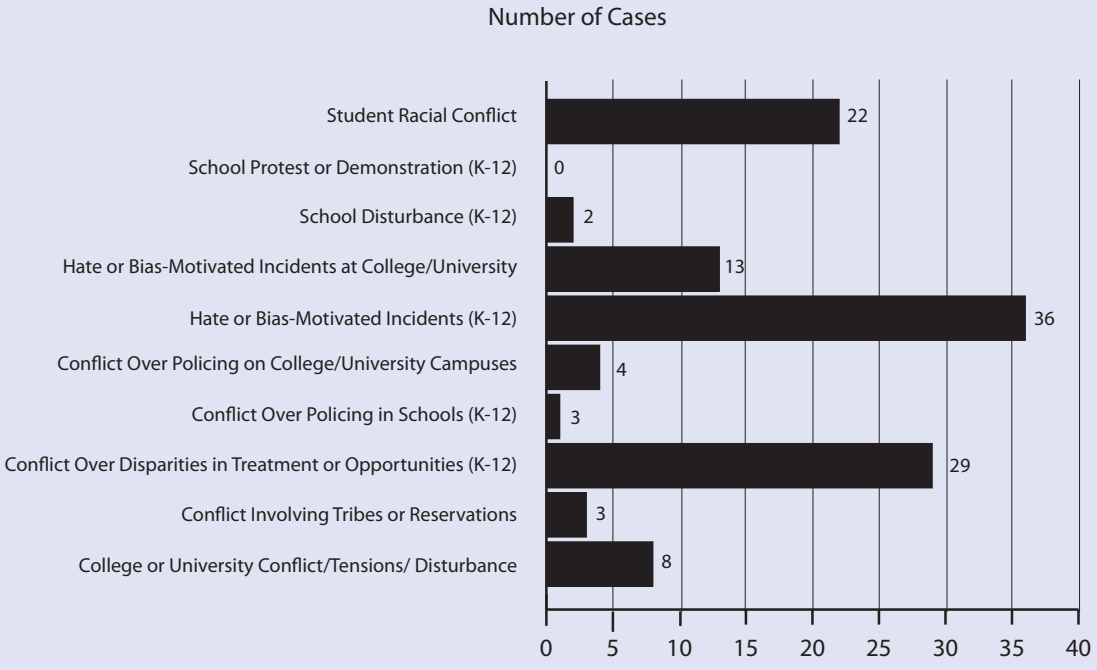


Source: Community Relations Service

Education

In Fiscal Year 2012, most education cases resulted from hate or bias-related incidents, frequently stemming from gender identity and sexual orientation issues, followed by conflicts over allegations of disparities in treatment or educational opportunities based on race, color, or national origin. There were also a significant number of hate or bias-related bullying incidents, primarily at the middle and high school levels. Some of these incidents received media attention and raised community-wide tensions, 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.

CRS Casework-Education Cases
(Fiscal Year 2012)

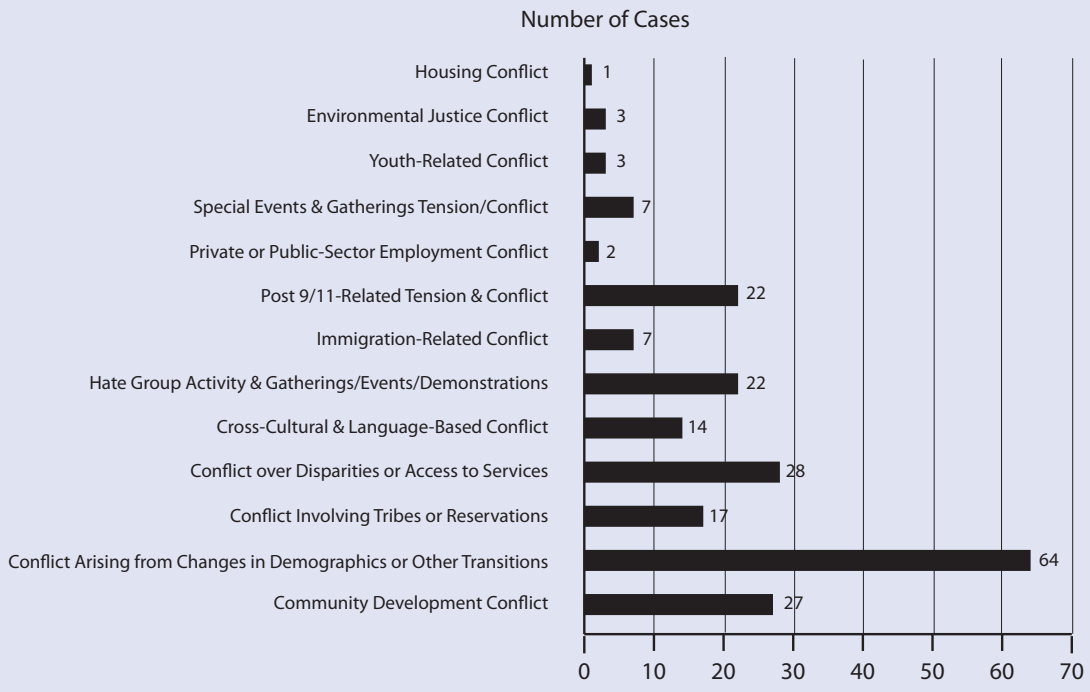


Source: Community Relations Service

General Community Relations

In Fiscal Year 2012, the largest number of general community relations cases resulted from tensions based on demographic shifts. Cases involving tensions related to both community development and hate group activity figured prominently as well. Often these cases emerged as disputes between communities and law enforcement, hate incidents, racial conflict in schools, or as transportation security screening complaints.

CRS Casework-General Community Relations Cases
(Fiscal Year 2012)



Source: Community Relations Service

CRS Training Programs

Law Enforcement Mediation Program

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

This 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; it is an effective way to begin a police-community relations initiative or problem-solving process; and it encourages collaborative police-community relations.

Student Problem Identification and Resolution of Issues Together (SPIRIT)

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 and creating the safest possible environment for learning. 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.

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, CRS can help. 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 its community.

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 effective as a tool for helping law enforcement avoid behavior and actions that are 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 Hate Crimes Program is a two-day training program that provides state and local law enforcement officers with skills and knowledge that is critical 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 all parties involved, and serves as a neutral entity to ensure that logistics are coordinated, information is shared appropriately, and that marches and demonstrations are as safe as possible.

