



U.S. Department of Justice
Community Relations Service (CRS)

Annual Report 2019

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

With this statement, I hereby transmit a report on the activities of the Community Relations Service of the United States Department of Justice for Fiscal Year 2019. This report is required by Section 1004 of the Civil Rights Act of 1964 (P.L. 88-352) and by Reorganization Plan No. 1 of 1966, as revised by 28 C.F.R. 0.30(b).

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

Respectfully submitted,

A handwritten signature in black ink that reads "Gerri Ratliff". The signature is written in a cursive, flowing style.

Gerri Ratliff
Deputy Director



U.S. Department of Justice
Community Relations Service (CRS)

Annual Report 2019



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Message from the Deputy Director ►

In Fiscal Year (FY) 2019, communities across the country faced a myriad of challenges related to conflicts stemming from differences in race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. When not resolved, such conflicts can create community divisions that grow, erode public trust, and threaten the peace and safety of America's diverse cities and communities. The Community Relations Service (CRS) continued its work this year helping stakeholders address these problems peacefully, through such strategies as dialogue, problem solving, and improved local capacities.

CRS, with a staff of 16 conciliation specialists and five regional directors, provided services in FY 2019 to communities in 44 states and territories. These services ranged from conducting 268 facilitated dialogues, including nine Bias Incidents and Hate Crimes forums and 19 Protecting Places of Worship (PPOW) forums; 23 training sessions; and 12 mediation sessions. We also provided more than 289 consultation sessions with community groups, local law enforcement, and local officials to share best practices and offer technical assistance to support their work to reduce tensions and prevent or respond to hate crimes.

The Federal Bureau of Investigation's (FBI's) *Hate Crime Statistics 2018* report,¹ released on November 12, 2019, documented 7,120 hate crime incidents involving 8,496 offenses reported that year. The hate crimes data, submitted by 16,039 law enforcement agencies, provides information about the offenses, victims, offenders, and locations of hate crimes. Most of the reported hate crimes (56.8%), totaling 4,047 incidents, were motivated by race, ethnicity, or ancestry bias. In fact, the sub-category with the greatest number of reported incidents was related to incidents motivated by bias against African Americans – still the largest number of alleged hate crimes.



▲ Gerri Ratliff, Deputy Director,
Community Relations Service

¹ Federal Bureau of Investigation 2018 Hate Crime Statistics: Incidents, Offenses, Victims, and Known Offenders by Bias Motivation, 2018," <https://ucr.fbi.gov/hate-crime/2018/tables/table-1.xls>

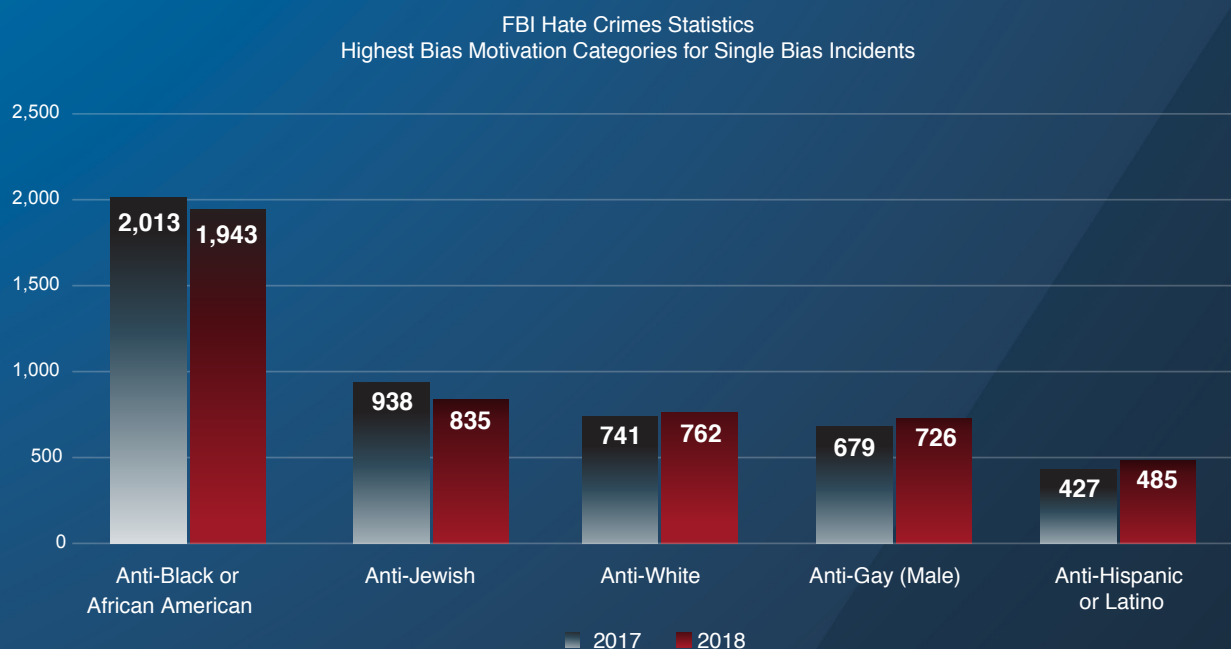
CRS's workload reflects the trends documented by the FBI's data. The graph below shows the five sub-categories with the greatest number of reported single-bias incidents according to the 2017 and 2018 FBI hate crimes statistics. And for sub-categories having at least 50 reported incidents in 2018 three experienced an increase in the number of reported incidents of at least 25% over the number reported the prior year: Anti-Sikh (200% increase), Anti-Physical Disability (88% increase), and Anti-Transgender (34% increase).

The Department of Justice (DOJ) has placed a priority on responding to and preventing bias incidents and hate crimes relating to anti-Semitism. In FY 2019, CRS provided services in 19 incidents related to anti-Semitism, ranging from the Tree of Life synagogue shooting in Pittsburgh, Pennsylvania, to the shooting at the Chabad of Poway synagogue in southern California. These types of incidents increase tension in the communities in which they take place, but they also spark fear in other parts

of the country. Through our Bias Incidents and Hate Crimes forums, PPOW forums, and other facilitated dialogue sessions, CRS brought together interfaith groups, law enforcement, security officials, and civil rights organizations to network and strengthen relationships. These forums also provided an opportunity to educate faith communities on religion-based hate crimes, best practices for combatting and responding to bias incidents and hate crimes, ways to increase the physical security of religious buildings, and how to respond to active shooter situations.

Clearly, hate crimes remain a critical issue in the United States, and we are proud of our work to help communities gain the knowledge and readiness that enables them to prevent and respond to these incidents. The Matthew Shepard and James Byrd Jr., Hate Crimes Prevention Act of 2009, now 10 years old, continues to be needed.

Conflict resolution techniques and best practices to prevent and respond to hate crimes are



Message from the Deputy Director ►

constantly evolving and improving. In FY 2019, CRS continued taking steps to enhance our services to help communities resolve conflict and respond to bias incidents and hate crimes:

- **CRS developed guides to enable communities** to conduct Bias Incident and Hate Crimes forums and PPOW forums. They are accessible, along with other resources, from the CRS website at: <https://www.justice.gov/crs/crs-resource-center>.
- **Using technology to maximize our ability** to make sure our stakeholders are aware of our programs and services, we conducted two webinars, one after the Tree of Life mass shooting for external stakeholders on “Responding to Hate Crimes and Community Conflict,” and the other for assistant U.S. Attorneys focused on CRS’s Bias Incidents and Hate Crimes forum and PPOW forums.
- **CRS continued to ensure that our programs** and trainings were up-to-date and incorporate interactive activities and other best practices in adult learning. In July, CRS piloted a revised

Engaging and Building Relationships with Transgender Communities training in Washington, DC. This training provides law enforcement with information about transgender communities, outreach strategies, and the impact of hate crimes on transgender individuals. In addition, CRS conducted training of trainers programs to prepare external volunteers and CRS staff to conduct four of our recently-updated trainings: *Engaging and Building Partnerships with Muslim and Sikh Americans* (two separate programs), *Contingency Planning for Public Events*, and *Event Marshal* training.

We recognize that it’s important to ask our stakeholders for feedback on our programs. In FY 2019, we began a robust program evaluation initiative, including soliciting more participant feedback at the end of sessions and completing initial work on a larger scale evaluation of the impact of CRS’s programs slated for implementation in FY 2020. CRS is using the evaluation data to make these programs as

FY 2019 was a year of progress, as well as hope, as we
supported many communities
working diligently to strengthen connections between diverse
groups and implement locally identified solutions to decrease
tensions and respond to bias incidents and hate crimes.

Snapshot of Evaluations from Communities



The PPOW forum was interesting and engaging, as well as a worthwhile use of my time.



The Bias Incidents and Hate Crimes forum was interesting and engaging, as well as a worthwhile use of my time.



The Engaging and Building Partnerships with Muslim Americans and Engaging and Building Partnerships with Sikh Americans trainings were worth my time.



The Engaging and Building Partnerships with Muslim Americans and Engaging and Building Partnerships with Sikh Americans trainings achieved their goals and were engaging and interesting.



The Event Marshal training program achieved its goals and I had a better understanding of the marshal role.



The Engaging and Building Relationships with Transgender Communities training achieved its goals and was engaging and interesting.

effective and impactful as possible.

FY 2019 results shown above highlight the percentage of program participants who strongly agreed or agreed with the statements in the program evaluations.

Making information about CRS resources and hate crimes easy for members of the public to find was also a FY 2019 priority. CRS worked collaboratively with other DOJ components to launch the DOJ Hate Crimes website on October 29, 2018, as a part of the DOJ's Hate Crimes Enforcement and Prevention Initiative. The website serves as a one-stop information portal for the general public, law enforcement officials, educators, public officials, media, and other stakeholders to access DOJ resources that address hate crimes. As of September 30, 2019, the site had nearly 236,000 visits and more than 375,000 page views. It also had received visitors from all 50 states and territories. In FY 2019, CRS also launched our own updated website with

refreshed content and improved navigation to resources and information about CRS's programs and services. This site received more than 22,000 visitors and more than 50,000 page views in 2019. Check it out at <https://www.justice.gov/CRS>.

FY 2019 was a year of progress, as well as hope, as we supported many communities working diligently to strengthen connections between diverse groups and implement locally identified solutions to decrease tensions and respond to bias incidents and hate crimes. We look back on the year with a sense of accomplishment and look forward to continuing our vital work as "America's Peacemaker" in the upcoming year.

Sincerely,



Gerri Ratliff
CRS Deputy Director



▲ President Lyndon Baines Johnson signs the Civil Rights Act of 1964, surrounded by civil rights and congressional leaders. (Getty Images/Photo 12/UiG)

Excerpt from the Civil Rights Act of 1964:

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

—42 U.S.C. 2000g-1



▲ President Barack Obama stands on-stage with Dennis and Judy Shepard, parents of Matthew Shepard, and Louvon Harris and Betty Byrd Boatner, sisters of James Byrd, Jr., during his remarks marking the enactment of the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act, in the East Room of the White House, October 28, 2009. (Getty Images/Chip Somodevilla)

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

“There are authorized to be appropriated to the Department of Justice, including the Community Relations Service, for fiscal years 2010, 2011, and 2012, such sums as are necessary to increase the number of personnel to prevent and respond to alleged violations of section 249 of title 18, United States Code ... Whoever, whether or not acting under color of law, willfully causes bodily injury to any person or, through the use of fire, a firearm, a dangerous weapon, or an explosive or incendiary device, attempts to cause bodily injury to any person, because of the actual or perceived race, color, religion, or national origin of any person— ... Whoever, whether or not acting under color of law, in any circumstance described in subparagraph (B) or paragraph (3), willfully causes bodily injury to any person or, through the use of a fire, a firearm, a dangerous weapon or an explosive or incendiary device, attempts to cause bodily injury to any person, because of the actual or perceived religion, national origin, gender, sexual orientation, gender identity or disability of any person—(i) shall be imprisoned not more than 10 years, fined in accordance with this title, or both; and (ii) shall be imprisoned for any term of years or for life, fined in accordance with this title, or both, if—(I) death results from the offense; or (II) the offense includes kidnapping or an attempt to kidnap, aggravated sexual abuse or an attempt to commit aggravated abuse or an attempt to kill.” —P.L. 111-84, §§4706-4707

Mission Statement

As America's Peacemaker, the United States Department of Justice (DOJ) Community Relations Service (CRS) provides facilitation, mediation, training, and conciliation services to communities in conflict and enhances their capacity to independently prevent and resolve future conflicts.

Pursuant to Title X of the Civil Rights Act of 1964 and the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act of 2009, CRS works with community groups to resolve community conflicts and prevent and respond to alleged violent hate crimes arising from differences of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS is the only federal agency dedicated to assisting state and local units of government, private and public organizations, law enforcement, and community groups to resolve conflicts based on these aspects of identity, whether related to an individual's race, religion, gender, or other statutory category. CRS helps facilitate the development of viable, mutual understandings and agreements, as alternatives to coercion, violence, or litigation. Additionally, CRS conducts trainings and helps develop locally based, long-term mechanisms that communities may use to prevent tension and violent hate crimes. CRS conciliation specialists are impartial and do not take sides among disputing parties. Rather, CRS aids parties to develop their own mutually agreeable solutions.

Who We Are

CRS's conflict resolution services are facilitated by highly skilled conciliation specialists who provide facilitated dialogue, mediation, training, and consultation to communities experiencing conflict.

CRS conciliators are trained professional mediators, facilitators, and trainers who are experienced in bringing community members together to help them enhance their ability to resolve existing conflicts and prevent future disputes.

CRS conciliation specialists travel throughout the United States and its territories to work directly with community stakeholders and assist them in developing strategies to respond to conflicts and reduce tensions. Conciliation specialists bring together community leaders; education representatives; members of private and public organizations; representatives of civil rights groups; law enforcement officers; and federal, state, and local officials to facilitate open discussions that lead to collaborative solutions to conflicts arising from the identity-based disputes enumerated in CRS's authorizing legislation.



▲ Attorney General William P. Barr and CRS staff on August 14, 2019.

What We Do

CRS provides four services:

- ▶ facilitated dialogue
- ▶ training
- ▶ mediation
- ▶ consultation

Facilitated Dialogue

Conciliation specialists provide facilitated dialogue services to help open lines of communication between diverse groups, allowing them to learn about each other's perspectives and underlying issues of the conflict. These dialogues often include various local agencies, institutions, and community members. Topics of discussion frequently include race relations, police-community relations, perceived hate crimes, tribal conflicts, and protests and demonstrations. These dialogues not only improve relationships, they assist stakeholder groups to develop action plans that improve communication and promote partnerships.

Mediation

Conciliation specialists serve as neutral, third-party mediators to help diverse stakeholders resolve community-based conflicts. Mediation is a structured process that helps communities resolve misunderstandings, establish mutual trust, and independently prevent and resolve future conflicts. Mediation sessions are confidential, allowing for candid discussion of issues, interests, values, and, ultimately,

sustainable solutions. The intention of mediation is not to determine fault, but rather to identify ways to improve collaboration and partnerships between parties. Frequently, the results of a mediation are memorialized in a written document, such as a memorandum of understanding or mediation agreement.

Training

Conciliation specialists deliver training programs to communities experiencing tension to improve understanding and prevent future conflict. These programs aim to improve law enforcement's and other audiences' understanding of diverse communities, help improve safety, and strengthen partnerships between stakeholders.

Consultation

Conciliation specialists offer consultation services to help educate and empower communities, as well as to refine conflict resolution strategies and address underlying issues. CRS consultations services inform stakeholders about best practices and resources to address tensions and prevent future conflict.

CRS Programs

CRS programmatic services bring together representatives from local government agencies, community and faith-based organizations, law enforcement agencies, educational institutions, civil rights groups, businesses, and other groups to develop collaborative approaches for addressing tensions and contributing factors. CRS's programs include:



Facilitated Dialogue Programs

Strengthening Police and Community Partnerships (SPCP). SPCP convenes law enforcement and diverse community leaders in problem-solving discussions focused on improving trust and developing partnerships. The program is designed to increase the capacity of local community groups to independently resolve future tensions and conflicts by educating volunteer

facilitators on conflict resolution and facilitating solutions between diverse stakeholders to address police-community relations issues.

School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT).

The School-SPIRIT program engages diverse student leaders in identifying issues impacting their school and developing solutions to resolve those issues. A similar program is available for college or university settings, called Campus-Site Problem Identification and Resolution of Issues Together (Campus-SPIRIT).

