



America's Peacemaker



Community Relations Service

Annual Report
FY 2011

WHAT WE DO

The Community Relations Service (CRS) helps local communities address tension associated with allegations of discrimination on the basis of race, color, and national origin. CRS also helps communities develop the capacity to more effectively prevent and respond to violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS provides impartial and confidential conciliation and mediation services intended to enhance local capacity to alleviate, solve, and respond to future conflicts more effectively. CRS is a non-enforcement and non-prosecutorial component of the U.S. Department of Justice.

HOW WE DO IT

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

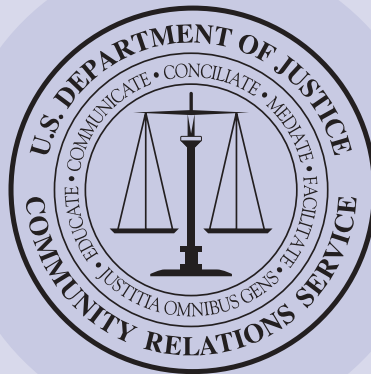
WHO WILL BENEFIT

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

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Civil Rights Act of 1964

Excerpt from the Civil Rights Act of 1964

"It shall be the function of the Service to provide assistance to communities and persons therein in resolving disputes, disagreements, or difficulties relating to the discriminatory practices based on race, color, or national origin which impair the rights of persons in such communities under the Constitution or laws of the United States or which affect or may affect interstate commerce. The Service may offer its services in cases of such disputes, disagreements, or difficulties whenever, in its judgment, peaceful relations among the citizens of the community involved are threatened thereby, and it may offer its services either upon its own motion or upon the request of an appropriate State or local official or other interested person." (42 U.S.C. 2000g-1)