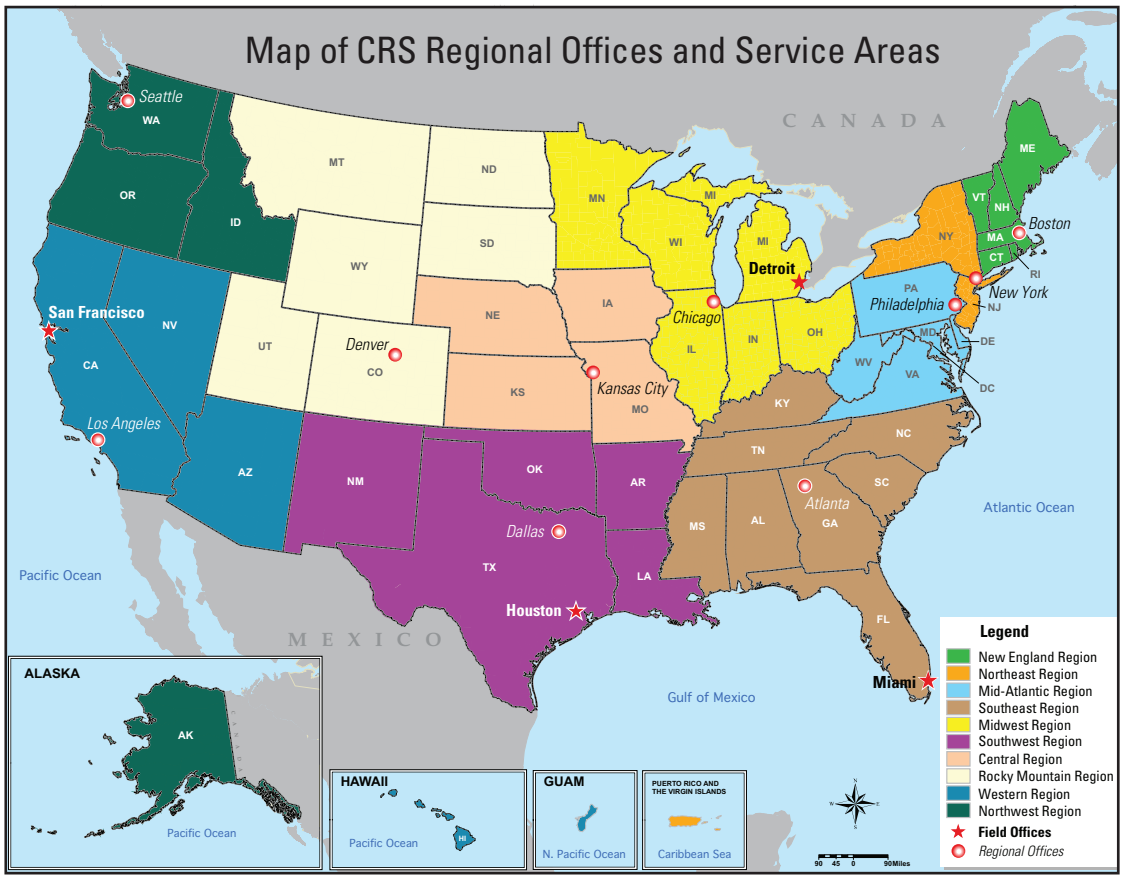
CRS also provides self-marshalling training for organizers of protests and demonstrations. The training covers areas such as permits, route selection, effective communication and decision-making procedures during the event, logistical management, and contingency planning.

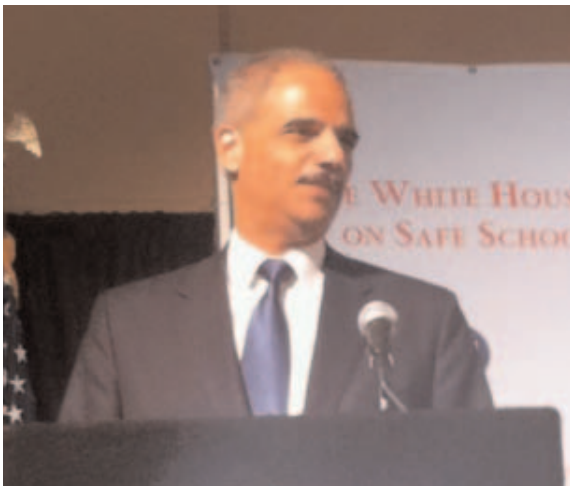
Rumor Control

CRS assists in establishing rumor control measures following community incidents, protests, police investigations, jury verdicts, and other developments 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.

CRS Regional Map

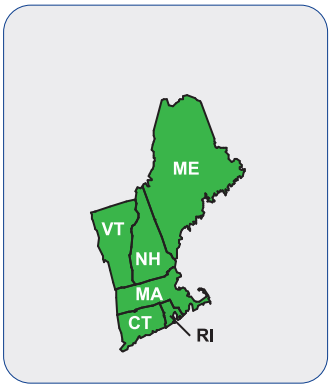
The Community Relations Service (CRS) has 10 regional offices and four field offices that are strategically located throughout the country to meet the unique needs of the states and communities that they serve. Examples of the types of cases that each regional and field office worked on during Fiscal Year 2012 are described in the following section.





Speaking at the 2012 White House LGBT Conference on Safe Schools, Attorney General Eric H. Holder, Jr., highlighted CRS' vital work in this area, stating:

"…at the center of this comprehensive approach is the work of the Community Relations Service–or CRS–a component of the Justice Department that helps government leaders, community groups, and public and private organizations to develop mediation and conciliation services in response to hate crimes. CRS never imposes solutions to local problems–and it's not their job to investigate, prosecute, or assign blame. But–when they receive requests from students, school officials, or law enforcement officers–they work closely and confidentially with local stakeholders to address conflict, foster respect, and build safe and productive environments for LGBT students and others who report concerns."



New England Region

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Framingham, Massachusetts

In summer 2012, a public school teacher in Framingham allegedly removed a "hijab" from the head of a student despite protests from students who witnessed the incident. The hijab—often a simple head covering—is worn by some Muslim women as a symbol of modesty and morality, so the teacher's attempt to remove the hijab was interpreted as offensive and disrespectful. In fall 2012, the school district's superintendent and the school principal arranged for CRS to present its "Arab, Muslim, and Sikh Cultural Awareness Program" to the school's professional teaching staff. A total of 60 staff attended the CRS training program. The program was well-received, and the school district planned to offer the training to other schools in the system.

Williamstown, Massachusetts

Working with the Williams College Director of Safety and Security, CRS co-hosted a multi-jurisdictional forum that enabled CRS to present the full range of CRS services to campus police, first responders, security personnel, and law enforcement officers, in the far westernmost corner of Massachusetts. In addition to CRS presenters, a member of the faculty and a student contributed significant insight to the material and helped to facilitate the question-and-answer segment of the presentation. This presentation trained 115 attendees from a number of regional colleges and universities, including Williams College, Bennington College, Southern Vermont College, as well as law enforcement personnel from the Bennington County Sheriff's Department, Berkshire County Sheriff's Department, Berkshire County Police Departments, local District Attorney's Offices, and the U.S. Attorney's Office for the District of Massachusetts.

Durham, New Hampshire

In spring 2012, a Community Steering Committee consisting of the U.S. Attorney for the District of New Hampshire, law enforcement, and civil-rights advocacy groups in New Hampshire, asked CRS to convene a "Multi-County Local Law Enforcement Dialogue with NAACP, Latino, Arab, Muslim, Sikh, and other community representatives. The objective of the Dialogue was to facilitate meaningful discussions between local law enforcement officials and participants. The goal of the discussions was to foster mutual respect among the parties, enabling them to identify issues or concerns and propose workable solutions. In advance of the Dialogue, CRS facilitated a planning meeting in which the parties were able to identify and raise issues and concerns and formulate an action plan for addressing any future community issues or concerns.