Dialogue on Race. The Dialogue on Race program brings together diverse community members to exchange information, share personal experiences, express perspectives, clarify viewpoints, and develop understanding on race-related issues. Through the dialogue process, parties are able to



▲ Student participants in a CRS Strengthening Police and Community Partnerships (SPCP) program in Topeka, Kansas, in 2018.



▲ Cpl. Evan Baxter speaks with Debbie McMillian from the Women's Collective, Washington, DC.

identify commonalities and ways to work together to improve community relations.

City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT):

The City-SPIRIT program brings together public officials, law enforcement, faith-based leaders, civil rights leaders, and community groups to identify issues impacting their community and develops solutions that reduce conflict, improve communication, and minimize the potential for future conflict.

Training Programs

Engaging and Building Relationships with Transgender Communities: This program provides law enforcement officers with information on transgender communities, including important definitions and recommended



(Shutterstock/ESB Professional)

language, outreach strategies, and the impact of hate crimes on transgender individuals.

Engaging and Building Partnerships with Muslim and Sikh Americans: The goals of these two programs are to increase law enforcement officers' awareness of civil rights-



(Shutterstock/Denise Lett)



(Shutterstock/A Katz)

related issues that impact Muslim and Sikh Americans; enhance their understanding of the beliefs and religious practices of Muslim and Sikh Americans to strengthen trust and public safety for all community members; and provide best practices for collaboration with the Muslim and Sikh-American communities.

Contingency Planning: Reducing Risk

During Public Events: This program increases event organizers' knowledge of how to plan for a safe public event, such as demonstrations or rallies, in order to decrease the potential for violence. It also includes time for participants to begin developing an appropriate plan to prepare for and hold an event and assess and address potential issues for maintaining public safety during the event.

Event Marshals: Supporting Safety During

Public Events: Event marshals support a safe and successful public event by being the primary point of contact with event participants. This program clarifies the expectations of the event marshal and emphasizes the importance of the marshal's role in maintaining public safety during an event.



▲ top photo: CRS National Program Manager for MASSAH Communities, Harpreet Mokha, facilitates a panel discussion at a CRS Protecting Places of Worship (PPOW) forum at the New York Avenue Presbyterian Church in Washington, DC.

Community Forums Focused on Responding to Hate Crimes

Bias Incidents and Hate Crimes forum.

CRS facilitates forums that convene local and federal law enforcement and community-based organizations in educational discussions to share information about hate crime laws and reporting, as well as approaches to combat and respond to bias incidents and hate crimes. These forums also provide the opportunity for law enforcement and community members to network and strengthen relationships.

Protecting Places of Worship forum.

This forum offers best practices to help communities protect places of worship against potential threats. CRS convenes subject matter experts with expertise on this topic, as well as local, state, and federal law enforcement officials and faith-based organizations in a dialogue to



▲ A panel at a CRS Bias Incidents and Hate Crimes forum at Cedar Rapids Library in Cedar Rapids, Iowa.

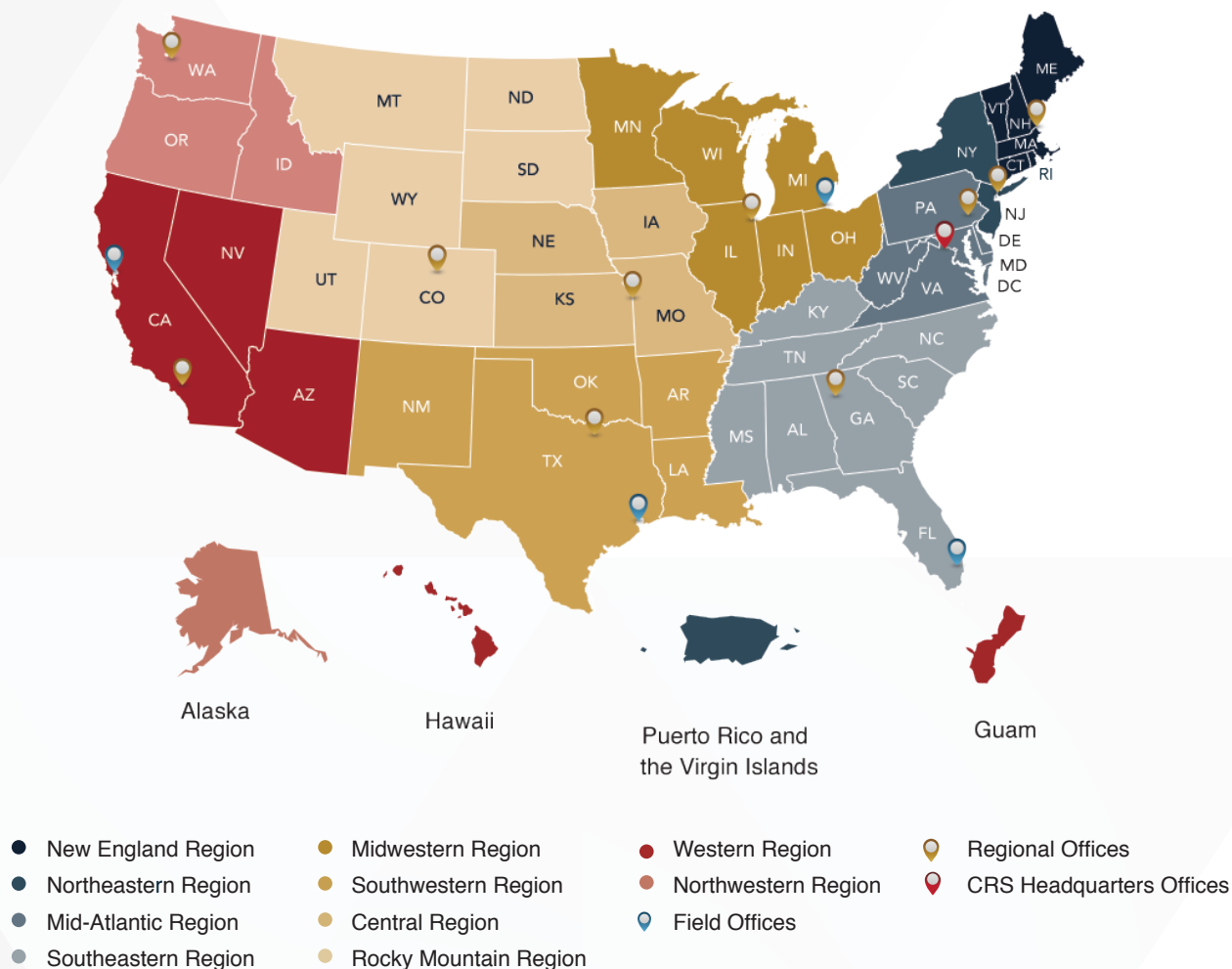
provide information and resources related to hate crime laws, active shooter situations, and physical security at religious buildings.

CRS Map

CRS has 10 regional offices and four field offices across the country.

The regional offices are located in Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, Kansas City, Denver, Los Angeles, and Seattle. Additionally, CRS has four field offices, which support the regional offices' activities. The field offices are located in Miami, Detroit, Houston, and San Francisco.

CRS offices are strategically located to increase the availability of CRS services to the communities we serve and to allow for rapid deployment to communities in crisis. Contact information for the regional and field offices can be found on page 82 of this report, as well as on the CRS website.



Fiscal Year 2019 Overview

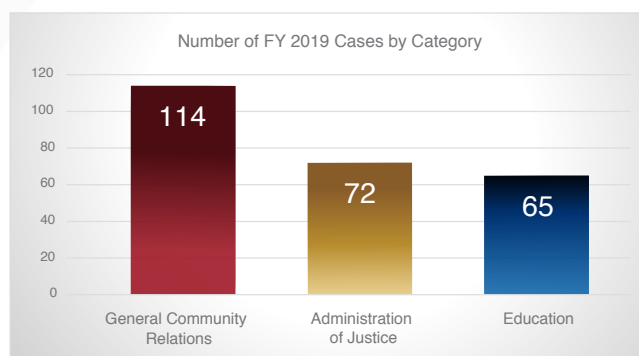
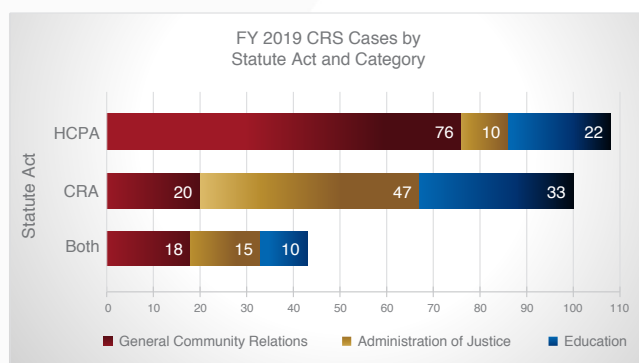
CRS provides assistance to diverse communities across the nation, including community groups, law enforcement, civil rights groups, tribal communities, faith-based groups, educational organizations, and government agencies, in the service categories of administration of justice, education, and general community relations.

During FY 2019, CRS completed a total of 251 cases throughout the United States and its territories. Of these cases, 108 were jurisdictional under the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act (HCPA) of 2009, relating to alleged hate crimes based on actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

In addition, 100 were jurisdictional under Title X of the Civil Rights Act (CRA) of 1964, relating to alleged civil rights issues based on race, color, or national origin. Finally, 43 CRS cases completed in FY 2019 were related to both alleged civil rights issues and hate crimes.

These incidents ranged from race-based conflicts in schools and hate crimes motivated by anti-Semitism, to allegations by tribal groups of disparate treatment, bias incidents against Latino business owners, and requests to help build stronger relationships between LGBTQ communities and local law enforcement. CRS

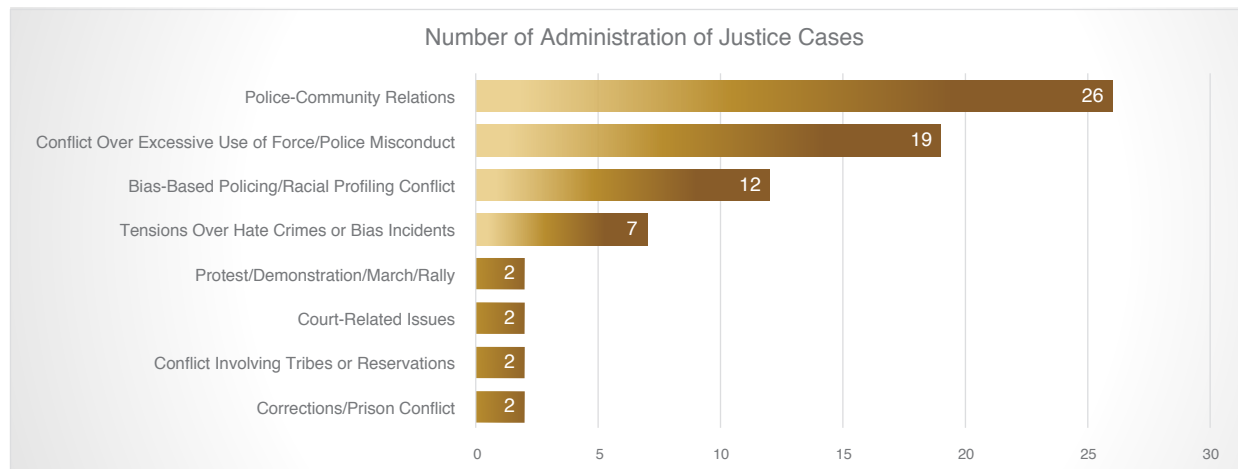
continued to rapidly deploy, where needed, to address instances of civil unrest and support the efforts of communities in crisis to prevent and respond to hate crimes.



Administration of Justice Cases

Administration of Justice (AOJ) cases are defined as those where tension exists between the community and law enforcement organizations, including city and campus police departments, sheriff's and tribal police offices, and Federal law enforcement agencies.

In FY 2019, CRS completed 72 AOJ cases. As with prior years, the largest number of these cases were related to police-community relations. The remaining cases, again, were largely in the areas of conflict over allegations of excessive use of force and police misconduct, tension related to allegations of bias-based policing and racial profiling by law enforcement, and tensions over hate crimes or bias incidents.

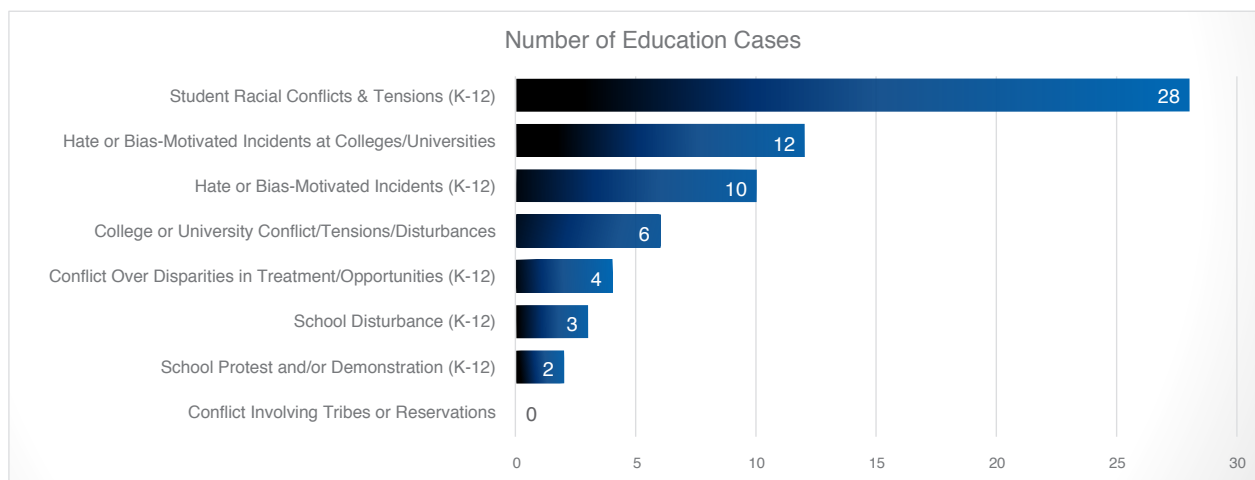


In many cases, local government officials and law enforcement agencies asked CRS to provide conflict resolution or mediation services, to conduct cultural awareness training, or to provide technical assistance in resolving conflicts. In other instances, community and civil rights organizations asked CRS to facilitate community dialogues with law enforcement, local government agencies, and other entities within their communities.

Education Cases

Education cases are those derived from school-related actions or incidents at schools, school districts, universities, and colleges, which led to an increase in tension between school groups, or, in some cases, between groups in the larger community.

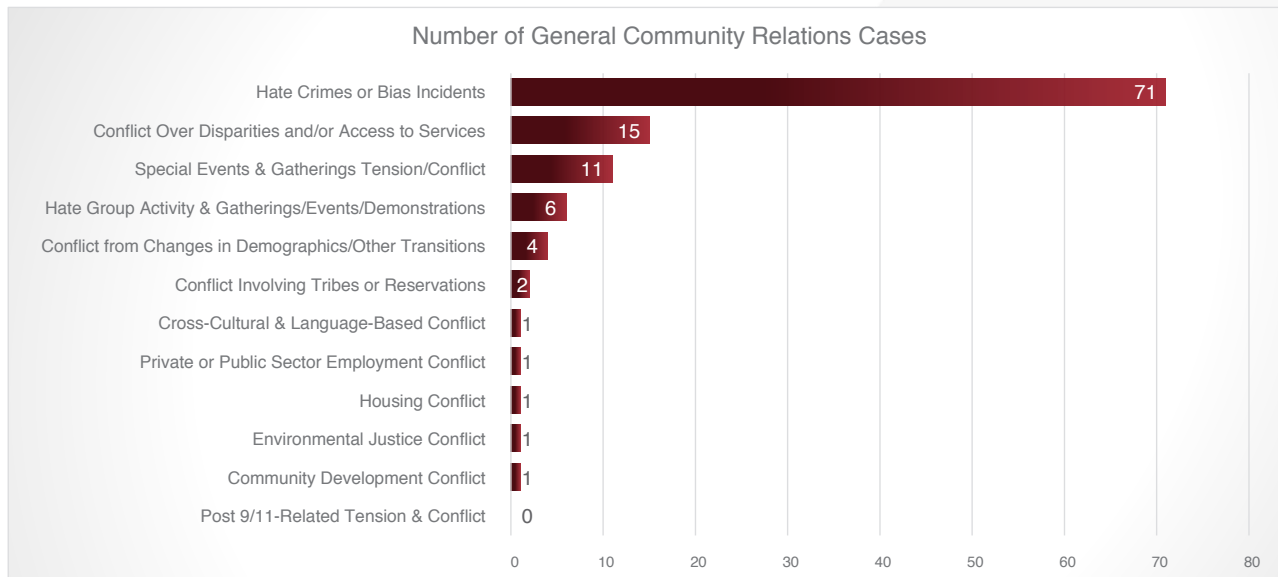
In FY 2019, CRS completed a total of 65 education cases. As with last year, the largest number of education cases stemmed from racial conflict and tension in middle and high schools. CRS also worked on cases involving conflict, tension, and alleged hate crimes at colleges and universities. Some of these incidents received media attention and raised community-wide tension, but in many instances, these cases caused conflicts that were known only to local communities or the school's direct stakeholders.