Hate Crimes Prevention Act

Excerpts from the Hate Crimes Prevention Act

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

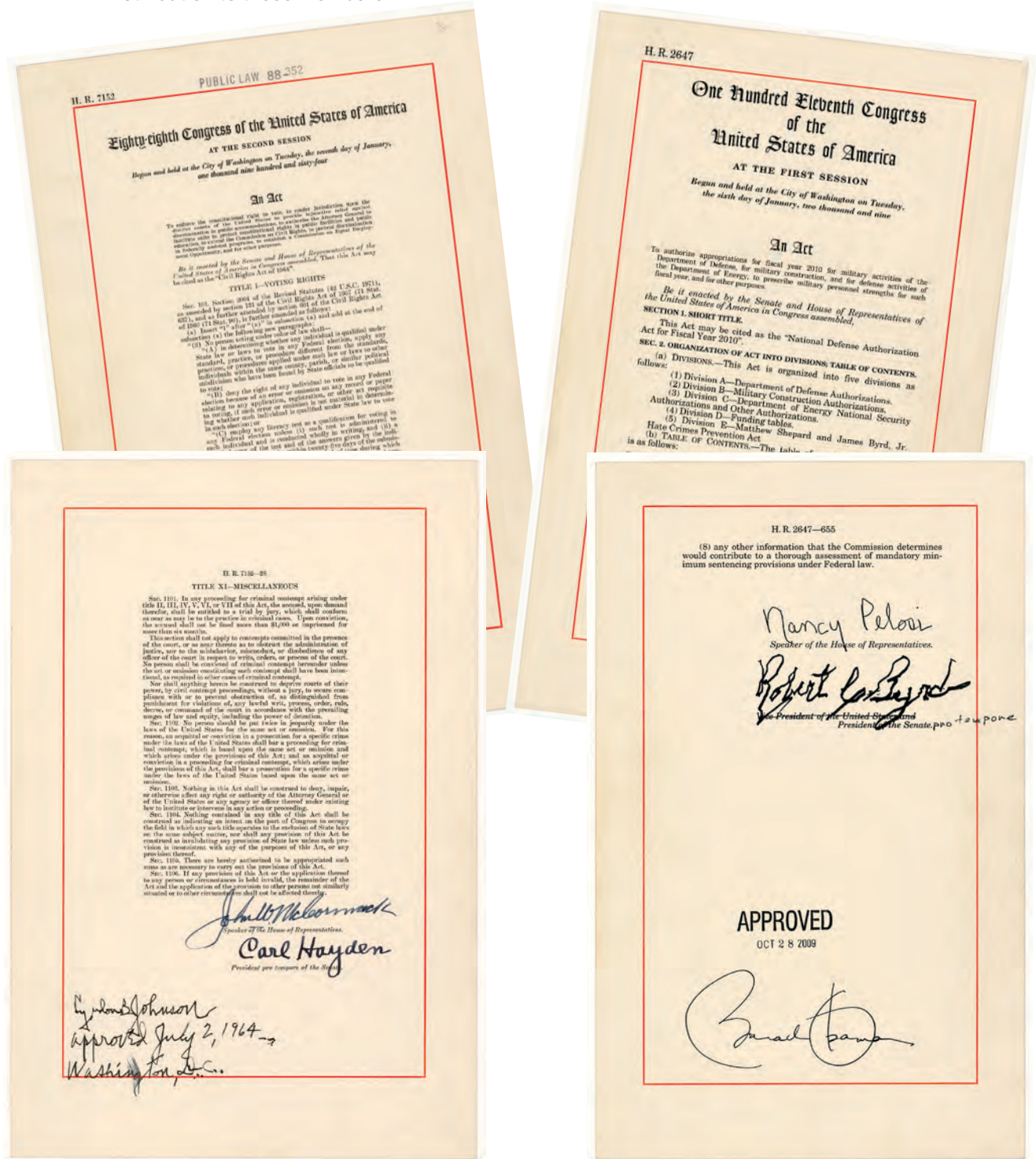
Congressional Notification

The *Commerce, Justice, State, Judiciary, and Related Agencies Appropriations Conference Report for Fiscal Year 1999* included information regarding Congressional notification for CRS.

The report stated:

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

Whenever CRS mediators conducted violence prevention and conflict resolution activities in Fiscal Year 2011, CRS notified the two U.S. Senators of the State where the conflict occurred and the U.S. Representative of the affected congressional district. CRS continues to provide notification to these members.





On October 16, 2011, when President Obama spoke at the dedication of the Dr. Martin Luther King, Jr. Memorial on the National Mall, he explained:

“And that is why we honor this man — because he had faith in us. And that is why he belongs on this Mall — because he saw what we might become. . . . This is a country where ordinary people find in their hearts the courage to do extraordinary things; the courage to stand up in the face of the fiercest resistance and despair and say this is wrong, and this is right; we will not settle for what the cynics tell us we have to accept and we will reach again and again, no matter the odds, for what we know is possible.”



The Community Relations Service, created by the Civil Rights Act of 1964, worked with Dr. King and other civil rights leaders to address tension associated with allegations of discrimination on the basis of race, color, and national origin. As we continue this work today and expand our services pursuant to the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act to work with communities to prevent and respond more effectively to violent hate crimes committed on the basis of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability, we have seen why Dr. King had such faith in our country. At CRS, over the last year, we had the privilege of serving people who came together to do extraordinary things for each other and for their communities. People who, when confronted with discrimination and hate violence, worked together with law enforcement leaders, local government officials, and other community members to build stronger, more inclusive communities.

We served people like the diverse group of community members in a town who, when faced with reports of increasing Ku Klux Klan activity in their area, worked with CRS to learn about approaches that allowed them to develop a coordinated and unified response to hate group activity. In another town, following a divisive debate over the construction of a mosque, we served Muslim community leaders, federal and state law enforcement officials, school officials and other concerned community members to help develop the tools that would allow them to realize their shared goal of a community that was safe and welcoming for all residents to live and to learn.

In another city, in the aftermath of the fatal shooting of an American Indian man by a police officer, CRS served the Mayor, American Indian leaders, and local police by facilitating a dialogue about allegations of discrimination and profiling and beginning a process to strengthen the relationship between urban American Indians and local government and law enforcement officials. In a different part of the country, following the violent stabbing death of a transgender woman, CRS united local officials and community leaders by facilitating meetings that led to the inclusion of transgender members of the community in the police chief’s regular roundtable discussions to help realize their shared commitment to improving public safety. In response to concerns expressed by Latino community leaders about treatment by local law enforcement and allegations of profiling in another part of the

country, we worked with police and community leaders to develop a training that helped bridge cultural divides and improve the relationship between law enforcement and the Latino community.

Through our service to all of these communities, we see people demonstrating why Dr. King's faith in our country was well placed. We see communities across America utilizing our services to engage in constructive dialogue, promote understanding, and peacefully resolve conflicts to ensure our nation's promise of equality and justice is a reality for all. Whether it was, as President Obama explained at the Dedication, heeding Dr. King's call on "us to stand in the other person's shoes; to see through their eyes; to understand their pain," or recognizing that "aligning our reality with our ideals often requires the speaking of uncomfortable truths and the creative tension of non-violent protest," the brave community members across this country whom we were privileged to serve embraced these challenges and demonstrated through action and their determination "to reach again and again, no matter the odds, for what we know is possible."