Communities—like individuals—have taught me that even though the outrageous acts of hate-mongers and bigots tend to capture the headlines—the overwhelming majority of people in this country will not stand by and allow those few individuals to adversely impact their communities. One example that has stayed with me is the response of a southern sheriff to the burning of a black church in rural South Carolina. After he had arrested three Caucasian teenagers for the crime, the sheriff told me, "White boys burned that church, and I will see to it that we whites rebuild it." He then proceeded to rally local contractors and others to ensure that it happened. This kind of caring and commitment to community is a story that CRS sees retold in different ways year after year.

Francis Amoroso
Regional Director

Northeast Region

New Jersey, New York, Puerto Rico, U.S. Virgin Islands

San Juan, Puerto Rico

Throughout 2012, 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. Following a spike in the victimization of lesbian, gay, bisexual, and transgender (LGBT) community members, CRS worked closely with prosecutors, law enforcement officials, and members of the LGBT community to reduce tensions and provide hate-crimes prevention training. CRS also contributed to a U.S. Department of Justice-wide initiative to provide comprehensive support to Puerto Rico criminal justice officials regarding LGBT victimization. CRS convened several dialogues between the community and officials that resulted in a structured and ongoing working partnership between LGBT community leaders and law enforcement. In response to concerns of Puerto Rico's Dominican community regarding racial profiling by police, CRS conducted cultural professionalism training to instructors from the San Juan Police Department, who subsequently offered the same training to officers throughout the Department. CRS also worked closely with an influential community organization's 13 regional chapters throughout the island to facilitate meetings and the development of action plans that would be used to strengthen police-community relations.

Newburgh, New York

A multi-day civil disturbance occurred in March 2012 following the death of an African American male while police were serving a warrant at a Newburgh home. CRS deployed on-site immediately and began to work with community leaders, law enforcement, and local government officials to quell the unrest and establish a working group on relations between law enforcement and the city's African American community. While the initial disturbance was a result of the death, long-term tensions existed around a range of issues, including perceptions of police bias and disparate access to housing, economic development, health services, and education. CRS convened local officials and community leaders to identify concerns, address misunderstanding and distrust, and to establish an ongoing task force comprised of officials and community leaders that is working together to address those issues. CRS also trained facilitators from the Newburgh Dispute Resolution Center and the New York State Division of Human Rights in their efforts to provide ongoing support to the task force.

Geneva, New York

In May 2011, a Geneva Police Officer shot an unarmed African American male. The incident led to several months of escalating tension between and among the various stakeholders, which included local city officials, local law enforcement representatives, community members, and local and national civil rights advocacy groups. In May 2012, CRS convened the City of Geneva officials, the Geneva Human Rights Commission, representatives of the local branch of the NAACP, and representatives from several other local African American organizations, and facilitated discussion that ultimately resulted in a mediated agreement between local officials and community leaders to

work together to address perceptions of police bias. CRS also provided racial profiling training to law enforcement professionals and community leaders as a part of the mediated agreement. The community and city continue to collaborate on solutions to issues identified by the groups.

Communities know what they need. Many times, the resources needed to address conflicts are present in the community. There have been numerous instances where CRS has gone into a community and found that the resolution to a conflict lay in institutions that already existed or had previously existed. As a third-party neutral, CRS is able to identify these mechanisms and leverage them to help leaders to lead. One example of this was a community in Staten Island, NY, where a series of vicious hate crime robberies were taking place against Mexican community members. CRS spoke to Latino and African American community advocates, clergy, and police in an attempt to find a mechanism that would connect all the parties and address these crimes. After talking with a New York City human rights commissioner, CRS learned of a defunct anti-violence task force that had been created years earlier to address a series of hate crimes. By reaching out to some of the original parties as well as some newer leaders, CRS was able to resurrect the task force, which became a platform from which to address the hate crimes, apprehend the culprits behind the attacks, and unite the communities.

Matthew Lattimer
Conciliation Specialist

Mid-Atlantic Region

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Philadelphia, Pennsylvania

In summer 2012, a fatal police-involved shooting of a 25-year-old Khmer man sparked outrage and protests in a small community outside Philadelphia. Tensions in the community increased further after community members created a makeshift memorial at the site of the shooting. According to community members, in the week following the memorial's creation, police officers mocked and harassed community members who attempted to visit it. In response, CRS facilitated a community meeting hosted by the One Love Movement, a volunteer advocacy group for Cambodians in Philadelphia. Participants included representatives from the Philadelphia Police Department, the Philadelphia District Attorney's Office, the Pennsylvania Human Relations Commission, the Philadelphia Commission on Human Relations, as well as state and local officials. Approximately 150 people attended the standing-room-only meeting. CRS also shared best practices for reducing community tensions and improving police-community relations with the group.

Randallstown, Maryland

In spring 2012, CRS and the Maryland Coalition Opposed to Violence and Extremism (COVE) co-hosted a Law Enforcement Hate Crimes Summit in Randallstown, MD. CRS convened more than 300 law enforcement professionals from across the state of Maryland, including representatives from the U.S. Attorney's Office for the District of Maryland, the Maryland State Police, the Towson University Police Chief, and the Maryland Attorney General's Office, among others, to define and discuss hate/bias crimes and incidents, reporting requirements, and the prosecutorial process.

Watching people move from tolerating each other to appreciating and valuing one another through mediation and conciliation is a powerful statement to the effectiveness of CRS. Over time, I have learned how different communities approach conflict and how they address it—both internally and externally—and how different communities handle crisis situations and assist other communities facing similar circumstances. I have seen Arab, Muslim, Sikh, and South Asian communities working together to address alleged racial and religious profiling with law enforcement officials. I have also watched LGBT communities work with other victimized communities to combat bullying in schools. At the end of the day, all communities want to be treated equally and with fairness.

Harpreet Singh Mokha
Regional Director

Southeast Region

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Louisville, Kentucky

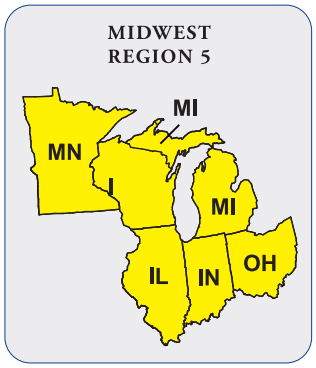
Kentucky's Protection & Advocacy (KYPA), an independent state agency designated by the Governor as the protection and advocacy agency for Kentuckians with disabilities, had become concerned with the Jefferson County Public School District's (JCPS) delivery of services to JCPS students. Specifically, KYPA alleged that African American students—especially those with disabilities—were adversely impacted by disparate services and asked CRS to help KYPA identify strategies for working with JCPS to address KYPA's concerns. In June 2012, CRS facilitated a community forum coordinated by KYPA, the Children's Law Center of Louisville, and the Legal Aid Society of Louisville. Approximately 100 people attended the forum, including officials from JCPS, the NAACP, the African Education Association, Kentucky Youth Advocates, local Hispanic leaders, and the Citizens of Louisville Organized United Together (CLOUT) organization. Following the forum, JCPS representatives agreed to work with community leaders throughout the school year (as needed) to ensure that all students with disabilities—including African American students—are treated equitably.