General Community Relations Cases

General community relations cases are derived from incidents not related to educational institutions or law enforcement action that raise tension in the community.

In FY 2019, CRS completed a total of 114 general community relations cases, more than either AOJ or education cases. Even more so than in FY 2018, the largest number of these cases were related to alleged hate crimes or bias incidents. CRS also completed many cases related to jurisdictional conflict and tension over disparities in access to services, as well as at special events and gatherings, such as public demonstrations or marches.





▲ A makeshift shrine for the victims of the October, 2018 deadly shooting at the Tree of Life synagogue in Pittsburgh, PA. (Shutterstock/Brendt A Petersen)

Collaborating to Educate Communities about Fighting Hate

Faith communities across the United States contacted CRS in Fiscal Year (FY) 2019 to request services in the aftermath of attacks and attempted attacks at places of worship in cities including Pittsburgh, Pennsylvania; Jeffersontown, Kentucky; Poway, California; and North Miami Beach, Florida.

Communities contacted CRS, “America’s Peacemaker,” to help them address the resulting community tension and support their efforts to respond to the hate crimes and prevent future incidents.

Building Bridges in Pittsburgh

In October 2018, a masked gunman entered the Tree of Life synagogue in Pittsburgh, Pennsylvania, shouting, “All Jews must die.” In the brief and deadly attack, the alleged gunman killed 11 worshipers and wounded four law enforcement officers.

In the weeks and months following the Tree of Life attack, community leaders, faith leaders, and law enforcement agencies from across the country asked CRS to help calm tensions and address communities’ fears. In a public statement, the National Organization of Black Law Enforcement Executives encouraged faith leaders to contact CRS to learn about Protecting Places of Worship (PPOW) forums.



(Shutterstock/Kangsar)

▲ People at a candlelight vigil.

Two days after the shooting, CRS began to identify ways to help connect the federal and local government agencies working to support the discrete geographic communities that often were divided along racial, religious, and national origin lines. Across the city, CRS facilitated dialogues with state and city officials, state and local advisory group members, local civil rights organizations, and community organizations to assess the communities’ needs. Participants in these dialogues agreed to host forums, create planning groups, and establish a working group to address the fears and tensions caused by the attack.

Leaders of civic and community organizations shared with CRS their concerns of ripple effects in the Squirrel Hill neighborhood, where the Tree of Life synagogue is located, and throughout Pittsburgh. They feared increased community conflicts and disputes motivated by bias against religion.

As a first step to address these concerns, CRS facilitated dialogues with local school district officials, youth groups, faith leaders, and other city and community organizations who expressed their concerns about the attack’s second and third order effects across the city.

CRS worked with local school district officials to facilitate a comprehensive assessment of the school district’s needs. Following the assessment, the school district selected two high schools to participate in the CRS School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT) program. The one-day, student-focused program engages students, school administrators, teachers, school resource officers, and other school and community members in

identifying issues impacting their school and developing and implementing solutions to resolve those issues.

A diverse group of more than 50 students participated in each School-SPIRIT program. With CRS-trained school alumni facilitating some of the small group discussions, participants identified ways to address challenges in their schools. Students left the program with the tools, including a SPIRIT Council in each school, to begin addressing bias-based conflicts in their communities. Through the SPIRIT councils, student representatives began implementing solutions identified during the SPIRIT sessions, including improving communication between students through formal and informal programs.

Community leaders in Pittsburgh continued to utilize CRS's services, which also helped other federal agencies engage with the city's communities. Leaders from the city's Jewish, African American, Muslim, Hindu, Asian, and immigrant communities reported increased conflicts as people feared another attack on a place of worship or business, such as a grocery store. In response, CRS coordinated with the Federal Bureau of Investigation (FBI) and Department of Homeland Security (DHS) to share information with concerned community members about how to keep their neighborhoods and businesses safe.

Overcoming Fears Nationwide

Many Jewish, Muslim, and Sikh communities across the United States felt threatened after the Tree of Life shooting, and more than a dozen faith communities contacted CRS for assistance as a result.

From October 2018 through April 2019, CRS facilitated dialogues and conducted programs for faith-based communities in Overland Park, Kansas; Seattle, Washington; Chicago, Illinois; Pittsburgh, Pennsylvania; Des Moines, Iowa; Detroit, Michigan; and Terre Haute, Indiana. The programs drew hundreds of participants from diverse faith communities.

In Overland Park, Kansas, Jewish community leaders requested CRS provide consultation services for local faith-based organizations and local synagogue security officials. CRS shared best practices for protecting places of worship and coordinated with Kansas City area law enforcement to conduct meetings and active shooter training for synagogues to reduce tensions elevated by the Tree of Life shooting. In Seattle, Washington, CRS facilitated a Hate Crimes Task Force meeting, which included members from the U.S. Attorney's Office for the Western District of Washington (USA-WDWA), Federal Bureau of Investigation (FBI), a county prosecutor's office, and a local law enforcement agency. The task force discussed ways to address the Pittsburgh attack's effect on faith communities, how to engage with faith leaders in the Seattle area, and best practices for protecting places of worship.

In addition to consultation services and facilitating dialogues with law enforcement and security officials, faith communities across the country requested CRS conduct programs such as Bias Incidents and Hate Crimes forums and PPOW forums. The hate crimes forums are designed to provide participants with information related to the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, as well as state and local hate crimes laws. The nine Bias Incidents and Hate



▲ People attend a prayer and candlelight vigil at Rancho Bernardo Community Presbyterian Church in Poway, California after a gunman opened fire October, 2019 at the Chabad-Lubavitch of Poway synagogue. (David McNew/Getty Images)

Crimes forums CRS facilitated in FY 2019 also engaged participants in discussions and information sharing on methods to combat and respond to bias incidents and hate crimes.

The attack at the Tree of Life synagogue also led many faith communities to seek information on how to better secure their places of worship. CRS facilitated 14 PPOW forums in FY 2019, supporting these communities' efforts to prevent future hate crimes. The PPOW forums provide faith leaders and congregations with information about religious hate crimes, state and federal hate crimes laws, law enforcement threat assessments, and ways to protect places of worship from potential hate crimes and other threats of violence.

In October 2018, a man attempted an attack at the predominantly African American First Baptist Church of Jeffersontown, Kentucky. The man then shot and killed two African American victims at a nearby supermarket. Less than two weeks after these incidents, CRS and the U.S. Attorney's Office for the Western District of Kentucky (USAO-WDKY) co-facilitated a dialogue with government officials; law enforcement representatives; and leaders representing Hindu, Jewish, African American, Muslim, and Sikh communities. The dialogue provided community members with a structured setting in which they could openly discuss their concerns about the attack and its impact on community tension levels. CRS continued providing

consultation and facilitation services to the area's faith communities after a vandal forcibly entered a Hindu temple in nearby Louisville and graffitied hate messages inside, including on a poster depicting a religious figure.

After the vandalism at the temple, increased fears and tensions in the Louisville-Jeffersontown faith communities prompted the USAO-WDKY request that CRS work with a Louisville-based interfaith alliance to conduct a PPOW forum to address these growing fears in the region. A Louisville church hosted the forum in July 2019 for more than 500 participants and panelists including

In April 2019, a gunman opened fire inside the Chabad-Lubavitch of Poway synagogue outside San Diego, California, killing one worshiper and wounding three others. Fears and tensions were already high in Southern California's faith communities due to a suspected arson at the nearby Islamic Center Masjid Dar-ul-Arqam mosque in Escondido, California, a month before the shooting. In response to the shooting and arson, members of Southern California's faith communities asked CRS to help improve their community's safety, especially at places of worship. The region's existing interfaith community and strong infrastructure to

In response to the shooting and arson, members asked CRS to help improve their communities'

Department of Homeland Security, USAO-WDKY, FBI, the state Attorney General's office, local law enforcement officials, and community leaders.

Many participants from the Louisville area's Hindu, Muslim, Christian, Jewish, Buddhist, and Sikh faiths had the opportunity to meet for the first time with the goal of discussing security at places of worship. With new connections formed and information gained about how to access and coordinate resources, many of these faith leaders began working together to improve interfaith and general community relations in Louisville-Jeffersontown.

respond to hate crimes helped aid a quick and multifaceted response.

As part of the community's response, CRS convened the U.S. Attorney's Office for the Southern District of California (USAO-SDCA) with Muslim community leaders and members of the area's interfaith coalition to discuss shared concerns and impart best practices for addressing hate crimes and protecting houses of worship.

Like in Escondido, California, CRS helped a strong

interfaith community in North Miami Beach, Florida, recover following an attack at a place of worship. On July 28, 2019, a gunman fired multiple shots at Young Israel of Greater Miami synagogue and injured one member of the synagogue's congregation. CRS quickly leveraged existing relationships with interfaith groups, including a local Muslim organization, to identify ways to amplify shared values of unity, social cohesion, and resilience. After the shooting, CRS provided Jewish community leaders in North Miami Beach consultation services for best practices to protect places of worship.

bias incidents and hate crimes. Organizations in Pittsburgh continue to utilize CRS consulting services. In Kentucky, a leading interfaith group in Louisville adopted the CRS PPOW forum structure to continue efforts to protect places of worship. After the incidents in California, CRS coordinated closely with a working group of law enforcement agencies in Southern California to address hate crimes in their communities.

Some cities, like North Miami Beach, have strong, existing community structures in place to prevent and respond to hate crimes. Other cities must first address often-longstanding community divides

of Southern California's faith communities safety, especially at places of worship.

Renewing Peace

Growing capacity in a community to prevent and respond to hate crimes does not occur overnight; as a result, CRS remains involved in communities as long as they continue to request CRS services. In Pittsburgh, CRS continued to work with community groups across the city to increase the visibility and capacity of local resources focused on addressing bias incidents and hate crimes. Through this work, CRS helped strengthen Pittsburgh's commitment to sustained, broad-based community efforts to prevent and respond to future

before addressing the conflict and tension resulting from recent hate crimes and incidents. CRS works with cities and towns of all sizes to address community conflicts arising from hate crimes. CRS does so by facilitating communication via new and existing channels and building local capacity to prevent and respond to future conflicts. Services including CRS facilitated dialogues, and programs like PPOW forums, use these newly formed and strengthened pathways to help community members collaboratively build and restore peace.



▲ People gather outside the Stonewall Inn to mark the 50th anniversary of the Stonewall riots in June, 2019 in New York. (Getty Images/Angela Weiss)

Commemorating the 50th Anniversary of the Stonewall Uprising

In the early morning hours of June 28, 1969, New York City police officers raided the Stonewall Inn, a gay bar in Manhattan, New York, and arrested 13 people for violating the state’s gender-appropriate clothing statute.

Immediately following the incident, patrons of the bar and thousands of neighborhood residents responded to what they perceived to be a systematic, unfair treatment of lesbian, gay, bisexual, and transgender individuals with protests and rioting. Police used tear gas, to no avail, to disperse the crowds. The uprising lasted six days as protesters retaliated, throwing objects at the police and slashing their vehicles’ tires.

CRS's Work with LGBTQ Communities

This year 2019 marked the 50th anniversary of the Stonewall Uprising. The events at the Stonewall Inn are commonly credited with being the most important in the history of the Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) movement and the catalyst to the formation of many LGBTQ community stakeholder organizations. In 2009, the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act was enacted, expanding CRS's jurisdiction to include working with communities to prevent and respond to alleged hate crimes based on actual or perceived gender identity and sexual orientation, as well as race, color, national origin, gender, religion, or disability.

One of CRS's first cases under this new jurisdiction occurred after CRS received a request to help

coordinate a hate crimes training program, a major federal and state collaborative effort regarding hate crimes, which involved convening subject matter experts (SMEs) to establish a program that both local Puerto Rico law enforcement and prosecutors would absorb.

The Puerto Rico hate crimes training effort was two-fold – beginning with a hate crimes training for Puerto Rico law enforcement and later, for Puerto Rico prosecutors. CRS helped develop the hate crimes training, identifying and working closely with LGBTQ community leaders in Puerto Rico to ensure the training material was culturally sensitive and appropriate for the audience. CRS provided facilitation guidance to SMEs from an outside law enforcement agency who specialized in hate crimes to later deliver the training in Puerto Rico. Over a span of four days in April 2011, CRS moderated the hate crimes training and the LGBTQ and Dominican cultural awareness community dialogues. The sessions were facilitated by the law enforcement SMEs and the LGBTQ and Dominican community leaders respectively. The sessions helped open lines of communication and participants gained a better understanding of how to address the issues directly impacting LGBTQ community members, who were facing anti-LGBTQ bias and hate crimes.

Later, in April 2012, CRS convened Puerto Rico LGBTQ and Dominican community leaders, as well as presenters from FBI Civil Rights Division and the U.S. Department of Justice Civil Rights Division in Washington, DC, to develop and deliver a hate crimes training program to prosecutors in Puerto Rico. The training involved sessions dedicated to the Federal Hate Crimes Prevention Act of 2009,

alleviate community tension surrounding the reported low rate of investigation and prosecution of hate crimes in Puerto Rico. CRS led the



▲ Attendees at a rally in support of gay rights in Washington Square Park, New York City in 1969, one month following the Stonewall uprising. (Getty Images/Fred W. McDarrah)

with an emphasis on community and victims' trauma, as well as cultural awareness and protocol presentations presented by the local LGBTQ and Dominican community leaders. A district attorney also conducted a prosecutor training on hate crimes.

This was only the beginning of CRS's vital work with LGBTQ communities in cities across the United States. In FY 2019, CRS completed 26 cases involving LGBT Q-related conflicts,

In Detroit, Michigan, CRS supported LGBTQ communities following the 2018 murder of an African American transgender woman and the May 2019 murders of three African Americans, two gay men and a transgender woman, allegedly based on their sexual orientation or gender identity. CRS helped form planning and working groups to address the increased reports of bias incidents and hate crimes targeting transgender women of color, which had resulted in heightened concerns about safety in the community and fear the incidents would remain unaddressed.



▲ A participant in the 50th Anniversary celebration of the Stonewall uprising in New York City raises an LGBTQ pride poster above his head. (Getty Images/Spencer Platt)

For over 10 years, CRS has been supporting communities' efforts to address tension due to hate crimes committed on the basis of sexual orientation and gender identity.

bias incidents, and hate crimes. For example, in Kansas City, Missouri, CRS facilitated dialogues between stakeholder groups, including LGBTQ community members and local police departments, in response to tensions following the murders of transgender individuals across the United States. CRS also facilitated the Law Enforcement and the Transgender Community training program in Kansas City for local law enforcement to support their efforts to strengthen engagement with the transgender community.

In March 2019, CRS facilitated the Law Enforcement and the Transgender Community training for local law enforcement personnel in Winston-Salem, North Carolina. Finally, CRS facilitated a Bias Incidents and Hate Crimes forum at a university in Montana, to help ease campus tension and share methods to strengthen safety after an assailant allegedly used anti-gay slurs and physically assaulted a male in a campus restroom.

50th Anniversary Pride Festivals

June is celebrated nationwide as Pride Month to

commemorate the events relating to the Stonewall Uprising in 1969.² Cities across the country host Pride Festivals as a celebration of LGBTQ identity, achievements, and culture and to honor the LGBTQ and allies community. This year, New York City hosted the 2019 WorldPride Festival, an international event that promotes LGBTQ pride through parades, festivals, and other cultural activities. WorldPride NYC 2019 was a month-long series of events and celebrations, marking not only the 50th anniversary of the 1969 Stonewall riots, but also the first time WorldPride was held in the United States. The celebration was the largest LGBTQ event in history.