A handwritten signature in black ink that reads "Becky L. Monroe". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Becky Monroe
Acting Director
Community Relations Service

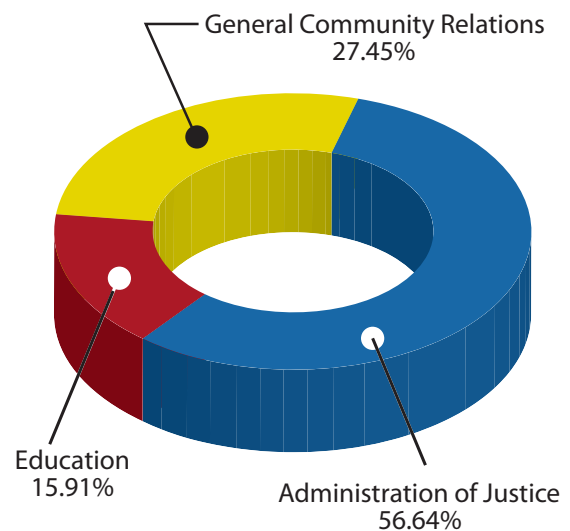
Mission Statement

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

With passage of the 2009 Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act, CRS also works with communities to employ strategies to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion or disability. CRS facilitates the development of viable, mutual understandings and agreements as alternatives to coercion, violence, or litigation. It also assists communities in developing local mechanisms, conducting training, and other proactive measures to

prevent racial/ethnic tension and violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS does not take sides among disputing parties and, in promoting the principles and ideals of non-discrimination, applies skills that allow parties to come to their own agreement. In performing this mission, CRS deploys highly skilled professional conciliators, who are able to assist people of diverse backgrounds.

Total number of CRS cases - 1,100



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

Summary of CRS Activities

In Fiscal Year 2011, the Community Relations Service (CRS) was called upon by Federal, State, and local government officials, community leaders, and numerous civil rights organizations to address conflicts based on race, color, and national origin. CRS also worked with communities to prevent and respond to alleged hate crimes committed on the basis of actual or perceived gender, gender identity, sexual orientation, religion, or disability. These conflicts ranged from disparity of treatment allegations in local school systems to targeted and violent acts of hate

committed against African Americans, Hispanic Americans, Asian Americans, Muslim Americans, Sikh Americans, lesbian, gay, bisexual, and transgender (LGBT) Americans, American Indians, disabled Americans, and many other groups. In total, during fiscal year 2011, CRS engaged in 1,100 cases in 47 states, Puerto Rico and the U.S. Virgin Islands.

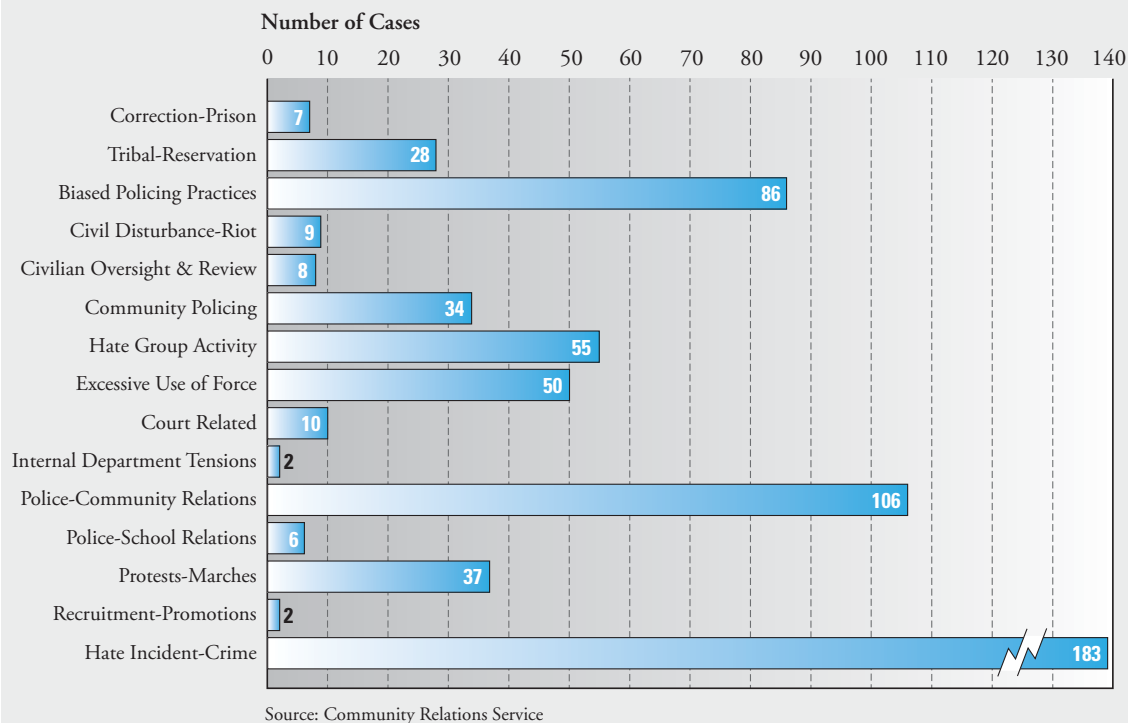
CRS facilitated dialogues between aggrieved parties, conducted mediations, provided conciliation services, and provided training to law enforcement personnel, U.S. and District Attorneys, civic leaders, and school administrators throughout the country. CRS also supported

efforts by local communities to enhance their capacity to effectively and independently resolve conflict based on race, color, and national origin. The major areas in which CRS offered its services were the administration of justice, education, and general community relations.