Fort Lauderdale, Florida

In April 2012, the Broward County School District requested CRS' assistance in response to allegations of racial and ethnic tension between Black Haitian and African American students and faculty in schools. Media coverage of an African American teacher allegedly using racially disparaging remarks toward a Haitian student inflamed tensions. Later that month, CRS convened administrators, teachers, students, and concerned Haitian and African American parents and facilitated a dialogue to address their concerns. In June 2012, CRS presented "Drop by Drop," a cultural professionalism training, at the Bridge to Prevention Academy Conference, which was hosted by the Broward County Schools' Diversity, Cultural Outreach & Prevention Department through the Project Bridge/Safe Schools Healthy Students Initiative. The training provided foundational assistance for administrators, faculty, and concerned community members as they developed sustainable initiatives to ensure an inclusive educational environment.

It is very rewarding when CRS efforts help conflicting parties to sit down and reason together, understand the root cause that led to the conflict, and agree to identify workable solutions so healing and trust can begin to develop. My experiences working with community leaders, city officials, local law enforcement, grassroots organizations, civil-rights advocacy organizations, human relations and human rights commissions, and federal agencies have been challenging and taught me many things. The most important of these is the need to listen and communicate effectively. Dialogues can help parties understand they have more in common than not. "Getting to yes" requires patience because conflicting parties move at their own pace.

Walter Atkinson
Senior Conciliation Specialist



Midwest Region

Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Cincinnati, Ohio

In advance of upcoming international events, the FBI Field Office in Cincinnati requested CRS' assistance in training area law enforcement professionals in cultural professionalism. In response, CRS met with area law enforcement professionals and arranged to facilitate and teach multiple cultural professionalism training sessions and CRS' "Arab, Muslim, and Sikh Cultural Awareness Program" (AMS) sessions for the Cincinnati Police Department (CPD) and other local law enforcement agencies in southern Ohio and Northern Kentucky. CRS conducted these sessions during March and April 2012 in Cincinnati. The U.S. Deputy Attorney General, the U.S. Attorney for the Southern District of Ohio, the CRS Acting National Director, and the CRS Deputy Director attended the AMS portion of the training

on April 3 and participated in a community dialogue with diverse members of the greater Cincinnati area. Both the Mayor and Police Chief of Cincinnati attended this dialogue. In addition, CRS followed up these multiple training sessions with a Train-the-Trainer session for the Cincinnati Police Department Training Academy staff in late April. CRS trained a total of 940 Cincinnati Police officers. The Training Academy staff trained an additional 110 CPD officers in May and June. In all, 1,050 CPD officers and 75 additional officers from other jurisdictions completed the training sessions.

Bayfield County, Wisconsin

The Bayfield County Government requested CRS mediation assistance to address racial tensions between Native American and Caucasian community members. In response, CRS convened Red Cliff Nation leadership, Bayfield School District officials, and county stakeholders and facilitated dialogues in order to assist the communities in addressing long-standing community-based tensions. In February 2012, CRS witnessed the signing of Memoranda of Understanding (MOUs) between the Red Cliff Nation, the Bayfield School District, and Bayfield County. The MOUs address issues in Tribal government-to-government relations, law enforcement, education, social services, and truancy.

Columbus, Ohio

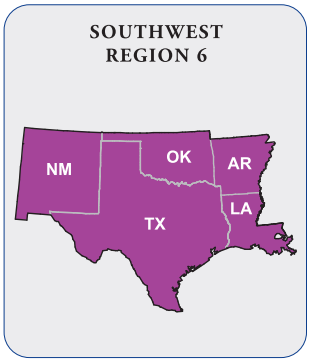
CRS learned of two alleged hate incidents in Ohio—abuse and neglect of a disabled child who died in Cincinnati and bullying and harassment of a special-needs teen in the greater Columbus area. The Cincinnati incident involved the death of a disabled 14-year-old teen with cerebral palsy. The teen's death, due to starvation, abuse, and neglect, was allegedly caused by her mother and nurses assigned to care for her who did not report the neglect and abuse to authorities. The greater Columbus incident involved a special-needs teen who was bullied and harassed by a teacher and teacher's aide at school. In August 2012, CRS convened federal and state civil rights and disability organizations and facilitated a hate crimes forum for the disability community in Columbus hosted by Ohio State University (OSU). Participants included the U.S. Attorney's Office for the Southern District of Ohio, the FBI, the Ohio Civil Rights Commission, ADA-OHIO, the Ohio Statewide Independent Living Council, and Ohio Legal Rights Services. Participants also formed a Disability Hate Crimes Task Force that meets quarterly at OSU in partnership with ADA-OHIO.

Detroit, Michigan

In May 2012, a 7-year-old Detroit boy, alleged to have been bullied based on his gender, committed suicide. The suicide created outrage and widespread concern among community members, including parents, teachers, students, civil rights leadership, the Michigan Parent Teachers Association, and the Children's Center in Detroit. It also renewed concerns among lesbian, gay, bisexual, and transgender advocates, who had experienced several anti-gay bullying suicides in the past several years. In July 2012, CRS convened a series of meetings with the Michigan Parent Teachers Association, the Detroit Children's Center, the Detroit Police Department, the U.S. Attorney's Office for the Eastern District of Michigan, the Director of the U.S. Department of Education, the Office for Civil Rights, Equality Michigan, and other community partners in Detroit, who later participated in a CRS-facilitated hate crimes, bullying, and harassment community dialogue. CRS also helped the parties develop a Community Resolution Call to Action–a commitment to provide community-wide anti-bullying education and awareness to parents and students in neighborhoods and schools in Detroit.

The results of the mediation process often take the form of helping a community develop what I term "community legacy outcomes." These may be a community-police advisory council, a disabilities task force, an LGBT federal hate-crimes task force, or an Arab, Muslim, and Sikh interfaith hate-crimes task force. Communities have taught me that no matter what the research has indicated—they are never as monolithic as they may seem. And the individuals who may be publically perceived as community leaders may, in fact, not be the community leaders who influence opinion, situations, and circumstances. Part of my job is finding these community leaders and inviting them to the table to ensure they help determine a positive resolution to their community's conflict. It has been my experience that they are the ones who are willing to make the commitment on behalf of their community—and will follow through on it.

Daedra Anita McGhee
Conciliation Specialist



Southwest Region

Arkansas, Louisiana, New Mexico, Oklahoma, Texas

New Orleans, Louisiana

As part of the on-going federal response in the aftermath of Hurricane Katrina, CRS worked closely with the Mayor's Office, the New Orleans Police Department, and civic leaders to establish a Police-Community Advisory Board during 2012. At the request of both the city and community, CRS provided conciliation services that helped to establish the advisory board and the parameters under which the board would operate. CRS also supported the city's effort to recruit board members and conducted foundational training to the board and law enforcement officials. The board, which was designed to increase mutual trust and respect between the police department and community, has begun working together on a range of critical issues. CRS continues to support the board's activities by providing training, brokering Department of Justice resources as needs are identified, and periodically facilitating discussions on challenging issues as they emerge.

Dallas, Texas

In February 2012, CRS worked closely with leaders of the African American community and Korean merchants to reduce tensions stemming from an incident that occurred between an influential religious leader and a merchant during a store purchase. The incident received considerable coverage by local media and resulted in boycotts, protests, and heightened community and police concerns over the potential for violence. In response, CRS convened community leaders and the local clergy alliance, members of the Korean merchants' association, and local officials to engage in a facilitated dispute resolution process. The groups met, were led through a problem-solving dialogue, and developed an action plan that included an agreement by the members of the association to increase customer-service standards and to develop a collaborative program to educate both the African American and Korean communities about the other's cultural norms. In addition, CRS worked with African American community leaders and the Korean Merchants' Association to establish a permanent working group that would meet regularly to address a number of long-standing community issues beyond the scope of the initial conflict.