In May 2019, CRS provided consultation services on contingency planning to the event organizers of the 1 Bronx WorldPride Festival, one of the five festivals held in New York's boroughs, to help address their growing safety and security concerns and subsequent heightened community tension. The event included a rally, march, and festival and was expected to draw a much larger crowd than in past years and protesters, creating a potentially dangerous environment for LGBTQ communities, festival attendees, and area businesses. To minimize the risk of conflict, CRS supported the organizers as they worked to develop a chain of command to help keep participants safe and peacefully address rumors of protestors attending the planned events.

One week prior to the festival, CRS delivered its Event Marshal training to volunteers who were designated points of contact for 1 Bronx WorldPride participants if issues arose. The event was held without incident, which community members noted was in part due to CRS's support. CRS also conducted outreach during the annual Washington,

DC, Capital Pride Festival in June, distributing resources on CRS program and service offerings, answering questions about CRS services, and educating participants on ways CRS could assist or better serve their communities.

Continued Need for Service

According to the Federal Bureau of Investigation's (FBI's) Hate Crime Statistics, 2018 report,³ released on November 12, 2019, 1,364 reported single-bias hate crimes involved incidents related to sexual orientation and gender identity. This number accounted for 19.4% of all single-bias hate crimes committed in 2018 and represented a 9.2% increase from 2017 in single-bias hate crimes based on sexual orientation or gender identity (from 1,249 to 1,364). Addressing hate crime issues facing the LGBTQ community continues to be a priority for CRS.

In FY 2019, CRS piloted the newly updated Engaging and Building Relationships with Transgender Communities training program for law enforcement audiences. The goals of this training include increasing awareness of civil rights-related issues that impact transgender communities and individuals; identifying misconceptions that impact the prevention of and response to hate crimes against transgender communities and individuals; and sharing tools and best practices to increase communication and collaboration with transgender communities and individuals. In FY 2020, CRS plans to train its conciliation specialists and a cadre of law enforcement and transgender volunteers to facilitate the program for law enforcement audiences across the country, upon request. CRS also will develop a version of the training program for non-law enforcement audiences.

² "Lesbian, Gay, Bisexual, Transgender, and Queer Pride Month." Library of Congress, <https://www.loc.gov/lgbt-pride-month/about/>.

³ "Federal Bureau of Investigation 2018 Hate Crime Statistics: Incidents, Offenses, Victims, and Known Offenders by Bias Motivation, 2018," <https://ucr.fbi.gov/hate-crime/2018/tables/table-1.xls>



▲ CRS Regional Director Ronald Wakabayashi receives the Roger W. Wilkins Peacemaker award from CRS Deputy Director Gerri Ratliff. This award recognizes a CRS employee whose extraordinary contributions reflect Roger Wilkins' lifelong commitment to public service and demonstrated innovation, vision, resilience, and leadership. Mr. Wilkins served as the National Director for CRS from 1966 – 1969.

Employee Spotlights: CRS Staff Awards

Ronald Wakabayashi

Recipient of the Roger W. Wilkins Peacemaker Award

In FY 2019, Ronald Wakabayashi, CRS Regional Director (RD) for the Western Region, was the recipient of the Roger W. Wilkins Peacemaker Award. RD Wakabayashi joined CRS in 1999 as a regional director responsible for CRS services in Arizona, Nevada, California, Hawaii, and Guam.

Through countless police-community conflicts; community racial tensions; earthquake recovery and hurricane response efforts; school walkouts and disruptions; and bias incidents and hate crimes affecting Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) communities,

Each year, at its annual staff conference, CRS recognizes employees for their exemplary performance throughout the year. In FY 2019, CRS presented six awards to 10 employees from CRS headquarters and regional and field offices around the country.

among many others, RD Wakabayashi has consistently modeled leadership and innovation in his casework. More recently, he also began overseeing CRS work in Alaska, Colorado, Idaho, Montana, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming.

Prior to joining CRS, he served as the director of two Human Relations Commissions, first for the city of Los Angeles, and then for Los Angeles County, where he worked to promote improved intergroup relations and eliminate conflict, discrimination, and bias based on race, religion, national origin, sex, marital status, sexual orientation, age, and disability. He also served as the executive director of the Japanese American Citizens League. RD Wakabayashi was embedded in a multicultural environment very early on as a young civil rights proponent in Southern California and has acknowledged that his diverse background offered “the enormous opportunity to mine those different experiences and use them in different places.”

RD Wakabayashi quickly became a valued leader at CRS. During his 20 years at the agency, his exceptional leadership has been evidenced through teaching and mentoring his experienced team of conciliation specialists, leading by example through complex casework, and opening doors for his staff as they worked to build trust with a wide spectrum of community groups and other stakeholders. Additionally, RD Wakabayashi significantly

contributed to the development of several conflict resolution techniques and models on facilitation and critical incident and civil disorder response, which are now best practices throughout the agency.

During FY 2019, RD Wakabayashi coordinated a team to address high-profile incidents, such as the Poway, California, synagogue attack. Throughout each incident, RD Wakabayashi demonstrated the skills of an exceptional conflict resolution practitioner, significantly de-escalating community tension and conflict, while positively impacting both stakeholders and CRS staff in the furtherance of CRS’s mission. And rather than simply manage, RD Wakabayashi leads, guides, and mentors, even when he is not acting in an official capacity as a supervisor. He cares about making his employees succeed and thrive.

As the recipient of this year’s award, RD Wakabayashi remarked, “The award represents all those things of which I am appreciative. It’s really communities and other people who do all the work. We are just fortunate enough to be able to play a role in advancing their work to reduce tensions and respond to hate crimes. I regard receipt of the Roger W. Wilkins Peacemaker Award as one of the most important recognitions of my lifetime, but it’s the fact that the award comes from CRS, a group that has an extraordinary amount of experience supporting communities in this country, that I will always value and appreciate.”

CRS STAFF

CRS TEAM OF THE YEAR AWARDS

The CRS Team Award recognizes CRS employees for contributions to casework or a CRS headquarters project accomplished by a team. For FY 2019, two teams received this award.

For their response to civil unrest following a critical incident in California, Conciliation Specialists (CS) James Williams III, Marquez Equalibria, and Justin Lock received a **Team of the Year Award**. The services this team provided in Sacramento, after the shooting of Stephon Clark, were representative of what CRS is best known for: conciliation. The team rapidly deployed to assess stakeholder tensions and offer CRS services,



▲ CRS Conciliation Specialists James Williams III, Marquez Equalibria, and Justin Lock displaying CRS Team of the Year award plaques alongside CRS General Counsel Antoinette Barksdale.

despite demonstrators unwilling to trust the city, its police, or the government at large. While much work remains, the team worked diligently over the last year to support the city and community groups as they made advancements toward restoring peace.

For successfully delivering training to more than 120 officials from more than 30 local, state, and federal government organizations, CRS leadership presented a **Team of the Year Award** to the National Program Manager for Muslim, Arab, South Asian, Sikh and Hindu (MASSAH) Communities, Harpreet Mokha; Conciliation Specialist Darryck Dean; Executive Officer DurShawn Robinson; and Administrative Specialist Joetta McDowney.



▲ CRS staff, Executive Officer DurShawn Robinson; Conciliation Specialist Darryck Dean; and National Program Manager for Muslim, Arab, South Asian, Sikh and Hindu (MASSAH) Communities, Harpreet Mokha; displaying their CRS Team of the Year awards.

This group exhibited outstanding teamwork and dedication as they organized the logistics for and carried out pilot sessions of the recently updated Engaging and Building Partnerships with Muslim Americans and Engaging and Building Partnerships with Sikh Americans training programs.

A W A R D S

CRS SPIRIT

A W A R D

The CRS Spirit Award recognizes an employee for outstanding contributions to the agency's employee engagement and morale.

This year, Conciliation Specialist Marquez Equalibria received the CRS **Spirit Award** for his superior efforts in support of CRS employees in his role as the agency ombudsperson. CS Equalibria reached out to all employees to solicit their feedback about agency procedures and operations to inform efforts to continuously improve CRS. His deep experience with CRS casework and programs, steady demeanor, and strong working relationships with staff enabled him to perform the role of ombudsman in an innovative and highly effective manner.

CRS HEADQUARTERS EMPLOYEE

O F T H E Y E A R A W A R D

The CRS Headquarters Employee of the Year Award recognizes a headquarters employee for outstanding contributions that significantly advance the ability of the CRS workforce to accomplish the agency's mission.



▲ Administrative Specialist Angella Thompson receives the CRS Headquarters Employee of the Year Award from CRS General Counsel Antoinette Barksdale.

For her congenial presence and dedication to the needs of the CRS field staff, Administrative Specialist Angella Thompson received the CRS **Headquarters Employee of the Year Award**. Ms. Thompson's work at CRS exemplified the extraordinary dedication of all CRS employees to supporting the agency's mission. She followed up relentlessly to ensure that the needs of CRS's field staff were met; and as a result, the staff considered her their secret weapon against the "HQ bureaucracy." This award expresses gratitude on behalf of CRS for her support and contributions during her 11 years of dedicated service.

CRS CONCILIATION SPECIALIST OF THE YEAR AWARD

The CRS Conciliation Specialist Award recognizes a conciliation specialist or senior conciliation specialist whose work on a specific case or cases significantly contributed to the successful de-escalation of community tension or conflict and increased community capacity to respond to future incidents.

In FY 2019, CRS leadership selected Conciliation Specialist (CS) Dion Lyons as **Conciliation Specialist of the Year** in recognition of his flexibility in addressing the varied needs of stakeholders, willingness to deploy wherever and whenever needed, and dependability as a team member. He approached each case with energy and professionalism and consistently produced outstanding results under unpredictable and often challenging conditions.

In the past year, CS Lyons' diligent and creative support of communities working to resolve conflict resulted in significantly reduced tensions and increased community capacity to address incidents in two high-profile cases. He also volunteered to monitor and assess the tension levels of communities in the aftermath of incidents and hate crimes in three additional major CRS cases this year.

In addition, CS Lyons effectively represented CRS in meetings with U.S. Attorneys, city mayors, police chiefs, university deans, school board superintendents, and other prominent officials, ably describing CRS's services and programs that could help respond to the conflicts at issue. He



▲ CRS Conciliation Specialist Dion Lyons receives the CRS Conciliation Specialist of the Year Award from CRS Deputy Director Gerri Ratliff. (U.S. Department of Justice)

also served on the Trust Initiative Advisory Board, a national law enforcement task force dedicated to fostering a culture of trust and transparency between police officers and communities.

CS Lyons never ceases to welcome the next challenge, and his actions to actively seek ways to best accomplish the CRS mission make him a role model for all CRS employees.

OZELL SUTTON LEADERSHIP A W A R D

The Ozell Sutton Leadership Award recognizes a Regional Director who has demonstrated and sustained outstanding service to communities.

Former CRS Southeastern Regional Director Dr. Ozell Sutton, who died in 2015, marched on the frontline with Dr. Martin Luther King, Jr., and hundreds of thousands of others in the historic March on Washington, which drew attention to the continuous adversities and discrimination faced by African Americans a century after emancipation. Additionally, Dr. Sutton worked with Dr. King and the Southern Christian Leadership Conference (SCLC) to orchestrate the Poor People's Campaign—an effort to gain economic justice for poor people in the United States. Dr. Sutton also conciliated racial tensions during the Memphis sanitation workers strike in April 1968. The **Ozell Sutton Leadership Award** recognizes a CRS regional director who exemplifies the outstanding qualities and skills Dr. Sutton utilized throughout his tenure at CRS.

The recipient of the FY 2019 Ozell Sutton Leadership Award was Regional Director (RD) Thomas Battles, in recognition of his outstanding service, commitment, and contributions to CRS's mission. An accomplished practitioner, RD Battles retired at the end of FY 2019 after 35 years of CRS service. Dr. Sutton served as an inspiration not only to RD Battles, but to the conciliation specialists who witnessed his interactions with RD Battles during regional office visits and their shared passion for improving civil rights and CRS. RD Battles remarked, "Working with Ozell was like a ministry. He would say that once you enrolled in the struggle against racism, you can never return.



▲ Regional Director Thomas Battles receives the FY 2019 Ozell Sutton Leadership Award, presented by CRS Deputy Director Gerri Ratliff and CRS General Counsel Antoinette Barksdale.

We stopped many riots in America because of Ozell Sutton."

Throughout his career, RD Battles worked on numerous high-profile cases, from the community conflict in Miami, Florida related to the Elian Gonzales controversy in 1999-2000 to the community unrest following the shooting and killing of Trayvon Martin in Sanford, Florida, in 2012. RD Battles' background and strong community relationships served CRS well in crisis environments, leading other regions to reach out for his expertise on numerous high-profile incidents, especially policing issues. In FY 2019, RD Battles' expertise was critical in Lewiston, Maine, where he helped local law enforcement and community members navigate through tensions prior to the indictment of an individual charged with murder on the basis of race.

New England Region

Responding to Conflict Among Community Groups

Lewiston, Maine

Lewiston, Maine has a large and growing immigrant population, partially the result of secondary migration from other metropolitan areas in the United States. Recently, conflict has been on the rise between the immigrant population and the white community. Low-level tensions escalated in June 2018 when a fight erupted between white and immigrant residents over claims to Kennedy Park, a local gathering place. Tensions between the two groups simmered for several weeks. The situation culminated in a fight in which a white male died after being struck by a rock. State police believe race played a factor in the fight.

Following the June 2018 incident, the Lewiston chief of police requested CRS services to help ease racial tensions and strengthen community relations. Community leaders and city officials requested a City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT) program for Lewiston and neighboring Auburn to address community tensions. CRS formed a working group and provided the group consultation services to help plan the City-SPIRIT program.

In October 2018, CRS returned to Lewiston to facilitate a community dialogue at Central Maine Community College, jointly convened by the U.S. Attorney's Office for the District of Maine (USAO-ME) and the Lewiston chief of police for more than a dozen participants to discuss possible ways to address tensions in Lewiston and Auburn, including holding a City-SPIRIT program.

CRS continued providing the working group consultation services while they planned with



upcoming City-SPIRIT program. In April 2019, CRS, with external assistance, facilitated the City-SPIRIT program in Lewiston for a diverse group of community members, including civic leaders and faith leaders.

In homogenous groups, participants identified issues impacting their community, including unspoken community tension and the need for more education on Islamic culture and practices. Then, participants re-formed into seven heterogeneous groups to develop solutions unique to their community, intended to reduce conflict, improve communication, and minimize the potential for future tensions. These proposed ideas included increased funding for English as a Second Language (ESL) training, creation of a cross-cultural community center, and cross-cultural events at schools and throughout the community to share different traditions, foods, and languages.

To encourage long-term success of the SPIRIT process, CRS returned to Lewiston and Auburn with the mayor's support to attend and help facilitate meetings of a group, called the SPIRIT Council. As a step towards preventing future escalations and tensions, the Lewiston chief of police agreed to contact CRS whenever law enforcement make an arrest that could inflame race-based tensions in the city.

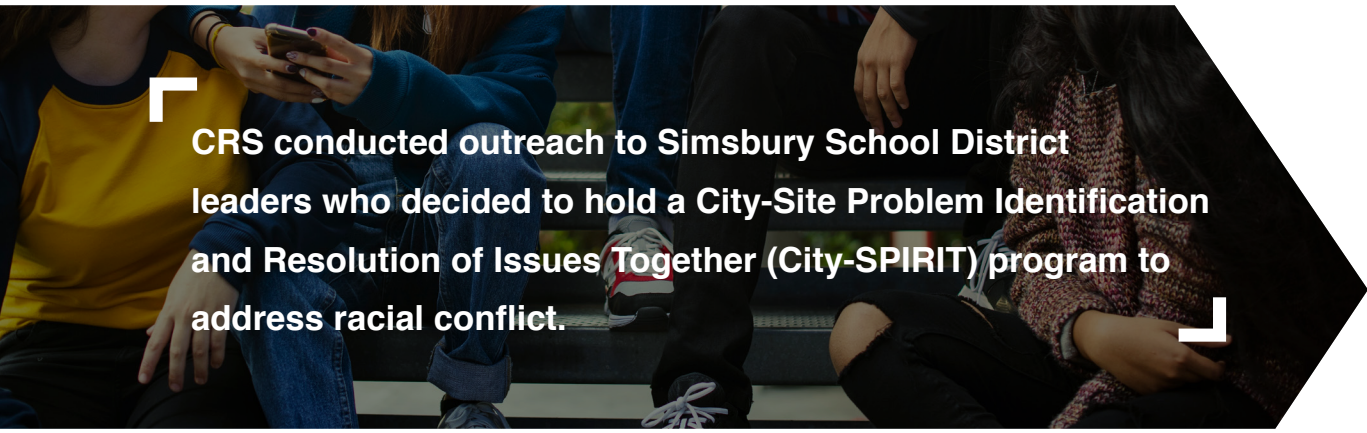
CRS, with external assistance, facilitated the City-SPIRIT program in Lewiston for a diverse group of community members, including civic leaders and faith leaders.