Administration of Justice

In fiscal year 2011, the largest number of administration of justice cases occurred in the aftermath of hate-related crimes and incidents, or resulted from police-community relations conflicts and allegations of biased policing practices. Hate group activity, conflicts based on commu-

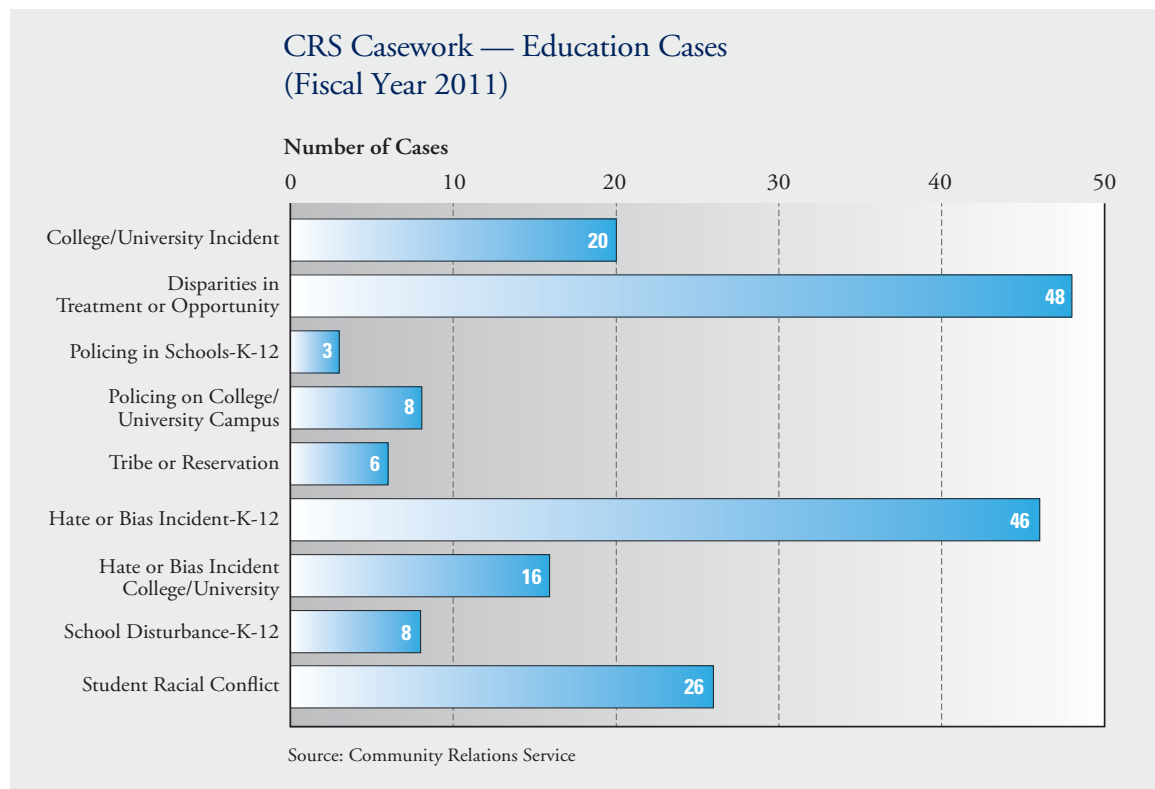
CRS Casework — Administration of Justice Cases
(Fiscal Year 2011)



nity concerns about the excessive use of force by law enforcement, protests/demonstrations/marches, and tribal issues were also prominent. In many cases, CRS was invited by law enforcement and local government officials to provide conflict resolution and mediation services, cultural diversity training, and to offer technical assistance with addressing conflicts. In other instances, CRS was asked by community and civil rights organizations to help them engage law enforcement, local government agencies, or other entities within their community. No matter what brings CRS into a local conflict, the goal is always to provide services and conduct trainings and facilitated dialogues in a manner that brings parties together to realize shared goals.

Education

In fiscal year 2011, most education cases resulted from conflicts over allegations of disparities in treatment or educational opportunities based on race, color, or national origin. There were also a significant number of hate or bias-related bullying incidents stemming from gender identity and sexual orientation issues – primarily at the middle and high school levels. Some of these received media attention and raised community-wide tensions, but in many instances these cases caused conflicts that were known only to local communities or the