El Paso, Texas

Extensive media coverage of a man being attacked brutally outside a gay bar by assailants who shouted anti-gay slurs during the beating had enraged the city's lesbian, gay, bisexual, and transgender community (LGBT), which feared additional attacks. In response, in April 2012, CRS convened law enforcement professionals, prosecutors, and LGBT leaders to identify ways in which to reduce the likelihood of future anti-gay violence and to form a collaborative partnership on LGBT public safety. In addition to leading officials and community leaders through a partnership development process, CRS conducted a community forum to educate the larger community about protections afforded them under the federal Hate Crimes Prevention Act.

It is extremely gratifying when I am incrementally allowed to participate in the process of equipping community members with resources—whether it is during the facilitation of community dialogue forums, trainings, or throughout the mediation process—as community stakeholders develop policies and procedures that are sustainable and enable them to work together in the future to address concerns. The communities have taught me the power of communication and that each voice—no matter how small or weak—deserves to be heard. When community leaders fail to communicate, it jeopardizes the collective vision of the community. I have also learned that communities are not just led by formal leaders—that there are a host of informal leaders who strongly influence and impact their community.

Reatta Forté
Conciliation Specialist

Central Region

Iowa, Kansas, Missouri, Nebraska

Springfield, Missouri

In spring 2012, the leaders of an Islamic Center in Springfield arrived at the center to find the charred remains of three Qurans on its doorstep. According to local media, a letter containing death threats against Muslims accompanied the charred Qurans. The media also reported that the FBI was investigating the incident as a hate crime. In response to community concern, CRS staff presented its "Arab, Muslim, and Sikh Cultural Awareness Program" at an event in Springfield co-sponsored by the Islamic Center of Springfield and the Mayor's Commission on Human Rights. Among others, the Springfield Police Chief and Springfield Police Department's command staff attended. The event helped all who attended increase their understanding of their Arab American, Muslim, and Sikh neighbors' customs and traditions.

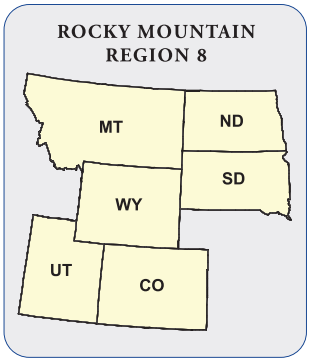
Atchison, Kansas

In summer 2011, an African American Board Member of the Atchison Chamber of Commerce contacted CRS about presenting CRS' City SPIRIT problem-solving program to the Chamber. (CRS' City SPIRIT program is a two-day problem-solving and resolution program that brings together representatives from local government agencies, the community, faith-based organizations, law enforcement, and businesses to develop

collaborative approaches for reducing conflicts and addressing the factors that contribute to the conflicts.) CRS involvement was requested due to racial tensions in local African American and other minority communities regarding their perceived lack of inclusion, employment opportunities, and outreach from mainstream community institutions. Atchison minority community leaders stated that they believed the City SPIRIT would help the community address racial tension and other concerns. Through the coordinated and combined effort of the Chamber of Commerce, the Atchison School District, the Atchison Sheriff's Department and city government officials, CRS conducted the two-day problem-solving program, renamed *VISIONQUEST* Atchison, in spring 2012.

Communities have taught me that there is no right or wrong way to do things—that everyone has an opinion, a motivation, and their own version of the truth—and that it is how we work with those opinions, motives, and truths that determines whether a solution we facilitate will be long-lasting or just another step in an ongoing saga. The communities have also taught me to let go of my own biases, avoid clinging to what I think is the solution, and really listen and hear what others have to say and are willing to do. Sometimes their message is a gentle one. Other times, it is delivered forcefully. Either way, there are alternative resolutions out there that can be put forward. It is my job to facilitate the parties' success in agreeing upon and implementing the best solutions for their community.

Rita Valenciano
Conciliation Specialist



Rocky Mountain Region

Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Salt Lake City, Utah

CRS learned that Pacific Islander community members perceived that law enforcement was engaging in gang-based profiling based on race and national origin. In August 2012, CRS convened Pacific Islander leadership, the Metro Gang Task Force, the FBI Safe Streets Gang Task Force, Unified Police of Greater Salt Lake, and the West Valley Police Department to facilitate discussions and to develop community understanding of how gang enforcement is implemented, as well as to explore opportunities for Pacific Islander community and law enforcement collaboration. As a result of the meetings, Pacific Islander leadership formed a coalition and developed an action plan to address priority concerns, including: identifying and developing a law enforcement cultural professionalism curriculum appropriate for new officers; developing a structure for the coalition; and requesting that a federal prosecutor provide a Racketeer Influenced and Corrupt Organizations Act (RICO) 101 presentation to explain the law's operation to the coalition, among other things. With CRS' assistance, Pacific Islander leadership met with the local U.S. Attorney's Office and initiated efforts to create a partnership that complements the efforts of the U.S. Attorney's Office and local law enforcement.

Fremont County, Wyoming

CRS learned that, in the aftermath of an alleged sexual assault of a Native American Two-Spirit (gay) male, the Wind River Indian Reservation's lesbian, gay, bisexual, and transgender (LGBT) advocate, Wind River Tribal leadership, and Wind River BIA law enforcement officials were in dispute over a perceived lack of community and law enforcement response to the incident. CRS convened and facilitated discussions between Northern Arapaho Tribal leadership, Wind River Indian Reservation BIA law enforcement, and Wind River LGBT Advocacy. In March 2012, CRS facilitated and instructed a hate crimes training for BIA law enforcement, Northern Arapaho Tribal leadership, and Tribal community members. After the training, CRS facilitated dialogues that ultimately led to a Tribal community-based action plan to address Wind River Indian Reservation LGBT concerns: ensuring that Wind River Indian Reservation LGBT concerns will be included in future problem-solving discussions between the Reservation and Fremont County, Wyoming, over perceived health-care disparities; coordinating outreach between BIA, the REZ Action advocacy organization, and at future Youth Summits; utilizing the Regional Wyoming Association of Churches to address hate crimes prevention and reporting; and encouraging Tribal proclamations in support of the Two-Spirit LGBT community.

Durango, Colorado

In response to changing demographics and border town conflicts with American Indian community members, CRS convened a community stakeholder group that included city leaders, education leadership, and community advocates. In August 2012, the group formulated the City of Durango City Resolution, which formally created the Four Corners Region's first city government-sanctioned Community Relations Commission (CRC). The City Council unanimously accepted the resolution as a capacity-building mechanism to improve community relations. The CRC includes five appointed community members who are tasked with promoting positive community relations, advising the City Council on community relations issues, promoting dialogue and education, and facilitating communications between the City and diverse community members.