Reducing Racial Tension in a High School

Simsbury, Connecticut

In February 2019, a photo surfaced on social media that appeared to show two local high school students in blackface. Viewers online quickly provided feedback to the two students that the image was offensive and the students removed it while posting an apology. The students received a one-day, in-school suspension. Some parents felt the discipline the students received was insufficient and that the incident was mishandled, thereby increasing community racial tension. Parents and community members expressed concerns

CRS helped form the planning group that organized the program, identified potential participants, and trained external facilitators. The May 2019 City-SPIRIT program attracted more than 100 participants. The program helped defuse local tensions by bringing together diverse community members, including elected town officials, faith-based leaders, parents, educators, and students. Participants identified a lack of education around race and diversity and a need for a more diverse police force as issues affecting



CRS conducted outreach to Simsbury School District leaders who decided to hold a City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT) program to address racial conflict.

to a local civil rights organization. The civil rights organization, along with the parents, requested a meeting with the superintendent.

After learning about the incident through media reports, CRS conducted outreach to the superintendent. A town-wide organization, Community for Care, hosted a City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT) program to address racial conflict in the broader Simsbury community. They felt a City-SPIRIT program would meet their needs and ease tensions town-wide.

their communities. City-SPIRIT participants also discussed issues affecting the school, including a perceived disparity in disciplinary actions and a lack of diversity among faculty, staff, and board of education members. The proposed suggestions fell into two broader categories of educational and community impact, so two councils were formed: (1) the Equity Council, composed of administration, faculty, students, parents and community-members to address educational actions, and (2) the SPIRIT Council, whose membership was derived from the City-SPIRIT program participants.

Northeastern Region

Forum Helps Raise Awareness After an Attack

Paterson, New Jersey

On October 31, 2017, community tension increased following reports that federal prosecutors filed terrorism charges against a Muslim man for allegedly crashing a truck into pedestrians on the Hudson River Park's bike path, killing eight and injuring 11 others. Reports indicated hate crimes targeting Muslims increased in the alleged terrorist's hometown of Paterson, New Jersey. Due to this sudden increase in reported hate crimes and the corresponding tensions in Paterson's Muslim community, the New Jersey Office of the Attorney General (USAO-NJ) and a local county prosecutor's office asked CRS to conduct a Bias Incidents and Hate Crimes forum.

CRS formed a planning group in early October 2018 comprised of representatives from the New Jersey Office of the Attorney General, and a local prosecutor's office to organize the event, plan discussion topics, and identify panelists.

On December 4, 2018, approximately 100 members from the city's African American, Jewish, white, Latino, and Muslim communities; as well as students attended the forum. The panelists were comprised of the New Jersey Office of Homeland Security and Preparedness; the USAO-NJ; Federal Bureau of Investigation (FBI); Passaic County Prosecutor's Office; Passaic Police Department; Anti-Defamation League representatives; and faith-based community leaders. The participants convened for a three-part Bias Incidents and Hate Crimes forum to raise awareness of bias-motivated incidents

and hate crimes, promote an exchange of ideas, increase communication among participants, and improve police-community relations.

CRS facilitated the forum that included panel discussions and question and answer sessions with Muslim, Jewish, and Christian community leaders; the USAO-NJ; the New Jersey Office of the Attorney General; the Passaic County Prosecutor's Office; and local law enforcement. Throughout the forum, participants expressed concerns about the rise in national hate crimes and the need to secure houses of worship.

After the forum, CRS continued working with the Attorney General's Office to facilitate Bias Incidents and Hate Crimes forums across the state and raise awareness of bias-motivated crimes.



Breaking Down Barriers to Communication

Ocean County, New Jersey

CRS began providing conflict resolution services to the New Jersey Office of the Attorney General in 2018 to address allegations of anti-Semitism in Ocean County. In FY 2019, the New Jersey Office of the Attorney General requested that CRS continue addressing tensions between the growing Orthodox Jewish community and other community groups. According to Jewish community members in Ocean County, conflict increased due to an ongoing series of bias incidents involving anti-Semitic remarks targeting Jewish community members, including anti-Semitic posts on social media. These incidents coincided with an increase in the population of Jewish residents in the area.

Following CRS consultation services during summer 2019, a working group with the New Jersey Office of the Attorney General and other state officials, a local prosecutor's office and Jewish community leaders formed to discuss allegations of anti-Semitism and general community relations in Ocean County.

During a CRS-facilitated working group session, Jewish community leaders and other community members agreed to hold a series of community dialogues to address communities' concerns about anti-Semitism. The New Jersey Office of the Attorney General and other state officials committed to implementing and supporting community dialogue sessions throughout the county, both with CRS present and on their own using the CRS framework. CRS provided consultation services to both offices to help

them grow their internal capacity to facilitate the dialogues.

Community leaders representing the Jewish, Christian, Latino, and African American communities, along with other civic leaders and school officials, met in early September 2019, for two CRS-facilitated community dialogues. Participants identified existing barriers to communication and cultural challenges. They also discussed ongoing concerns about rising anti-Semitism in the area and religious tensions, as well as strategies for building more positive relations in their communities.

Following the two September dialogues, the participants agreed to engage in additional CRS-facilitated community dialogues and to use the CRS dialogue process in their own communities.



Being Proactive to Protect Places of Worship

Union County, New Jersey

A series of alleged bias-motivated arsons in African American churches in Louisiana throughout the spring of 2019 increased fears and tensions in African American faith communities across the country. In March 2019, African American religious leaders in Union County, New Jersey, asked CRS for assistance in addressing community tension and fear caused by the reports of church burnings and to provide the community with information on how to remain safe.

African American clergy who attended a Protecting Places of Worship (PPOW) forum in Carteret, New Jersey, asked CRS to conduct a similar program at a local church in nearby Scotch Plains. They wanted their congregations and the area's interfaith communities to be prepared with information about protecting places of worship following the shootings in Pittsburgh, Pennsylvania; Charleston, South Carolina; Oak Creek, Wisconsin; and other communities. They believed that bringing a PPOW forum to their communities would address concerns about creating a secure environment where their congregations could safely worship.

During a series of PPOW forum planning sessions held in the spring and early summer of 2019, CRS provided information about the availability of federal, state, and local resources to address hate crimes and secure places of worship.

On June 20, 2019, CRS facilitated a PPOW forum for approximately 100 participants that featured presentations from the New Jersey Office of Homeland Security and Protection; the New Jersey Office of the Attorney General; Federal Bureau of Investigation (FBI); Union County Prosecutor's Office; Union County Office of Emergency Management; and Union County Police Department.

During a series of PPOW forum planning sessions, CRS provided information about the availability of federal, state, and local resources to address hate crimes and to secure their places of worship.

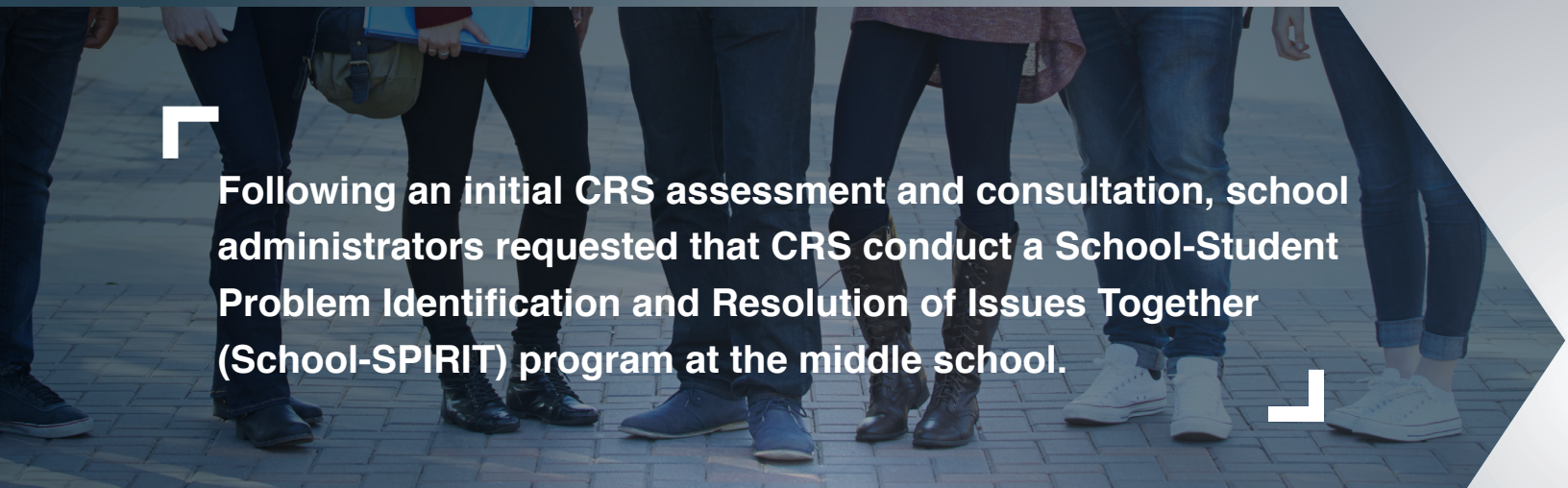
Mid-Atlantic Region

Creating a Culture of Respect at a School Community

Riverdale, Maryland

During the beginning of the 2018-2019 school year, local school district officials contacted CRS to address a perceived rise in gang activity and associated racial tensions between Latino and African American students at a middle school in Riverdale, Maryland.

Following an initial CRS assessment and consultation, school administrators requested that CRS conduct a School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT) program at the middle school. School district leaders formed a planning group, comprised of administrators



Following an initial CRS assessment and consultation, school administrators requested that CRS conduct a School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT) program at the middle school.

and the Student Government Association, to organize the program and identify potential participants.

Nearly 60 students gathered on October 24, 2018, for the daylong program, during which they worked together in small groups to identify areas of concerns and potential solutions to address them. Concerns voiced by the students included a culture of disrespect, gang violence, bullying, and a lack of space. School officials formed a SPIRIT Council, which met to discuss the identified solutions and explore their implementation.

Uniting Students

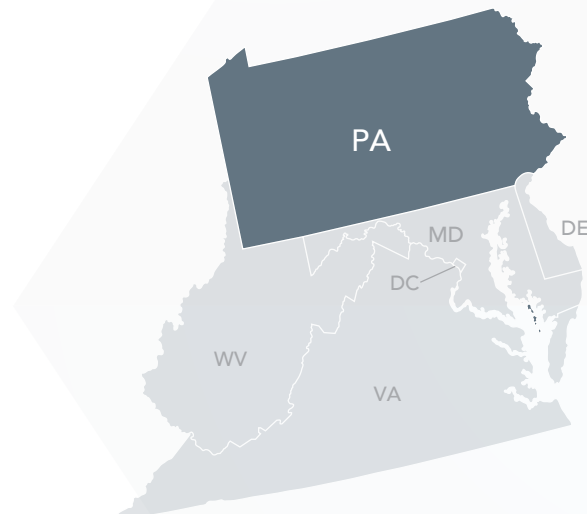
Coatesville, Pennsylvania

In fall 2018, administrators at a local high school contacted CRS as racial conflict resurfaced in the school and community due to two high-profile incidents. The first incident involved allegations of racial epithets directed toward student athletes by a football coach. The second incident involved social media posts by students depicting pumpkins carved with a swastika and the letters “KKK.”

The previous school year, CRS had facilitated a School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT) program for 10th and 11th grade students to address original concerns regarding racial tensions. Following the fall 2018 incidents, administrators requested that CRS return to facilitate another School-SPIRIT program for the current 9th and 10th grade students. Administrators hoped the program would further address conflicts between African American and white students and address concerns regarding the recent bias-based incidents.

In October 2019, CRS trained seven external facilitators from a local university and a state government commission to conduct the School-SPIRIT program and deliver it to approximately 50 student participants.

At the conclusion of the program, the students identified core concerns about perceived racial bias in the school’s policies, code of conduct, and curriculum; the need for mental health awareness; and lack of support for Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ)



students as well as more explicit homophobia.

The school’s two SPIRIT Councils merged and continue to meet regularly to address the challenges and solutions identified by both groups. In March 2019, school administrators hosted the first SPIRIT Summit, a daylong event which brought together the high school’s SPIRIT Council with members of SPIRIT Councils from three other Pennsylvania high schools. The program featured a keynote from the First Assistant U.S. Attorney for the Eastern District of Pennsylvania (USAO-EDPA), workshops for the students, and opportunities for students to engage with representatives of state agencies. The high school’s SPIRIT Council plans to continue hosting the event annually.

Southeastern Region

Building Bridges Between Law Enforcement and Transgender Communities

Winston-Salem, North Carolina

When the newly elected sheriff in Forsyth County, North Carolina took office in December 2018, he assessed high levels of tension between law enforcement and the county's transgender communities. The sheriff looked for ways that he and his deputies could reduce existing tensions and increase the Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) community's confidence in the county's law enforcement officers. The sheriff had participated in the Winston-Salem City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT) that CRS had conducted in June 2018, and based on that experience, requested CRS assistance.

In March 2019, CRS trained a subject matter expert from the transgender community and two police officers from the Winston-Salem, North Carolina, area to facilitate an Engaging and Building Relationships with Transgender Communities training for area law enforcement officers and create a bridge between law enforcement officers and LGBTQ communities. Local law enforcement leadership hoped the training would address the perception that law enforcement officers were unwilling to adjust their behavior and language to be more respectful of LGBTQ communities and their members. CRS facilitated the program, which included participants from the Winston-Salem Police Department and Forsyth County Sheriff's Office.



The training provided an overview of issues affecting transgender communities as well as best practices, policies, and strategies for improving relationships between transgender and law enforcement communities. Additionally, the training offered scenarios of the most common interactions between members of transgender communities and law enforcement to highlight mutually respectful, professional communications. As a result of the training program, the Sheriff's Office developed and issued a related internal policy statement.

Addressing Race-Based Tensions at a University Campus

Murfreesboro, Tennessee

In October 2018, at a local state university, African American student organizations and student civil rights organizations alleged that the university failed to properly respond to perceived bias-based issues on campus, including white supremacist activity and racist incidents in classrooms. The groups also alleged disparate application of campus policies by university officials toward majority African American student organizations. The student organizations requested CRS's assistance to address the allegations and identify possible remedies.

CRS provided consultation services to a student planning group that organized a student forum on bias and race at the university. During the planning process, CRS helped the students, and professors acting as the student's advisors, prioritize their concerns and narrow the list of potential forum topics. Participants identified several priorities, including hiring a full-time Vice Chancellor for Diversity, Equity, and Inclusion; creating space for a Cultural Diversity Office; and requiring cultural sensitivity and diversity training for faculty and employees.

In November 2018, CRS facilitated a student forum. During the forum, students gave candid accounts of specific experiences of perceived race-motivated bias on campus, inequities in the application of campus policies toward black student organizations compared to white student organizations, and alleged police harassment. Black students also discussed the need for a university Office of Diversity and Equity to address complaints and concerns. During the forums, students prioritized issues and decided to form a committee which would present solutions to the university administration.

CRS provided consultation services to a student planning group organizing an upcoming student forum on bias and race



Healing After Hate

Murfreesboro, Tennessee

In September 2018, four white male teenage vandals broke into a predominantly African American church in Murfreesboro, Tennessee. They wrote racist hate messages on the building and defaced Bibles inside the church. Police arrested all four of the teenagers in connection with the incident.

The incident resulted in heightened community interest in preventing hate crimes in two local counties. The following month, the pastor of the church requested CRS provide technical assistance and support in planning a Protecting

CRS provided ongoing consultation to the planning group from October 2018 to March 2019, when the forum was conducted on a local university campus. Nearly 150 people attended the March 2019 PPOW forum that included speakers from the U.S. Attorney's Office for the Middle District of Tennessee (USAO-MDTN); Federal Bureau of Investigation (FBI); Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF); Tennessee Attorney General's Office; a local prosecutor's office; and local and campus law enforcement officials. The CAC received commitments from



After receiving CRS support, the CAC can now independently plan and facilitate PPOW forums to help faith communities learn about securing their places of worship and strengthen relationships with law enforcement agencies.