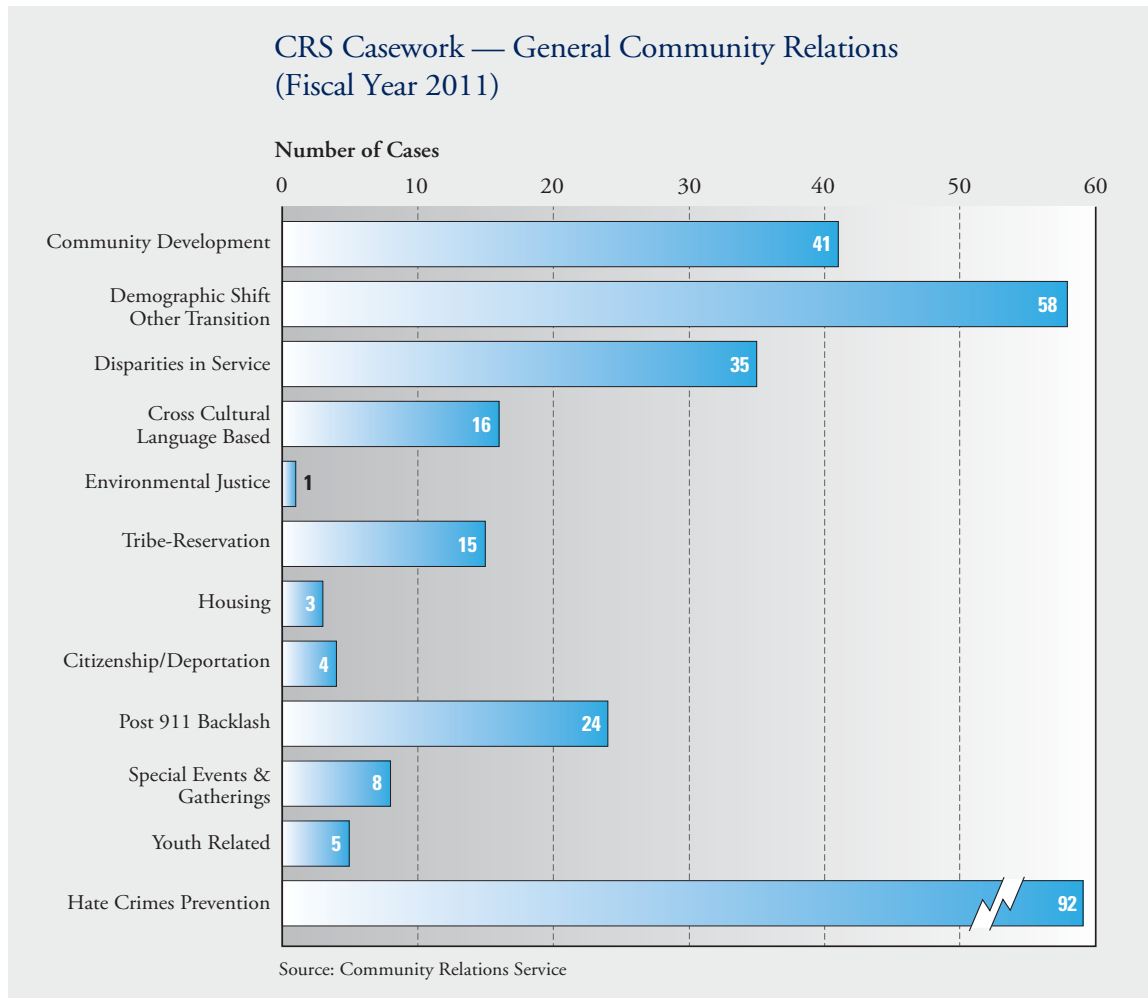
school's direct stakeholders. The responses that CRS offered were as varied as the individual cases and communities in which the incidents occurred.

General Community Relations

In fiscal year 2011, the largest number of general community relations cases resulted from tensions based on demographic shifts, community development, and perceptions of inequitable service provision based on race or national origin. Often these cases emerged as disputes between communities and law enforcement, hate incidents, racial conflict in schools, or as transportation security screening complaints.



CRS staff members gather at the Midwest regional office in Kansas City, MO. to participate in training.



Helping Communities Prevent and Respond to Hate

Since the enactment of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act of 2009 (HCPA), incorporating its mandate into CRS' casework has been a focus of the agency. CRS has worked closely with communities to employ strategies to prevent and respond to violent hate crimes committed on the basis of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS has always strived to

build enhanced resolution capabilities in local communities—including high schools and universities—so that local institutions will be able to resolve future conflicts without external assistance. In many cases, building bridges of communication between those communities most vulnerable to conflict and violence and local law enforcement is essential to improve community safety, and reduce the potential for future disruptive conflict and hate crimes. The following case examples are illustrative of CRS' work in FY 2011 in communities impacted under the Hate Crimes Prevention Act.

African Muslim Hate-Based Robberies in Bronx, New York

In March 2011, CRS learned of ongoing racial tensions between African American and African Muslim residents of the Claremont section of the Bronx in New York City. African residents alleged that they had been the victims of a spike in robberies and assaults committed by their African American neighbors. The African Muslim community further alleged that they were targeted because of their national origin, as visibly demonstrated through their clothing and African accents. CRS met with members of the local police department precinct, the local housing police department, Hispanic clergy leadership, the Claremont Village Tenants Association, and African and African American community leaders to develop a CRS Mediation Agreement. The agreement includes provisions that encourage a multi-faceted, multi-stakeholder approach to violence reduction, youth development, housing, and police-community relations.