Denver, Colorado

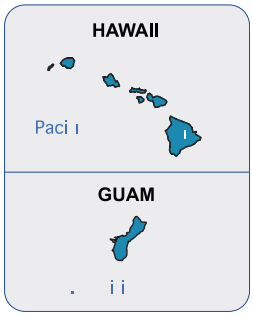
In May 2012, CRS facilitated a Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act panel discussion at the 2012 annual Colorado Gold Rush—one of the nation's largest transgender conferences. CRS convened officials from the U.S. Attorney's Office for the District of Colorado, the FBI, the Denver Police Department, the Denver County District Attorney's Office, the LGBT Community Center of Colorado, and the Colorado Gender Identity Center to participate in a panel discussion before an audience of nearly 100 transgender community leaders. Panelists provided information related to federal and state hate/bias crimes, best practices for prevention and response, and addressed audience questions. The panel afforded a unique opportunity for federal, state, and local government leadership to engage in dialogue with transgender community members and advocates from across the country.

Rapid City, South Dakota

The Rapid City Police Chief asked CRS to convene and facilitate a dialogue with American Indian community members, including those affiliated with the American Indian Movement (AIM), in order to identify those who would be willing to serve as representatives and work with Police leadership to improve communications and remedy historical issues. The volunteers would essentially serve as community liaisons to foster lasting communication between the two groups and improve general community relations. In July 2012, CRS convened Rapid City Police personnel and American Indian community members, who ultimately agreed to create an American Indian Task Force. The liaisons continue to work with the Police to develop the scope of the Task Force's responsibilities further.

Communities have taught me that communities are about relationships, and that relationships are about trust—that being transparent and accountable are more than just words. They are the talk that we must walk. The most satisfying part of my job is getting to help communities believe that they don't just have a seat at the table, but also a voice at the table—that communities come to believe that CRS will work with them to resolve long-standing, historical, and traumatic conflicts for as long as it takes. The work has changed my dedication to sharing with federal, state, and local government colleagues representing multiple agencies, about Indigenous ways of knowing that is rooted in community and where social justice is lived and practiced every day. The sharing of the history, ceremony, and family tradition demonstrates the social justice pedagogy in ways that embrace Indigenous learning and teaching for the benefit of all.

Grace Sage Musser
Conciliation Specialist



Western Region

Arizona, California, Guam, Hawaii, Nevada

Phoenix, Arizona

Phoenix, Arizona, was the venue for several CRS cases in 2012. Casework focused primarily on community tension associated with community members' actual or perceived immigration status and allegations of racial profiling by police. High-profile civil rights and criminal investigations as well as legal challenges relating to the scope of a state's authority to address immigration status issues heightened existing tensions. CRS efforts to contain these tensions, build local capacity to address the underlying issues that gave rise to the tensions, and enhance public safety, included assisting and educating both local law enforcement professionals and community members on safely participating in the numerous marches and protests that occurred throughout the year. CRS also facilitated increased communication between law enforcement and community members as the national cross-country bus caravan of undocumented immigrants known as "Undocubus" passed through the region.

Honolulu, Hawaii

A growing concern among recent Micronesian immigrants to Hawaii about perceived discrimination against them by service providers and landlords had increased community tension in Honolulu. A demand for housing in a tight housing market inflamed the already significant tension between the Micronesian immigrants and other local residents. In May 2012, CRS convened and facilitated the first community-wide meeting of stakeholders, which occurred at the housing complex where tensions between residents and the Micronesian immigrants were highest. This meeting, which included local public officials and representatives from the Honolulu Police Department, helped identify and address residents' concerns. It also connected residents to local conflict resolution services that could assist the community with issues outside the scope of CRS services.

Vallejo, California

The city of Vallejo, California experienced significant community tension during 2012. Among other things, the seventh fatal police-involved shooting occurred during the year–a year in which the department's budget had been slashed by half. Significant public outrage following the shooting strained police-community relations, inflamed long-standing mistrust between the groups, and prompted renewed allegations of racial profiling and excessive use of force. This outcry disrupted city council meetings, causing them to close abruptly. Local public and police officials received death threats. In response, CRS convened public officials, police department representatives, and community leaders to formulate an inclusive action plan to address rumors and reduce tension. Their efforts led to a citywide distribution of timely information about the case and invitations to upcoming community resource meetings. According to community leaders and public officials, this was the first time the city had conducted such an extensive community outreach effort. The efforts reduced tension and ultimately led to diverse community partnerships

We enter situations when they are the most challenging. That is also when the most essential and precious dimensions of what individuals, families, organizations, communities, and institutions value are revealed. It is a gift and privilege to persistently have an environment that underscores that which is important in the lives of real people. It serves as a mechanism to restore and have perspective of what matters most. Challenges are often cause to be pushed back. The difficult circumstances that we encounter are essential to the motivation to develop the means to repair and prevent them. Sometimes, in the midst of confrontation and contention, there is a momentary loss of sight of this, but it always eventually becomes visible.
Ours is not the role or responsibility to make change–that belongs to the parties with whom we work. We can help frame a process that facilitates our customers to engage these affirmatively and with attention to reducing harm. Fortunately, ours is a process that facilitates the extraction of solutions from those with whom we serve. They do have the means to craft solutions. It's not about us, except that we serve to draw out resolutions.

Ronald Wakabayashi
Regional Director

Northwest Region

Alaska, Idaho, Oregon, Washington

Vancouver, Washington

In May 2011, the drowning of a Latino worker who allegedly fled police over his citizenship status resulted in community tension and fear of local law enforcement. In August 2012, after months of investigations, lawsuits, and escalating tension, CRS convened law enforcement professionals and provided cultural professionalism training that had been imposed by an oversight body. Long-standing community perceptions of aggressive policing and citizenship enforcement practices that did not distinguish between undocumented residents and U.S. citizens of Latino descent had resulted in considerable distrust of police and fear of the criminal justice system by many Latino residents. CRS also assisted law enforcement in developing an action plan for building collaborative police-community relations.

Seattle, Washington

Community tensions over Native Americans' high dropout rates in the local school system and perceptions of disciplinary bias against them led CRS to convene leaders of the city's Urban Indian community and education administrators. CRS conducted a series of workshops with the leaders in order to identify opportunities to address the students' achievement gap and the development of collaborative efforts to closely monitor disciplinary actions, to dispel misinformation, and to create awareness of issues and perceptions among teachers throughout the school system. The workshops led to the development of a plan to mitigate the issues, which has become a nationally recognized model for addressing similar Urban Indian student issues in school systems throughout the country.

Communities today are changing. Demographic shifts and resultant diversity is occurring in urban, suburban, and rural areas. When community members and institutional leadership sit down together and have an exchange in a safe and non-threatening setting, the transformation begins. A story unfolds that can only be told by each and every person present. It is powerful to hear their stories and see the transformation as the parties learn about each other. These are the people and communities that are building bridges of understanding and working together to build capacity. These are the people who are dedicated, committed, willing to work to improve their community, and give unstintingly of their time and resources to effect change.