Places of Worship (PPOW) forum. CRS developed a planning group for the forum and convened members that formed the "Community Action Committee of Murfreesboro" (CAC). The CAC members included representatives from state, county, and local university law enforcement, interfaith leaders, and youth leadership organizations.

forum participants and area faith leaders to participate as presenters or panelists at future forums. After receiving CRS support, the CAC can now independently plan and facilitate PPOW forums to help faith communities learn about securing their places of worship and strengthen relationships with law enforcement agencies.

Overcoming Differences Between Parties

Sparta, North Carolina

Local LGBTQ community organizers and allies who were looking to establish a chapter of a national LGBTQ support organization in Sparta, North Carolina, received threats and community resistance to establishing a chapter and placing a float in an Independence Day parade. Due to the threats, the organizers requested additional city resources. There was disagreement on what additional security resources were needed. In July 2019, LGBTQ community organizers contacted CRS with concerns that the city only served its straight, white Christian residents. They requested CRS facilitate a dialogue between the parties and communicate their concerns to local law enforcement and local government officials.

CRS traveled to Sparta, North Carolina, in July 2019 to assess and monitor threat and intimidation activity, including social media posts that appeared to threaten gun violence, and to consult with law enforcement officials in their efforts to provide security and assurance to parade participants. Prior to the parade, CRS met with the county and town law enforcement officials to discuss the alleged threats, intimidation, and harassment reported by Sparta's LGBTQ community organizers. The law enforcement leaders acted on CRS's suggestion to increase patrols of the float-building site and security during the parade.

Before and after the parade, CRS facilitated communications between federal, county, and town law enforcement officials, local elected officials, and regional and local representatives from a national LGBTQ organization. During the parade,



CRS monitored the security measures in place and the interactions between the LGBTQ community organizers, their supporters, and the crowd. The parade proceeded with minimal protest activity and concluded peacefully.

In September 2019, CRS provided mediation services between local elected officials, law enforcement officials, local LGBTQ organizers and local domestic abuse resource center representatives. As a neutral mediator, CRS worked with the groups to discuss issues and concerns regarding establishing a LGBTQ support organization in Sparta and the necessary steps to ensure the chapter could safely form and operate. During the mediation, CRS first worked with the parties together, then separately, and reconvened the parties for the final agreement.

In the mediation agreement, parties agreed to designate and train a victim witness liaison, establish a school board liaison, publicize meeting opportunities, and invite and sponsor external anti-bullying resources.

Midwestern Region

After Attack Thwarted, Community Strengthens Hate Crimes Prevention Capacity

Toledo, Ohio

In December 2018, Federal Bureau of Investigation (FBI) agents arrested a man for planning an attack on a synagogue in Toledo, Ohio, allegedly inspired by the October 2018 attack on the Tree of Life synagogue in Pittsburgh, Pennsylvania. Jewish community leaders in Toledo requested CRS services following CRS outreach to local faith leaders.

CRS formed a working group with local Jewish community organizations to address the community's concerns following these incidents.

The communities requested that CRS facilitate a Bias Incidents and Hate Crimes forum in Toledo in June 2019. Prior to the forum, CRS provided community leaders with best practices to address ongoing concerns and how to move forward and plan the forum.

Approximately 200 people attended the Bias Incidents and Hate Crimes forum. The forum provided a structured environment where participants expressed concerns about hate crimes and tensions in the community. It promoted an exchange of ideas and increased communication among participants. The successful forum increased knowledge of CRS's services and how to report bias incidents and hate crimes. The forum also highlighted resources available to the community that provide assistance and support.

Following the Bias Incidents and Hate Crimes forum, CRS assisted the working group in developing a community action plan that included a strategy to reach their goal of ongoing outreach and community capacity building.



CRS assisted the working group in developing and drafting a community action plan that included a strategy to reach their goal of ongoing outreach and community capacity building.

CRS Provides Contingency Planning Training to Help Maintain Peace and Safety at Public Events Dayton, Ohio

National and local African American civil rights organization representatives requested CRS services in March 2019, after Dayton, Ohio, city officials approved an event permit for a Ku Klux Klan affiliated group to hold a public event in May. The permit stated that the group would be engaged in “education and public speaking” at the Courthouse Square. The same day city officials approved the permit, county and city officials released separate statements condemning the content of the Ku Klux Klan affiliated group’s message, while supporting free speech and affirming their commitment to diversity and inclusion. Both statements stressed a commitment to public safety during the planned event.

CRS services were requested to address the community’s concerns about the group holding the event in Dayton, the potential security concerns surrounding the event, and the planned counter event.

In a March 2019 press conference, local civil rights leaders announced a counter event, a family-friendly, block party celebration with speakers and music. The event, “A Celebration of Love, Unity, and Diversity,” was intended to promote peace and improve public safety.

In April 2019, CRS facilitated a community dialogue and provided contingency planning services in advance of the May events. CRS also conducted its training, Contingency Planning: Reducing Risk at Public Events, at a community forum with over 100 participants. The forum was moderated by a community coalition that has a



broad-based and diverse community membership. The training increased participants’ knowledge of how to plan for a safe public event and decrease the potential for violence. The program included planning time for participants to begin preparing for the events and to address potential issues for maintaining public safety during the events. Just prior to the events, CRS conducted Event Marshal training at the request of community members who participated in the April training. CRS monitored both events. The events remained peaceful and there were no arrests or incidents of violence.

Presenting Best Practices to Ease Community Tension

Albion, Michigan

In November 2018, CRS services were requested by community members to help mend tensions and strategize for joint solutions following reports that a police officer in southern Michigan was seen on body camera video striking a 13-year-old bi-racial boy with intellectual disabilities who was handcuffed in the back of a patrol car. After an investigation of the incident, the police officer involved was suspended and subsequently fired in February 2019. Media reports of the footage and details of the incident in early May 2019 created widespread police-community tensions.

Following the release of the footage, the family of the victim filed a multimillion-dollar civil lawsuit for alleged civil rights violations. Police-community tensions were again heightened as the local southern Michigan community subsequently organized a rally protesting police brutality.

In June 2019, CRS facilitated a discussion with concerned local community leaders including law enforcement officials and city officials. CRS provided best practices and resources, including identifying an expert in use of force policy. The community members agreed that the incident had been properly handled, citing the officer's removal from the department.



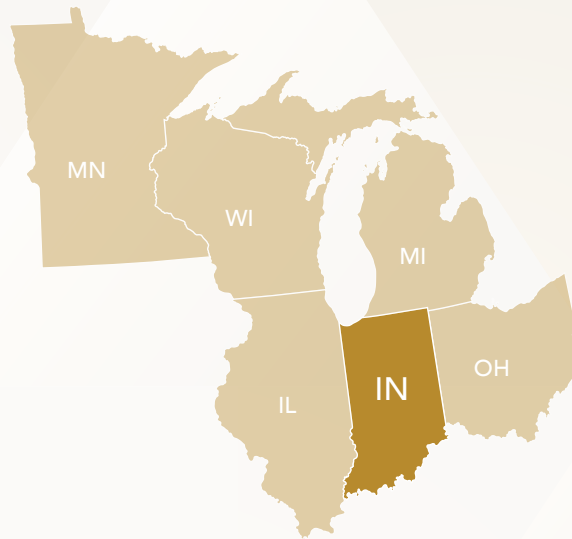
CRS provided best practices and resources including identifying an expert in use of force policy.

Reaching Agreement Through Mediation Services

Marion, Indiana

Local city and law enforcement officials requested CRS services after the May 2018 arrest of a 29-year-old African American man with schizophrenia was captured on video and posted to social media. The man's parents alleged that the video showed excessive use of force by law enforcement due to their son's disabilities. Marion community members also expressed outrage over the incident. Local officials requested CRS's services to facilitate dialogues on forming a new Police Advisory Commission, to provide mediation assistance, and to help the city reconstitute its Human Relations Commission.

In November 2018, CRS provided consulting assistance to the city and law enforcement officials on ways to improve police-community relations in the city following the alleged excessive use of force incident. In April 2019, CRS provided mediation services to law enforcement officials, law enforcement affinity organization officials, and a broad-based community organization made up of diverse civic leaders. CRS acted as a neutral third-party mediator throughout the process to facilitate problem-solving discussions and the development of documented agreements. In addition, CRS provided consulting assistance and best practices on reconstituting a Human Relations Commission by ordinance and information on communities facing similar issues for comparison.



CRS provided mediation services to the Marion Police Chief, Fraternal Order of Police officials, and members of the Marion Coalition, a broad-based community organization made up of diverse civic leaders.

Southwestern Region

Proactive Training to Increase Community Awareness and Strengthen Law Enforcement-Community Partnerships

Greater Houston, Texas

In November 2018, the Deputy Police Chief of the Lone Star College Police Department requested that CRS train campus police officers as part of the department's efforts to maintain positive law enforcement-community relations.

Lone Star College is a public community college system with nearly 100,000 students in the Houston area, with growing Muslim and Sikh student populations across the college's campuses. Law enforcement leaders requested that CRS conduct its Engaging and Building Partnerships with Muslim and Sikh Americans training programs for campus police officers as a proactive measure to prevent and respond to hate crimes or bias incidents across the college's campuses and because they wanted to increase their cultural education of the communities due to the changing demographics.

Throughout late 2018 and early 2019, CRS facilitated regular sessions with a planning group comprised of campus police officers and college officials. In April 2019, CRS conducted the training at the college's LSC-University Park campus for approximately 70 Lone Star College Police Department officers and other campus law enforcement officers in the greater Houston area. The training increased officers' awareness and understanding of customs and cultural aspects of the Muslim and Sikh American communities, enabling them to strengthen their relationships with these communities by learning about cultural sensitivities, best practices on how to engage, and better methods of communications.



CRS facilitated regular sessions with a planning group comprised of campus police officers and college officials.

Protecting Places of Worship for Hindus in Houston

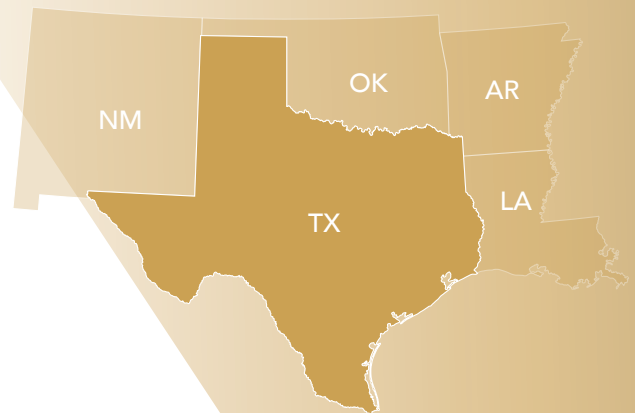
Houston, Texas

Following the February 1, 2019 vandalism of a Hindu temple in Louisville, Kentucky, Hindus of Greater Houston leaders requested a public Protecting Places of Worship (PPOW) forum. Members of the group had participated in a March 15, 2018 interfaith PPOW forum at Rice University in Houston and believed that holding another forum would help address community concerns about escalation and the possibility of violence in Houston.

CRS provided consultation services to assist Hindus of Greater Houston in planning the PPOW forum, including convening an interfaith working group to help with preparation. The working group was comprised of representatives from, Interfaith Ministries for Greater Houston, a local university, and a local synagogue. In April 2019, CRS facilitated the forum at a local temple for approximately 65 participants representing 40 faith-based organizations. Presenters included the Department of Homeland Security, Office of Infrastructure Protection; the U.S. Attorney's Office for the Southern District of Texas (USAO-SDTX); Federal Bureau of Investigation (FBI) – Houston Field Office; Harris County District Attorney's Office; and Houston Police Department. Speakers shared information about best practices relating to hate crimes prosecutions, hate crimes statistics and symbols of hate, and preventing and responding to active shooter situations. In addition, interfaith leaders led a panel discussion on protecting places of worship.

Forum participants created an interfaith working group that meets quarterly. The group continues to plan interfaith programming on preventing and responding to hate crimes for the community in the Greater Houston area.

CRS facilitated the forum at a local temple for approximately 65 participants representing 40 faith-based organizations.



Central Region

Strengthening Community Relations in a City

Raytown, Missouri

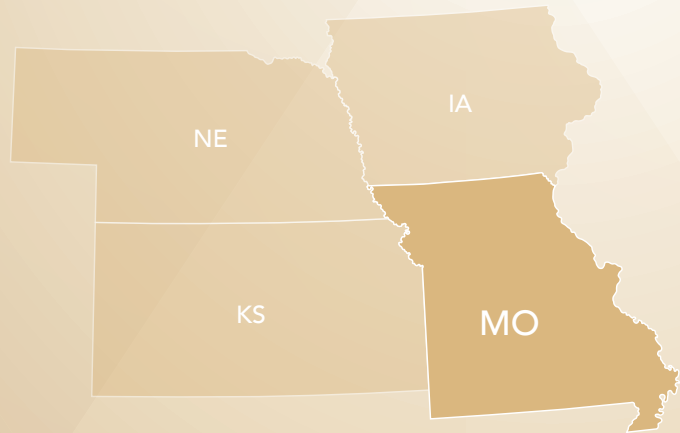
In October 2017, African American community leaders in Raytown, Missouri and the Kansas City Branch of the National Association for the Advancement of Colored People (NAACP) contacted CRS due to increased community tension following allegations that local law enforcement officers harassed and discriminated against the city's only African American alderman on the basis of race. According to the allegations, the alderman was harassed during Board of Aldermen meetings and with comments on social media by law enforcement. The group that contacted CRS reported that Raytown's African American residents felt unsafe in the city as a result of the alleged discrimination and harassment.

Following initial meetings, the Mayor of Raytown and NAACP representatives requested CRS's assistance to facilitate the review and update of a 2004 CRS-mediated memorandum of understanding (MOU) between the city of Raytown and the Kansas City Branch of the NAACP developed to help de-escalate race-based tensions in the city. CRS first worked with the NAACP separately from the city and the local law enforcement officials and then brought the groups together in mediation sessions and facilitated dialogues to address their concerns about updating the 2004 MOU.

Both the Mayor of Raytown and NAACP's Kansas City Branch signed an updated MOU, which addressed the parties' concerns regarding the lack of diversity of city employees and the need for more youth outreach to promote positive

interactions between youth and city agencies. The MOU also addressed the allegations of racial profiling by police and the need to form a human relations commission to help resolve police-citizen complaints.

As part of the agreement, the City of Raytown committed to participate in a CRS City-Site Problem Identification and Resolution of Issues Together (City-SPIRIT) program "to invigorate community leaders with a passion for diversity in 2019." CRS conducted the City-SPIRIT program in September 2019, bringing together approximately 20 participants, including city officials, law enforcement officials, faith leaders, and community groups. Participants discussed the lack of diversity among city employees and the allegations of racial profiling by law enforcement. They worked together to develop solutions to improve communication and minimize the potential for future conflict.



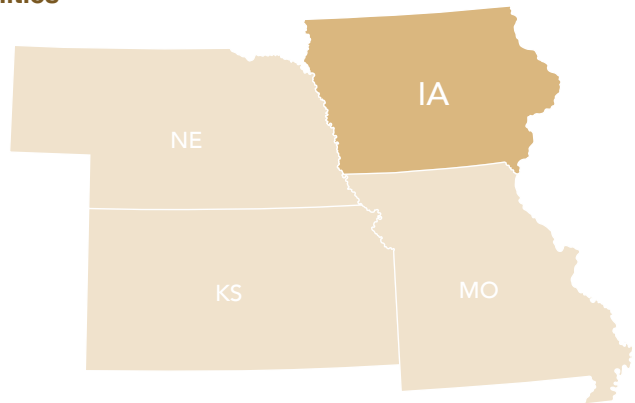
Addressing Fears and Tensions in Faith Communities

Des Moines, Iowa

Following the October 2018 Tree of Life shooting in Pittsburgh, Pennsylvania, interfaith communities in Des Moines, Iowa requested CRS assistance in response to increased tensions among faith communities and concerns about hate crimes and bias incidents at places of worship. Local reports involving swastika graffiti concerned faith communities worried about the potential for a hate crime in Des Moines.

Sparked by a change in the city's demographics, including an increase in members of Muslim, Arab, Sikh, South Asian, and Hindu (MASSAH) communities, the Des Moines Chief of Police, along with the interfaith communities, requested that CRS conduct a Protecting Places of Worship (PPOW) forum. The Director of Emergency Management for Polk County shared the chief's goals of proactively conducting outreach to the city's diverse faith communities, helping all faith communities in the city feel safe and welcome, and improving faith communities' relationships with the city and the police department.