Teen Beaten in Wauwatosa, Wisconsin

CRS alerted a case concerning a Wauwatosa teen who was beaten up by three other teens while walking home from school. The teen, who was alleged to have been the target of bullies, was said to suffer from both mental and behavioral disabilities. In response to this alleged hate crime, CRS facilitated a SPIRIT problem-solving program at the local high school. CRS provided facilitator training and conducted the SPIRIT exercise for 40 students, from two high schools. The superintendent also formed a permanent Student Advisory Council and told students that he would work with them to implement as many of their suggestions to improve student and school relations as feasibly possible.

Hate Crimes Prevention Forums in Oklahoma

On October 5, 2010, in Oklahoma City, Oklahoma, and October 6, 2010, in Tulsa, Oklahoma, CRS, the FBI, and the U.S. Attorney's Office conducted community forums hosted by a statewide advocacy organization for lesbian, gay, bisexual, and transgender (LGBT) political and legal rights, and another statewide LGBT advocacy group. CRS' participation and leadership was requested in response to LGBT community members who had voiced concern about allegations of anti-gay sentiment by citizens and city officials in Oklahoma. The forums included LGBT and non-LGBT citizens, students, faculty, law enforcement, service providers, media, and human rights advocates. Community members stated that this was the first time that their concerns had been addressed by three federal government agencies, state and local government officials, and local service providers, all of whom were represented at the forum. The forum also provided an opportunity for the parties to come together to discuss mutual concerns and begin to build lasting partnerships to address future conflicts.



I have always gravitated toward mediating conflict wherever I have found it—on the playground, in the dormitory, on the streets of Washington, DC as a Police Officer, as a former journalist, or as a member of the U.N. Civilian Police Peacekeeping Mission in ethnically

divided Kosovo. I use all of these experiences to help me understand what drives hate, and what moves communities beyond its destructive grip.

Tracking hate activity across the country has taught me one thing, as the economy goes, so goes the hate. When communities become polarized due to demographic shifts, sometimes a huge part of the conflict is over the perceived increase in competition for a paucity of jobs and resources, particularly in small towns and rural areas.

What is unique about CRS' response to these changing dynamics is that the conciliation process is designed to address the issues that have contributed to incidents of hate, not just the immediate conflict. Ultimately, this is what makes it possible for stakeholders to make decisions that build lasting local capacity.

Kelly Collins-McMurry
Hate Crimes Program Analyst

Amish Barn Burning in Fertile, Minnesota

In June 2011, CRS learned of the arson of an Amish barn in Fertile, Minnesota. CRS met with local police and Amish community leaders to facilitate a dialogue in the aftermath of the barn burning. Amish community leaders indicated that a central tenet of their religion is forgiveness, which mitigated any need for prosecution. The Amish only wanted an opportunity to talk with the suspects in order to understand their motivation for burning down the barn. Prior to the barn burning, there had been unreported incidents of slurs being shouted by passing motorists, objects being thrown at Amish buggies, and petty vandalism. Police explained that the legal system does not allow victims to determine whether suspects should be charged and prosecuted. Police also expressed concern that if the suspects are prosecuted contrary to the wishes of the Amish, the Amish may be re-

luctant to report future hate crimes. Following the CRS-led dialogue, police have increased patrols in areas where Amish farms are located and CRS worked with Amish leaders and local police to develop an agenda for a town hall style meeting. The town hall meeting provided non-Amish community members with an understanding of the history and background on the Amish way of life in an effort to prevent future misunderstandings, biased-based incidents, and hate crimes.

Transgender Woman Murdered in Minneapolis, Minnesota, and Transgender Woman Held in Solitary Confinement After Brawl

In January 2011, CRS reached out to a Minnesota LGBT advocacy organization regarding the murder of a transgender woman. CRS went on to convene a series of dialogues in Minneapolis with the group, the Chief of the local police department, and transgender community members that resulted in an advocate-led roll-call and other LGBT cultural awareness training for local police, sheriffs, corrections officers, and county workers. CRS also met with the Chief and his community outreach officers to develop an LGBT outreach and liaison program. CRS efforts led to standing LGBT representation—specifically the transgender community—on the Chief's Monthly Roundtable Advisory Council.

Several months later, in June 2011, a transgender woman in Minneapolis was allegedly verbally assaulted with transphobic, racial, and sexist slurs and struck in the face with a bottle. Her attacker sustained fatal injuries during the resulting brawl. The transgender woman who was victimized was arrested and placed in solitary confinement. Due to the development of the LGBT outreach and liaison program in the earlier case, CRS was able to quickly arrange and facilitate a series of dialogues in Minneapolis with local police and transgender advocates. The purpose of this was to discuss police-re-

lated concerns of the transgender community, including prisoner processing, detention, and criteria for administrative segregation. Further training was provided for law enforcement on best practices for interacting with transgender individuals and a comprehensive list of transgender support agencies was also developed to support law enforcement efforts when dealing with transgender issues that arise in the course of their work.