Sandra M. Blair
Senior Conciliation Specialist

Attorney General Installs Grande H. Lum as CRS' Ninth Senate-Confirmed Director

New Director Leads America's Peacemaking Agency

On December 3, 2012, the Community Relations Service welcomed its ninth Senate-confirmed Director, as Grande H. Lum, Esq., was sworn in and formally installed by Attorney General Eric H. Holder, Jr. Director Lum brings extensive expertise in dispute resolution, including providing mediation, facilitation, training, and leading dispute resolution organizations. He has worked with students, educators, diplomats, community leaders, law enforcement, government officials, attorneys, scientists, and business executives. He also has served as a Director of the University of California, Hastings College of Law's Center for Negotiation and Dispute Resolution and as Director of the Historically Underutilized Business Zone (HUBZone) Program at the Small Business Administration. Director Lum currently serves on the Board of Overseers of the Baldrige Performance Excellence Program, a U.S. Department of Commerce initiative intended to improve the competitiveness and performance of U.S. organizations.

"Helping parties through difficult conflicts is what I have devoted my career to and what I am passionate about," he said. "In communities throughout the country, there are going to be issues that cause tension, and I feel honored and privileged to be leading an agency created explicitly to resolve such conflicts."

CRS Regional leadership at the Installation Ceremony (Left to right: Francis Amoroso, Harpreet Singh Mokha, Thomas Battles, Rosa Melendez, incoming Director Grande H. Lum, Attorney General Eric H. Holder, Jr., Pascual Marquez, Reinaldo Rivera, Meg Gorecki, Synthia Demons, and Ron Wakabayashi).

Sanford/Oak Creek

Thousands of demonstrators march in Sanford, Florida, during an NAACP rally on March 31, 2012. CRS Conciliation Specialists provided on-site conflict resolution services to city officials, law enforcement, and student demonstrators. (Photo credit: Gary W. Green, Orlando Sentinel)

Sanford, Florida

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 throughout 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 raced-based controversy.

In the aftermath of the shooting, CRS dispatched a team of conciliation specialists to Sanford to work closely with national and local civil-rights leadership, community members, the U.S. Attorney for the district, the FBI, and city, state, and local police officials to prevent violence, reduce tensions, and build local capacity to address the underlying sentiments about race that some community members believe contributed to the police response in the case. 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. Today, CRS and the Department of Justice's Office of Community Oriented Policing Services (COPS) are engaged in a collaborative effort to offer training to Sanford Police and area law enforcement.

CRS Regional Director Meg Gorecki facilitates a large community forum with elected officials, appointed officials, and key Sikh leadership at Oak Creek High School in the aftermath of the Sikh Gurdwara shooting in Oak Creek, Wisconsin, on August 9, 2012.

Oak Creek, Wisconsin

On Sunday, August 5, 2012, a white supremacist shot and killed six worshipers and wounded others when he attacked an Oak Creek, Wisconsin, Sikh Gurdwara. Within hours of the shootings, CRS was in contact with national and local Sikh officials, the

U.S. Attorney for the district, numerous federal and local law enforcement officials, and the White House Counsel on Faith-Based and Neighborhood Partnerships. CRS then helped facilitate communication between law enforcement and community members, providing contact information for key law enforcement officials.

Later that same week, CRS and the U.S. Attorney for the Eastern District of Wisconsin facilitated a key leadership meeting to discuss hate crimes, analyze community concerns over the shooting, coordinate law enforcement, and assess community needs for funerals. CRS and its federal and local partners then planned and moderated a larger community meeting the next day at Oak Creek High School. More than 250 people from the greater Milwaukee area attended that meeting.

CRS also participated in numerous national and community calls with a total of over 200 participants following the shooting to identify resources, provide technical assistance, and address concerns. Later that week, Attorney General Eric H. Holder, Jr., delivered a speech honoring the victims and families affected by the tragedy at the memorial service on August 10. CRS also responded to requests from Muslim communities following the shootings, including convening meetings with U.S. Attorney's Offices and federal and local law enforcement officials and providing cultural training for law enforcement and communities seeking to better understand Sikhism and Islam. Then and now, Mosques and Gurdwaras around the country continue to seek CRS' assistance in educating their communities about their religious traditions through facilitated dialogues and cultural professionalism trainings.

Inaugural Arab, Muslim & Sikh Cultural Awareness Program Training

On March 21, CRS launches its newly revised Arab-Muslim cultural awareness training for first responders with the assistance of Unity Productions Foundation co-founder Alexander Kronemer (left), and Connecting Cultures, Inc., founder Lobna "Luby" Ismail. Here, the two demonstrate how Muslims pray using a traditional prayer rug.

CRS Regional Director Harpreet Singh Mokha launches the Agency's newly revised Sikh cultural awareness training for first responders on September 19, 2012. The training will be used across the nation by CRS Conciliators to inform and educate communities experiencing tension resulting from incomplete knowledge of Sikh community neighbors, as a resource to prevent violent hate crimes, as well as training trainers who can then become additional resources available to the communities in need.

Cincinnati, Ohio

Deputy Attorney General James M. Cole speaks to Cincinnati Police Department Officers attending an Arab, Muslim, and Sikh Cultural Awareness Training session conducted by the Community Relations Service and community partners on April 3, 2012, in Cincinnati, Ohio. The class is designed to foster mutual understanding and enhance law enforcement outreach capabilities to Arab, Muslim, and Sikh communities by addressing cultural behaviors and sensitivities, stereotypes, and expectations.

Tampa, Florida

CRS Senior Conciliation Specialist Walter Atkinson (second from left) and CRS Regional Director Thomas Battles (in hat, holding radio, center) provide on-site conflict resolution services to community members and police at the Republican National Convention in Tampa, Florida, in late August 2012.

CRS uses the following terms in its publications to describe certain activities:

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. Problem-solving activities help to develop work plans for promoting peace and resolving conflict in neighborhoods and schools.

Facilitate Communication
Communities involved in disputes, conflicts, disturbances, or violence often have a history of poor communication among parties, which leads to misperceptions of each other's actions, lack of trust, and avoidance of face-to-face discussion. Communities that may be targeted for hate violence on the basis of actual or perceived race, color, national origin, religion, gender, gender identity, sexual orientation, or disability may express concerns about working with law enforcement. CRS provides conflict resolution services and opens lines of communication by listening to the issues and concerns of each party and learning from each party about the problem and potential resolutions to the conflict.

As a neutral third-party, CRS is able to serve as a liaison for promoting better communities. By reframing and clarifying the issues, CRS can often move parties toward resolving their problems. When the parties listen and understand each other, they may develop resolutions together. These communications may be in-person, by telephone, email, or fax, and may occur over a substantial period of time. The fundamental building block to building trust is communication, which reduces tension and establishes important relationships for community stability.

LEM
LEM stands for 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 designed for police officers engaged in community policing activities. LEM helps officers in diverse communities strengthen their skills in cross-cultural communication, investigation, problem-solving, anger management, and mediation techniques. Benefits of LEM include a reduction of potential violence and improved community relations.

Mediation
Mediation consists of structured, formal, face-to-face negotiation. Participation is voluntary, and participants may include city officials, law enforcement officers, and community groups. CRS facilitates discussion between willing parties in order to achieve a documented agreement. Such mediation may result in a signed agreement witnessed by a Community Relations Service mediator. Occasionally, courts will ask CRS to mediate a dispute, particularly if it involves community groups and public agencies.

Monitor Racial Tensions
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, telephone conversations, or faxes 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 consulting 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 a march, demonstration, or community meeting. As an impartial federal agency, CRS provides a stabilizing federal 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. During contentious situations, the mere presence of CRS staff may be enough to prevent intense emotion from developing into violence.