In February 2019, the Polk County Emergency Management Agency hosted the PPOW forum for law enforcement, municipal government leaders, and interfaith community members to address general safety best practices and community members' fears in the aftermath of shootings targeting places of worship. The forum included presentations from the Department of Homeland Security (DHS) Office of Infrastructure Protection; the U.S. Attorney for the Southern District of Iowa (USAO-SDIA); representatives from the Federal Bureau of Investigation (FBI); Scott



The Polk County Emergency Management Agency hosted the PPOW forum for law enforcement, municipal government leaders, and interfaith community members to address general safety and community members' fears in the aftermath of shootings targeting places of worship.

County Emergency Management Agency; Polk County Emergency Management; Des Moines Police Department; and local interfaith leaders representing the Jewish, Muslim, Sikh, and Christian communities.

CRS convened the chief of police, director of emergency management, community leaders, and faith leaders in a working group to formalize a process for ongoing education about best practices for contingency planning and responding to incidents of bias or hate, including active shooters at places of worship.

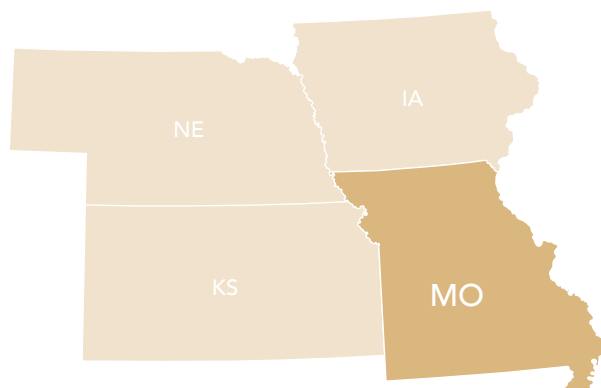
Addressing Growing Concerns of Homicide Within the LGBTQ Community

Kansas City, Missouri

In June 2019, local law enforcement officers found the body of a murdered African American transgender woman on the porch of an abandoned home. This homicide, the eleventh in 2019 targeting an African American transgender woman in Kansas City, was reminiscent of the murder of another African American transgender woman which occurred on the same block in 2015. The 2019 homicide intensified fears and concerns among the area's Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) communities. A local LGBTQ youth advocacy organization requested CRS assistance in building stronger relationships with city law enforcement agencies.

Beginning in July 2019, CRS facilitated a series of dialogues with the LGBTQ youth advocacy organization and Kansas City LGBTQ communities. The first dialogue between the parties focused on engaging the city's transgender communities with the broader Kansas City community. Next, CRS convened dialogues between the LGBTQ youth advocacy organization and local law enforcement to address the communities' growing concerns about the homicide investigation and the vulnerability of transgender communities. Throughout the summer, CRS also provided consultation services to the parties on best practices to reduce community tensions and improve communications with the city's LGBTQ communities. The dialogues clarified details on the investigation process and highlighted ways to strengthen the relationship between the city's law enforcement and LGBTQ communities.

Participants at the dialogues jointly committed to



CRS convened dialogues between the LGBTQ youth advocacy organization and local law enforcement to address the communities' growing concerns about the homicide investigation and the vulnerability of transgender communities.

improving relations between law enforcement and LGBTQ communities and forming an LGBTQ and law enforcement working group. The working group agreed on conducting a CRS Engaging and Building Relationships with Transgender Communities training. On September 17 and 18, 2019, CRS conducted the training for local law enforcement officers, working with local advocacy groups and law enforcement. During the training, transgender advocacy groups shared a brief presentation and other resources, in addition to the training materials and resources provided by CRS. The working group continues to meet quarterly to address law enforcement-community relations, enhance mutual trust, and increase collaboration.

Rocky Mountain Region

Bias-Motivated Violence at a Small Business

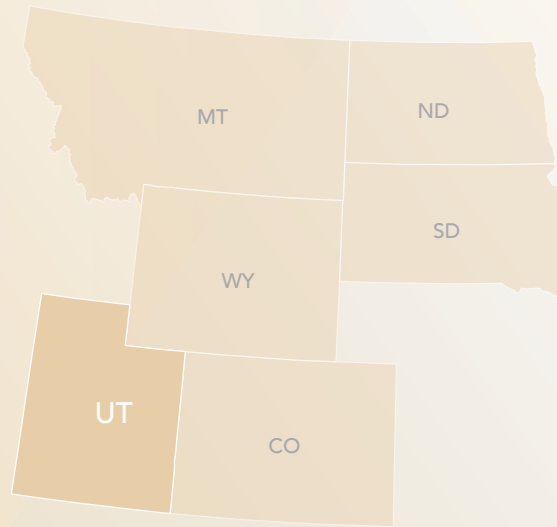
Salt Lake City, Utah

Latino community leaders in Salt Lake County, Utah requested CRS services to address increased community tensions following a November 2018 incident in which three men were attacked with a metal pole while the assailant yelled racial epithets, because he believed the men were Mexican. In February 2019, federal prosecutors indicted the attacker on hate crimes charges.

Following the bias-based attack, Latino business owners and religious leaders alleged that customers regularly harassed Latino business owners based on their national origin or race and that the harassment typically was not reported. Latino business owners, as well as the broader Latino community perceived the local law enforcement's response as insufficient and were therefore unlikely to report bias-motivated incidents. Members of the Latino community reported that they lacked comprehensive information about how state hate crimes statutes are applied and how public officials, including law enforcement, would respond to attacks against Latinos.

Spurred by the recent attack and the increased tension within the community, Latino community leaders in the county and throughout Utah asked CRS to facilitate dialogues with public officials to gain a better understanding of community safeguards and protections available to address hate crimes targeting the Latino community based on race or national origin.

In July 2019, CRS facilitated a dialogue with Latino community leaders and the local District Attorney's Office for approximately 30 community members. The district attorney's office representatives provided information on the definition of a hate



crime and how hate crimes, especially hate crimes targeting Latinos, are prosecuted in the county. CRS provided additional information to participants on how the community could address specific conflicts or hate incidents, form working groups, develop a clergy response team, hold a hate crimes forum, or address school-based hate incidents.

The CRS-facilitated session focused on building connections to increase mutual understanding between law enforcement and the Latino community. Community participants spoke about how immigration status and language barriers lead to increased fears and decreased reporting of bias incidents, about hate activity in schools, and strategies to address non-criminal hate activity. The local District Attorney's Office assured Latino community leaders that county prosecutors would appropriately respond to bias-motivated crimes and provide Latino community leaders with formal and informal access to their office. Following the facilitated session, community members expressed increased confidence in contacting the District Attorney's office with their concerns regarding bias-motivated crimes.

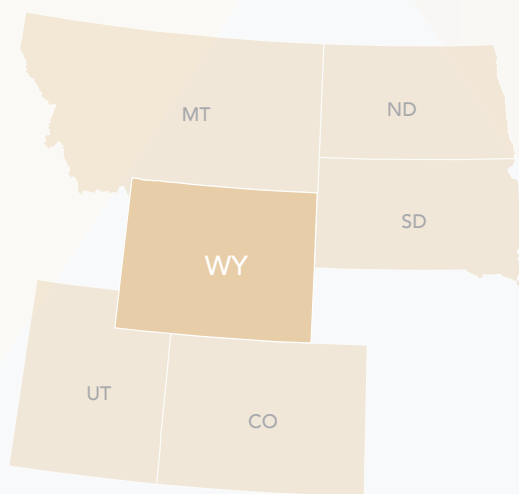
Proactively Protecting Places of Worship

Cody, Wyoming

In December 2018, after a series of bias-motivated attacks and hate crimes at places of worship throughout the country, faith-based leaders in Cody, Wyoming contacted CRS and expressed increasing fears and concerns about a similar attack happening locally.

Local law enforcement also contacted CRS to raise their shared concerns with Cody area faith leaders about the safety of places of worship, including preparing for active shooter situations, and improving relations between faith communities and law enforcement.

To address the growing concerns of the Cody community, CRS, along with the U.S. Attorney's Office for the District of Wyoming (USAO-WY), facilitated a March 2019 Protecting Places of Worship (PPOW) forum for more than 125 participants. The Mayor of Cody welcomed participants and spoke about the importance of faith leadership in the community. Other participants included religious leaders from across the region, the U.S. Department of Homeland Security, and the Cody Police Department. The forum included representatives from the Wyoming Interfaith Network who discussed the role of faith leaders in keeping their communities safe. A Network representative also presented on hate crimes and bias-motivated vandalism targeting places of worship in Wyoming. During the opening discussion part of the forum, participants identified how various federal, state, and local resources would respond in the event a hate crime was committed on the basis of religion.



CRS, along with the U.S. Attorney's Office for the District of Wyoming (USAO-WY), facilitated a March 2019 Protecting Places of Worship (PPOW) forum for more than 125 participants.

Bias-Motivated Flyers in Junior High School

Cheyenne, Wyoming

In 2019, tensions among Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) and African American students at a local high school in Cheyenne, Wyoming steadily increased. School and community relations became more strained in March 2019 after flyers appeared on the school's walls that expressed anti-African American and anti-LGBTQ messages. The flyer incident and an incident involving a state senator who allegedly made anti-LGBTQ comments at a meeting of the school's LGBTQ youth organization were at the center of the community tension. State health officials and a Cheyenne-based civil rights organization contacted CRS to improve deteriorating relationships at the school.

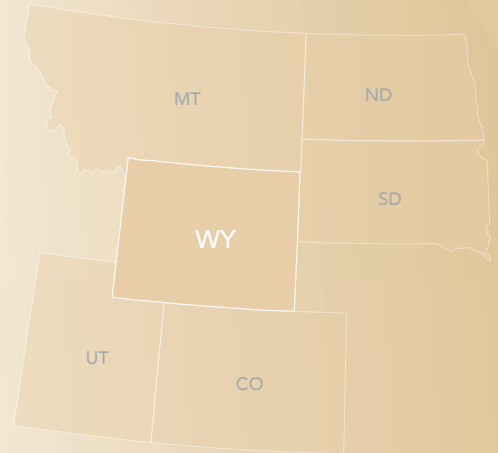
After news of the flyers on the school walls became public, additional stories spread of students at the school passing out flyers targeting Gay Student Alliance (GSA) members. The school also confirmed reports that a student shouted anti-LGBTQ slurs during a junior high school LGBTQ youth organization meeting.

CRS facilitated a process between the district superintendent, the school board, and race-based and ethnic community leaders to address community concerns regarding the management of bias incidents and equity issues throughout the district. In addition, the parties discussed ways to create greater race and ethnic awareness.

The groups then participated in a community meeting where participants developed an action plan for Cheyenne's schools and the broader

CRS facilitated a process between the district superintendent, the school board, and race-based and ethnic community leaders to address community concerns regarding the management of bias incidents.

community that identified the community's key issues concerning race and ethnicity, perceived anti-LGBTQ bias, and ways to address these concerns. Meeting participants established two working groups, one with the school board and superintendent to identify the public's concerns and make recommendations, and a second with African American and Latino leaders. Both working groups agreed to carry out the action plan that was informed by all dialogue participants.



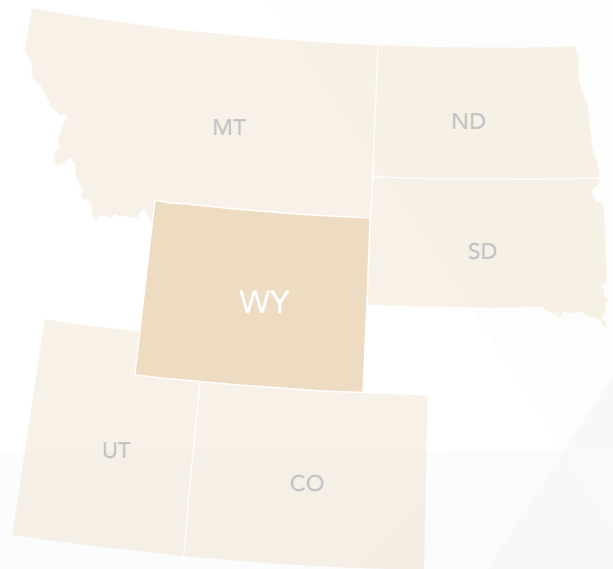
Addressing Concerns on Native American Land

Poplar, Montana

In early FY 2019, local American Indian reservation communities requested CRS conflict resolution services to address community concerns over allegations of disparate treatment and limited law enforcement response to community concerns. The community claimed that law enforcement officers ignored their concerns that American Indian youth and women were being targeted for human trafficking. They also reported that local law enforcement failed to respond to emergency calls made by tribal members, including calls for assistance at reservation schools.

As a result, in October 2018, CRS began working with community leadership from the local American Indian reservation communities and the American Indian's women's advocacy organization in response to these concerns, resulting in the formation of a working group to finalize plans for a community forum.

In November 2018, CRS facilitated a forum held by local tribal leadership that included remarks from tribal officials and a presentation by the U.S. Attorney's Office for the District of Montana (USAO-MT) on human trafficking and access to services. The 68 attending community members learned examples of how they could effectively partner with law enforcement in preventing various types of criminal activity, including trafficking, from occurring in their community. CRS assisted forum participants in developing a "Community Safety Response Contingency Plan" intended to further heighten awareness, facilitate service referral, and support a law enforcement response.



CRS assisted forum participants in developing a "Community Safety Response Contingency Plan" intended to further heighten awareness, facilitate service referral, and support a law enforcement response.

Western Region

Recovering from Tragedy at a Poway Synagogue

Poway, California

On April 27, 2019, on Shabbat and the final day of Passover, a gunman opened fire inside the Chabad of Poway synagogue, killing one worshiper and wounding three others. The attack struck fear in Southern California's Jewish faith communities already attempting to recover from a bias-motivated arson at nearby mosque in Escondido. In addition, tensions in Poway's faith communities were already elevated due to the Christchurch, New Zealand, mosque shooting the prior month and the attack at the Tree of Life synagogue in Pittsburgh, Pennsylvania that happened exactly six months prior to the attack in Poway.

In the attack's aftermath, community members asked CRS to help with their efforts to strengthen community safety, especially in and around places of worship, and to find long-term solutions so congregants could worship safely. Poway community members sought a space to heal from the attacks and opportunities to address their safety concerns while protecting places of worship in interfaith and faith-specific settings.

Soon after the Poway shooting, law enforcement connected one alleged attacker to both the shooting and the arson through online posts in which he took responsibility for both crimes and claimed inspiration from the Pittsburgh and New Zealand incidents.

In early May 2019, CRS convened the U.S. Attorney's Office for the Southern District of California (USAO-SDCA), Muslim community leaders, local mosque leaders, and interfaith



coalition members to assess community tensions, identify concerns, and share best practices for addressing hate crimes and protecting houses of worship. CRS worked as part of the Federal government's interagency response to the shooting, which involved the USAO-SDCA, Federal Bureau of Investigation (FBI), and other federal and state agencies.

San Diego area interfaith communities agreed to host a Bias Incidents and Hate Crimes forum. Dialogue participants believed that the region's strong interfaith communities and increased ability to respond to hate crimes would lead to a successful program. The August 2019 forum, led by the USAO-SDCA, in conjunction with local Muslim community members and interfaith coalition, brought together the region's interfaith communities to increase their local capacity to prevent and respond to hate crimes.

Repairing a Community's Fractured Relationship with Police

Phoenix, Arizona

In June 2019, city officials requested that CRS provide consultation and other services to help city leaders address community members' longstanding frustrations with the city and police department, especially the frustrations of African American and Latino residents. Law enforcement-community relations in Phoenix had been strained, partly because of the findings of a study that had been commissioned by local law enforcement officials. The study, which concluded that Phoenix led the United States in fatal officer-involved shootings, had been extensively covered by local media.

Tensions had been further heightened in May 2019 when bystanders recorded video of local law enforcement officers arresting an African American family, including two young children. The video spread widely, first on social media and then in news reports, and showed officers drawing their weapons and making what some interpreted as threatening remarks to the family. The family, other members of the African American community, and community organizations alleged that the police escalated the situation and used excessive force in comparison to the alleged incident, which was the theft of a doll from a store by the four-year-old child. Concerns were raised that the family's race was a factor in the case.

An incident report released by the police stated that while officers responded to an unrelated shoplifting call, witnesses made allegations to the officers that the family had taken merchandise from the store without paying. The city and law enforcement officials released public statements of concern due



CRS provided consultation services to city and law enforcement officials immediately following the incident that included providing best practices for community engagement.

to the disproportionality of the officers' response compared to the alleged crime.