CRS Programs

Conflict Resolution

CRS meets with parties to a conflict to understand their concerns and assess the situation. Then, through informal conciliation sessions or a formal mediation process, we bring the parties involved in the conflict together to develop their own resolutions.

Law Enforcement Mediation Program

Our Law Enforcement Mediation Program is a two-day course that strengthens the problem-solving and mediation skills of law enforcement officers and commanders who serve racially diverse communities. We work with officers to identify opportunities to enhance the level of mutual trust and respect between their department and the community, and to eliminate barriers to providing more effective police services. A residual benefit of the program is that many of the issues addressed can lead to a reduced number of calls for service and an increase in patrol efficiency.

Responding to Allegations of Racial Profiling

This eight-hour course brings together law enforcement and community members to address perceived racial profiling and biased policing practices. This course can be tailored to the

specific needs of a community, and offers various benefits. It is helpful in reducing tensions and creating a shared understanding of factors that contribute to mistrust; it is an effective way to begin a police-community relations initiative or problem-solving process; and, it encourages collaborative police-community relations.

Student Problem Identification and Resolution of Issues Together (SPIRIT)

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

City Problem Identification and Resolution of Issues Together (City SPIRIT)

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

Human Relations Commission Training

CRS provides customized training and technical assistance to local Human Relations Commis-

sions. If a local government is interested in starting a Human Relations Commission, CRS can help. If an existing Human Relations Commission is interested in best practices for responding to discrimination complaints, CRS can help. We will work with local officials to develop a training or consultative program that supports a Commission's efforts to better serve the needs of its community.

Arab, Muslim, & Sikh Cultural Awareness Program

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

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

Hate Crimes Program

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

Self-Marshalling Assistance & Training

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

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

Rumor Control

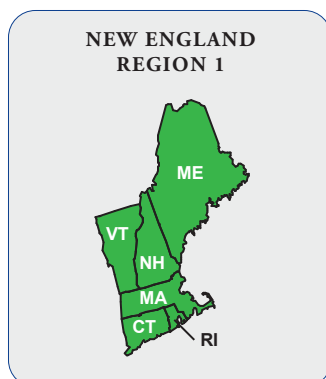
CRS assists in establishing rumor control measures following community incidents, protests, police investigations, jury verdicts, and other developments that contribute to the elevation of racial tension and the potential for violent hate crimes. CRS offers technical assistance on how to control inflammatory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



CRS Regional Map

The Community Relations Service (CRS) has 10 regional offices and 4 smaller field offices that are strategically located throughout the country to meet the unique needs of the states and communities which they serve. Examples of the types of cases that each regional and field office worked on during fiscal year 2011 are highlighted in the following section.





New England Region Region 1

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

Kingston, Rhode Island

CRS met with a local University's administration and members of their Diversity and Equity Council to share best practices and address concerns raised by members of the university community in response to a number of hate crimes and hate incidents on the campus. CRS recommended a process for students to report hate crimes and hate incidents. Administration officials also requested that CRS review and make recommendations for enhancing their Strategic Diversity Plan.

Warwick, Rhode Island

CRS conducted a cultural awareness program for Rhode Island Superior Court personnel on Arab, Muslim, and Sikh (AMS) sensitivity issues. Court personnel including security, clerical, attorneys, and judges come into daily contact with a very diverse population. Reports of conflicts and misunderstandings led the Chief Judge to seek CRS assistance in providing staff with a better understanding of AMS cultural norms. More than 40 court staff members participated in the training.

Boston, Massachusetts

CRS worked with the United States Attorney's Office for the District of Massachusetts and the Somali Diaspora Youth Organization during their Youth Conference, which was held on July 16-17, 2011, at a Boston cultural center. CRS participated in the conference and in dialogues with Somali youth during the two-day conference. CRS listened to concerns expressed by participants, presented information about agency services, and helped the youth develop an ongoing relationship that will support future efforts to ensure that the community feels empowered to have racial profiling and Islamophobia issues addressed.



Northeast Region Region 2

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

San Juan, Puerto Rico

In August 2011, CRS collaborated with the New York Police Department (NYPD) Hate Crimes Task Force

and the Puerto Rico Police Department (PRPD) to facilitate the NYPD-PRPD Hate Crimes Train-the-Trainer program for state-level hate crimes in San Juan, PR. The purpose of these training sessions was to reduce police-community tensions stemming from a spike in hate crimes against members of the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. CRS provided assistance to both departments on the design and implementation of the two-day training program.

the Ground Zero Memorial Park on the 10th Anniversary of the 9/11 terror attacks. In preparation for the protest, CRS met with the New York Police Department (NYPD) to coordinate contingency planning and emergency mediation services as necessary. CRS remained on-site throughout the day to monitor all protest activities. Ultimately, there were no arrests or incidents. The NYPD expressed appreciation for CRS services.