Convening

Convening means bringing together stakeholders or parties for the purpose of providing CRS conciliation services.

Consulting

Consulting consists of providing advice to parties to help them prevent or respond to a community conflict and includes technical assistance in areas of CRS expertise.

Training

Training is provided by CRS in response to an existing conflict to help state, local, and tribal governments and communities create an immediate capacity to address racial conflict and prevent violent hate crimes on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. Whenever necessary, CRS seeks to strengthen community capacity to address local disputes, improve communication, and prevent violent hate crimes by providing training.

SPIRIT

SPIRIT stands for Student Problem Identification and Resolution of Issues Together. It is an innovative program created by CRS that recognizes the value of student participation in solving conflict. SPIRIT brings together students, administrators, teachers, and parents to identify issues that are perpetuating conflict, and to develop solutions. As part of the program, school staff identify student leaders to help guide the program. Since its inception, SPIRIT has been conducted in hundreds of schools across the country and has been integral in preventing violence and conflict in areas with changing demographic populations.

The City-Student Problem Identification and Resolution of Issues Together (City-SPIRIT) program relies on the accomplishments of the SPIRIT initiative as a model. Unlike the normal SPIRIT program that focuses on educational institutions, City-SPIRIT involves civic leaders and local government officials who form a cadre of concerned citizens from all levels and backgrounds of society. It is an inclusive and participatory effort to improve relations community-wide.

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. In some cases, CRS will provide expert technical advice to help overcome a major barrier to resolving a dispute. For example, CRS might provide technical insight on the structure and function of a Human Relations Commission. This kind of intervention can help address police, community, or school conflicts.

What is the U.S. Department of Justice's Community Relations Service?

The Community Relations Service (CRS) is Congressionally mandated to assist communities by helping to resolve conflicts based on race, color, and national origin. Under the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, CRS also works with communities to employ strategies 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. Trained federal mediators provide services to local officials and community leaders on a voluntary and cost-free basis. Types of assistance available from CRS include mediation of disputes and conflicts, training in cultural competence, conflict resolution skills, technical assistance, and facilitation in developing strategies to prevent and resolve conflicts.

What is CRS' jurisdiction?

Pursuant to provisions in Title X of the Civil Rights Act of 1964, CRS provides its services to local communities when there are community-wide conflicts, tension, or violence stemming from racial or ethnic issues. Following the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act in 2009, CRS may also provide its 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.

Where does CRS work?

CRS works in all 50 States and U.S. territories, and in communities large and small: rural, suburban, and urban. Much of CRS' work comes from requests by local law enforcement officials, school administrators, government officials, community leaders, and other local and state authorities. Parties request CRS' assistance where neutral mediators are needed to help calm tensions, prevent violence, and facilitate communication.

Who provides CRS services?

Trained, impartial CRS conflict resolution mediators, known as Conciliation Specialists, that are based in 10 regional and four field offices across the county and are available on a 24-hour basis. They 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 determining whether CRS has jurisdiction, CRS will determine the action, actions, or services necessary to help resolve the conflict and prevent violence from occurring. If CRS has jurisdiction to mediate the conflict, CRS will convene the necessary stakeholders and provide conciliation services, which include facilitation, mediation, training, and consulting through technical assistance.

When are CRS services appropriate?

CRS' work often involves situations of racial conflict or tension involving police-community relations, hate incidents, cultural awareness needs, and perceptions of disparate treatment or discrimination based on race, color, or national origin. CRS also works with communities to employ strategies 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. Whenever these situations occur or communities anticipate that tensions related to those situations will occur, CRS services are appropriate.

Can a community refuse CRS services?

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

Why are federal CRS mediators a good choice to resolve community conflict?

Because CRS mediators are federally-funded, they are able to ensure their impartiality in helping to resolve conflicts on federal, state, and local levels.

CRS fulfills part of the Justice Department's mission to help state and local governments prevent community violence and promote public safety. For almost 50 years, CRS has effectively convened parties embroiled in community racial conflict and helped those parties to resolve their conflicts.

Why is CRS located in the Justice Department?

CRS' purpose is to represent the Justice Department in one of its most important missions—providing assistance and support to federal, state, and local authorities in their efforts to prevent violence and resolve conflicts based on race, color, and national origin. As of 2009, CRS also helps communities 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 has no law enforcement responsibilities; it does not investigate alleged violations of the law, nor does it prosecute alleged law violators. CRS also conducts its work confidentially. As Justice Department representatives, CRS mediators have the credibility and trust to work effectively with people on all sides of the conflict.

How does CRS know if it has been successful?

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

U.S. Department of Justice
Community Relations Service
Headquarters

600 E Street, NW, Suite 6000
Washington, D.C. 20530
202/305-2935

CRS Regional and Field Offices

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

U.S. Department of Justice
Community Relations Service
408 Atlantic Avenue, Suite 222
Boston, MA 02110
617/424-5715

Northeast Regional Office
(Serving: NJ, NY, PR, VI)

U.S. Department of Justice
Community Relations Service
26 Federal Plaza, Suite 36-118
New York, NY 10278
212/264-0700

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

U.S. Department of Justice
Community Relations Service
U.S. Custom House
200 Second and Chestnut Street, Suite 208
Philadelphia, PA 19106
215/597-2344

Southeast Regional Office
(Serving: AL, FL, GA, KY, MS, NC, SC, TN)

U.S. Department of Justice
Community Relations Service
61 Forsyth Street, SW, Suite 7B65
Atlanta, GA 30303
404/331-6883

Field Office

U.S. Department of Justice
Community Relations Service
51 SW First Avenue, Suite 624
Miami, FL 33130
305/536-5206

Midwest Regional Office
(Serving: IL, IN, MI, MN, OH, WI)

Community Relations Service
U.S. Department of Justice
230 South Dearborn Street, Suite 2130
Chicago, IL 60604
312/353-4391

Field Office

U.S. Department of Justice
Community Relations Service
211 West Fort Street, Suite 1404
Detroit, MI 48226
313/226-4010

Southwest Regional Office
(Serving: AR, LA, NM, OK, TX)

U.S. Department of Justice
Community Relations Service
1999 Bryan Street, Suite 2050
Dallas, TX 75201
214/655-8175

Field Office

U.S. Department of Justice
Community Relations Service
515 Rusk Avenue, Suite 12605
Houston, TX 77002
713/718-4861

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

U.S. Department of Justice
Community Relations Service
601 East 12th Street, Suite 0802
Kansas City, MO 64106
816/426-7434

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

U.S. Department of Justice
Community Relations Service
1244 Speer Boulevard, Suite 650
Denver, CO 80204-3584
303/844-2973

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

U.S. Department of Justice
Community Relations Service
888 South Figueroa Street, Suite 2010
Los Angeles, CA 90017
213/894-2941

Field Office

U.S. Department of Justice
Community Relations Service
90 Seventh Street, Suite 3-300
San Francisco, CA 94103
415/744-6565

Northwest Regional Office (Serving: AK, ID, OR, WA)

U.S. Department of Justice
Community Relations Service
915 Second Avenue, Suite 1808
Seattle, WA 98174
206/220-6700

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 seeking CRS' services:

- 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 victim'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 based on the victim'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.

U. S. Department of Justice
Community Relations Service

www.justice.gov/crs