CRS provided consultation services to city and law enforcement officials immediately following the incident that included providing best practices for community engagement, particularly during the first days following a critical incident. Throughout June 2019, CRS continued to support city officials and the police department, providing best practices for holding effective listening sessions to address

community concerns. The city held the first public listening session for more than 3,000 attendees at a large, historic African American church. The city and CRS jointly coordinated with the city's African American pastors to participate in the session and create an environment conducive to open communication. At the session, African American and Latino community members described experiences of excessive force by law enforcement, allegedly due to the victims' race or national origin. Both community groups expressed concern that the city was not holding the officers accountable for their actions and that city officials were not acting transparently to thoroughly address the concerns.

The city held its regularly scheduled city council meeting the day following the listening session. CRS advised the city on methods to structure the meeting and provided contingency planning support and best practices for handling the anticipated large crowds.

The June listening session and council meeting were successful steps forward for the community. The city and law enforcement officials asked CRS to provide additional support for their efforts to impact lasting improvements in the city's law enforcement-community relations. CRS trained facilitators to conduct a July community-led listening session, which was intended to clarify proposed solutions to the community concerns shared at previous listening sessions and city council meetings. While CRS provided on-site support, the facilitators planned their efforts to take the work product developed and meet with other city parties, including the city's ad hoc committee that reviews community oversight of local law enforcement.

CRS advised the city on methods to structure the meeting and provided contingency planning support and best practices for handling the anticipated large crowds.

Addressing Racial Tension After a High-Profile Tragedy

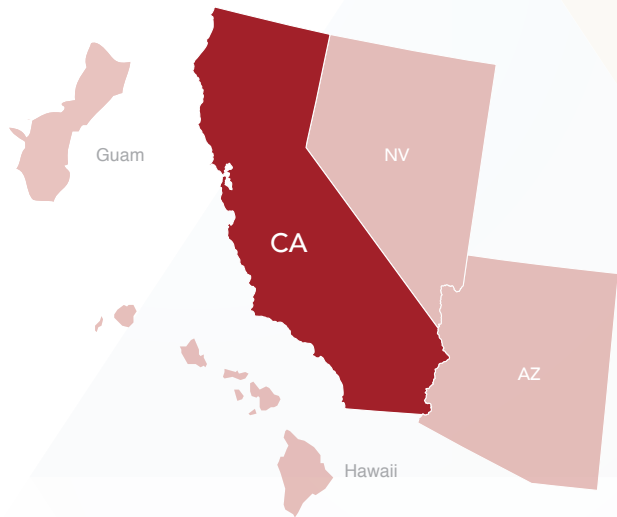
Vallejo, California

The fatal police shooting of a well-known musician in February 2019 caused sustained protests in the city of Vallejo, California. Police allegedly found the African American man asleep in his car with a gun on his lap in the drive-through of a fast food restaurant in Vallejo. Police body cameras captured the shooting; the footage shows police requesting him to put his hands up and then firing 55 rounds into the car.

In the weeks following the shooting, the community protested and expressed outrage at the city and police department. The city requested CRS services to ease the racial tension and strained law enforcement-community relations. In May 2019, CRS provided consultation services to city officials to begin discussing best practices in response to the fatal police shooting.

CRS formed a working group with representatives of the city's diverse communities, including faith leaders, community organizations, educators, local business leaders and the arts community. The working group developed the "Unite Vallejo" initiative to address a range of community concerns, including race and policing, in a way that would bring the community together. As a part of the initiative, CRS facilitated seven dialogue sessions, including geographically distributed racial dialogues to gain feedback on community perceptions on policing. The city planned to use the feedback from the dialogues to inform the search for a new chief of police.

After the initiative launched, CRS provided additional consultation services to city and police



CRS facilitated seven dialogue sessions, including geographically distributed racial dialogues to gain feedback on community perceptions on policing.

officials to help ensure the sustained success of "Unite Vallejo" and to discuss the initiative's next phase, which included hiring the new chief of police. As a part of the implementation of this next phase, CRS facilitated listening sessions with residents, during which they identified the skills and experience they believed necessary for a new chief. These skills included expertise with internal affairs, community policing, and diversifying law enforcement. CRS also facilitated dialogues with city leaders to identify their needs for the new chief of police, which included experience with news media.

Northwestern Region

Sharing Best Practices to Protect Multiple Places of Worship

Washington State

In September 2018, the U.S. Attorney's Office for the Western District of Washington (USAO-WDWA) requested CRS's assistance to address a rise in community concerns and tensions following a series of vandalism, assaults, and arsons at places of worship in western Washington. Federal investigators found several of the incidents to be connected and determined that anti-religious bias motivated the attacks.

Washington law enforcement agencies investigated a series of attacks in 2017 and 2018 targeting Jehovah's Witnesses throughout western Washington, including arsons at a place of worship in Tumwater, Washington and another in Olympia, Washington. Local law enforcement connected these incidents to an attempted arson and a suspicious device left at a place of worship in Yelm, Washington, where a gunman also shot at the facility in May 2018. Additionally, in Tacoma, Washington, a man entered a Buddhist temple and vandalized religious artifacts. The multiple attacks on places of worship concerned western Washington's faith communities who feared escalation could include additional property destruction or even deaths. As a result, the faith communities wanted a mechanism for regular communications with law enforcement agencies, as well as resources to prevent vandalism and bias incidents at places of worship.

CRS convened a planning group, including representatives from the US Department of Homeland Security (DHS); USAO-WDWA; Federal Bureau of Investigation FBI; Seattle Police Department; and Tukwila Police Department,



CRS convened a planning group, including representatives from the Department of Homeland Security (DHS); USAO-WDWA; Federal Bureau of Investigation (FBI); Seattle Police Department; and Tukwila Police Department, to organize an interfaith Protecting Places of Worship (PPOW) forum and facilitated dialogue.

to organize an interfaith Protecting Places of Worship (PPOW) forum and facilitated dialogue. In October 2018, approximately 50 representatives from local and federal law enforcement agencies, faith communities, schools, and non-profit organizations participated in the program, which was designed to raise awareness about bias-motivated incidents and hate crimes, discuss available resources to address hate crimes, and improve police-community relations. Following the PPOW forum, CRS and the USAO-WDWA co-facilitated a dialogue with forum attendees to further address their concerns. During the dialogue, community members and faith leaders shared their successes in addressing bias incidents at their places of worship. Representatives from the area's Jewish community discussed their usher training program and representatives from the Muslim community shared how they installed security technology. Additionally, CRS helped identify relevant resources from the FBI, DHS, and Federal Emergency Management Agency (FEMA) for the community stakeholders.

The planning group decided to hold two PPOW forums annually to continue addressing the faith communities' fears and tensions.

Following the PPOW forum, CRS and the USAO-WDWA co-facilitated a dialogue with forum attendees to further address their concerns.

Supporting a Jewish Retirement Community's Work to Increase Safety

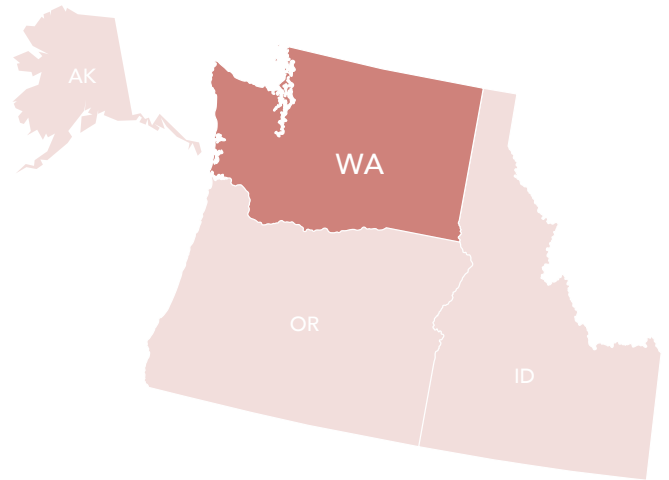
Seattle, Washington

In December 2018, community leaders in Seattle, Washington's Capitol Hill neighborhood alerted CRS that residents at the Summit at First Hill Jewish retirement community feared for their safety following the October 2018 Pittsburgh Tree of Life synagogue mass shooting. The Summit, the only Jewish retirement community in Washington state, includes an on-site synagogue.

In January 2019, CRS met with representatives from the retirement community who advised that a recent security breach and several trespassing incidents exacerbated community tension and members' fears of a possible religious bias-based incident.

In response, CRS facilitated a Protecting Places of Worship (PPOW) forum in March 2018 at the Summit to address growing concerns that the community and the on-site synagogue could be the target of a hate crime. During the forum, residents and staff had the opportunity to ask questions regarding safety protocols for entering and exiting the community center. The U.S. Department of Homeland Security (DHS) and a state law enforcement agency instructed attendees on daily security best practices and how to respond to an active-shooter and other emergency situations.

In addition, CRS helped the Summit work with the local law enforcement to develop and sign a condition of entry security protocol regarding building access, evacuation drills, and armed intruders. The community also agreed to work with DHS to arrange a security inspection of the community and for DHS to provide safety and security education.



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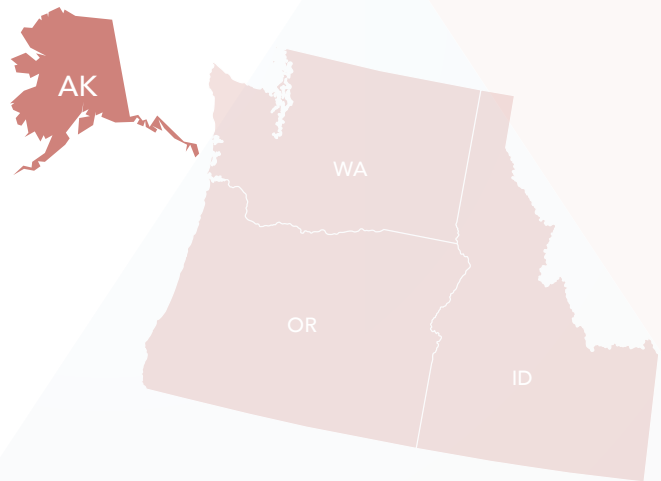
Raising Awareness of Hate Crimes

Anchorage, Alaska

In April 2019, a local law enforcement agency requested that CRS help improve community awareness of hate crimes and how to report them. The agency perceived an underreporting of hate crimes affecting all of Anchorage Alaska's diverse communities.

CRS conducted extensive outreach to Anchorage communities and city leaders throughout April 2019 that included a listening tour to understand the concerns affecting each of Anchorage's communities and government agencies. During the listening tour, CRS met with Alaskan natives who shared concerns and fears caused by gender-motivated violence against women and Muslim community members who discussed fears and tensions in their community caused by hate crimes across the country. CRS held meetings with the U.S. Attorney's Office for the District of Alaska (USAO-AK), the Federal Bureau of Investigation (FBI), and local organizations.

Both community members and government leaders expressed that they supported efforts to raise awareness of bias-motivated incidents and hate crimes. Community leaders representing the city's diverse racial; immigrant; native; religious; and Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ) communities also expressed many of the same concerns, including the need for improving law enforcement-community relations and conducting a dialogue on reporting bias incidents and hate crimes. They also sought to identify hate crimes-related resources for the public and bring law enforcement and the community together to prevent and respond to hate crimes.



As a result, CRS facilitated a public Bias Incidents and Hate Crimes forum in September 2019, that provided Anchorage community members insight into how hate crimes are investigated and prosecuted, the effect of bias incidents and hate crimes, and resources for communities and victims of bias incidents and hate crimes. Nearly 100 advocacy group representatives, community leaders, faith leaders, and students filled the auditorium at the Anchorage Public Library's main branch. Speakers included the USAO-AK and city officials, who both stressed the need to build trust and foster cooperation between law enforcement and the community as a first step toward increasing hate crimes reporting.

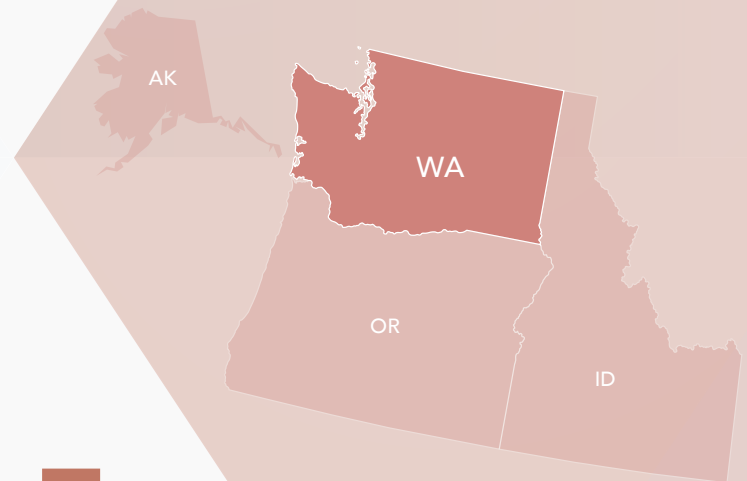
A city resolution was passed that encouraged residents to learn more about proactively responding to bias incidents and hate crimes. In addition, three Anchorage schools requested that CRS help them plan and conduct School-Student Problem Identification and Resolution of Issues Together (School-SPIRIT) programs for their students in the coming year as part of the schools' ongoing efforts to reduce community tensions and the number of bias incidents.

Providing Students the Tools to Address Hate Seattle, Washington

In October 2018, Asian American and Pacific Islander (AAPI) community leaders from Seattle, Washington requested assistance from CRS to educate high school and university students about the importance of reporting bias incidents and hate crimes to law enforcement and to improve law enforcement-community relations. Community leaders reported repeated incidents of allegedly bias-motivated bullying, harassment, and petty crimes, such as theft of personal property targeting Seattle's AAPI student communities.

CRS worked with the Organization of Chinese American - Seattle Chapter (OCA) and Pre-Conquest Indigenous Cultures & the Aftermath (PICA) to raise awareness of bias incidents and hate crimes targeting the AAPI community, improve relations between law enforcement and AAPI youth, encourage reporting, and conduct prevention workshops involving service-providing organizations and the Seattle Police Department. As a first step, OCA and PICA requested CRS's assistance in identifying a Seattle Police Department representative to speak at a cultural event for AAPI students.

Finally, CRS trained students in facilitated dialogue skills to lead a multi-session program on bullying and harassment at a Seattle high school. The program was part of a city-wide Martin Luther King, Jr., (MLK) Day 2019 commemoration attended by thousands of people from the greater Seattle area. Students, their families, and social-service providers



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attended the program, filling a large classroom to standing-room capacity. The dialogues brought together students, educators, and law enforcement officers to share their personal experiences of race, color, and national origin-motivated bullying and hate crimes.

What is the United States Department of Justice (DOJ) Community Relations Service?

The Community Relations Service (CRS) is an agency within the DOJ that is congressionally mandated by Title X of the Civil Rights Act of 1964 and the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act of 2009 to work with community groups to resolve community conflicts and prevent and respond to alleged hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS is the only federal agency dedicated to assisting state and local units of government, private and public organizations, law enforcement, and community groups to resolve conflicts based on these aspects of identity, whether related to an individual's race, religion, gender, or other statutory category. CRS is not an investigatory or prosecutorial agency, and it does not have any law enforcement authority. All CRS services are confidential and provided free of charge to the communities.

What does CRS do?

To accomplish its mission, CRS provides four services: facilitated dialogue, mediation, training, and consultation. These services help communities in conflict enhance their capacity to independently prevent and resolve future conflicts. CRS helps facilitate the development of viable, mutual understandings and agreements, as alternatives to coercion, violence, or litigation. CRS is not an investigatory or prosecutorial agency and does not have any law enforcement authority. All CRS services are confidential and provided on a voluntary basis, free of charge to the communities.

Who provides CRS's services?

CRS's conflict resolution services are facilitated by highly-trained, impartial conflict resolution experts, known as conciliation specialists, who provide facilitated dialogue, mediation, training, and consultation to communities experiencing conflict. CRS conciliators

are trained professional mediators, facilitators, and trainers who are experienced in bringing community members together to help them enhance their ability to prevent and resolve existing and future conflicts.

CRS conciliation specialists travel throughout the United States and its territories to work directly with community stakeholders and assist them in developing strategies to respond to conflicts and reduce tensions. Conciliation specialists bring together community leaders; education representatives; members of private and public organizations; representatives of civil rights groups; law enforcement officers; and federal, state, and local officials to facilitate open discussions that lead to collaborative solutions to conflicts arising from the identity-based disputes enumerated in CRS's authorizing legislation.

What kinds of issues does CRS become involved in?

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

Where does CRS work?

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

Can a community refuse CRS's services?

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



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