CRS Conciliator Linda Ortiz (Center) leads civic leaders and local government officials through the signing of a memorandum of understanding as part of their city's effort to reduce racial tensions. (Photo courtesy of the Finger Lakes Times)

The focus of the training was on building the capacity of PRPD trainers to replicate the curriculum delivery for members of the department. Participants included PRPD Command Staff, Regional Chief Detectives, PRPD trainers, Police Cadets, and police academy faculty. Also present for the training were senior officials and prosecutors from the Puerto Rico Justice Department, representatives from the Puerto Rico Superior Court and Judicial College, Federal Bureau of Investigation Investigators, the Assistant U.S. Attorney's Office Hate Crimes Coordinator, and LGBT organization leaders.

New York, New York

On September 11, 2011, CRS deployed to a protest conducted by a church group that is nationally known for demonstrating at the funeral services of LGBT hate crime victims as well as the funeral services of fallen military service members, and a second rally held by an anti-Muslim group at

Piscataway, New Jersey

CRS learned of the suicide of a gay college freshman at a local university following allegations of excessive hate-related bullying. The incident sparked community concerns over the perceived spike of anti-LGBT bullying in schools and universities throughout New York and New Jersey.

In response to fears that anti-LGBT bullying, if left unaddressed, could lead to violent hate crimes against LGBT students, CRS also presented an overview of its services at a summit of the newly created New York City Higher Education Task Force on Student Wellness and Anti-Bullying. The task force is comprised of more than 30 New York City Metropolitan area university presidents, provosts, and directors. The purpose of the task force is to prevent other suicides or bias incidents through "facilitated group discussions on suicide prevention, education and awareness about bullying, and community building."



Mid-Atlantic Region Region 3

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

Philadelphia, Pennsylvania

In March 2011, the community and business leaders requested CRS' assistance in establishing a task force to assist the Philadelphia Police Department in their efforts to prevent and respond to home invasions being perpetrated against Asian business owners. CRS provided conciliation services by encouraging police officials to participate in a community dialogue on the matter. The Chief of Police as well as several command-level staff attended. Additionally, CRS engaged the Federal Bureau of Investigation and the District Attorney's office, which also sent representatives. The result of the dialogue was the formation of a permanent community task force and the establishment of a working relationship between the task force and state and federal law enforcement entities.

York, Pennsylvania

In March 2011, CRS conducted a Responding to Allegations of Racial Profiling: Building Trust between the Police and the Community training program with local law enforcement officials. Approximately 30 command and patrol-level officers, as well as several Field Training Offi-

cers participated. The training was requested by the local police department in an effort to improve uniformed police-community relations. Also in attendance were representatives from the Pennsylvania Human Relations Commission and the Pennsylvania's Heritage Affairs Office, who spoke on Ethnic Intimidation Statutes in the Pennsylvania State Crimes Codes.

Danville, Virginia

In August 2011, CRS worked with law enforcement officials and community leaders following reports of increased Ku Klux Klan activity and the impact it was having on the community. CRS services were requested jointly by the community and law enforcement so they could learn about approaches that other communities have implemented to ensure cohesion and reduce fear in the face of supremacist activity, and how to best handle public marches by hate groups.



What I enjoy most about this work is seeing the look of satisfaction in the eyes of people who have just reached a mutually acceptable solution. Everyone comes to the table with a story and a unique perspective. The challenge is to get people to see the same picture, recognize the problems, and to help them move forward and resolve their conflicts. As a facilitator, I apply the leadership rule of the Xhosa king that had been taught to Nelson Mandela: "Lead from the back and empower others to believe they are in front."

Knight Sor
Conciliation Specialist
Mid-Atlantic Region



Southeast Region Region 4

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

Murfreesboro, Tennessee

Following plans of a local religious group to construct a Mosque in the city, tensions developed between Muslim residents and community members who oppose the Mosque. Many Muslim community members reported threats, harsh interactions with non-Muslim community members, and a sharp rise in the bullying of Muslim students in schools. By request of the Nashville Field Office of the Federal Bureau of Investigation, CRS began working with representatives from the organization planning to build the Mosque, school district officials, local law enforcement patrol officers and School Resource Officers to conduct an Arab-Muslim Cultural Awareness & Protocol training seminar, and to generally open-up dialogue between the participants and Muslim community leaders. More than 120 people participated in the trainings. In addition to the training participants, several representatives from state human rights organizations, the state Department of Education, the NAACP, and the U.S. Attorney's Office for the Middle District of Tennessee observed the training.

Lucedale, Mississippi

On April 15, 2011, CRS deployed to Gulfport, Mississippi to provide technical assistance, community outreach, and contingency planning in preparation for a pending announcement regarding the closing of an investigation into the shooting death of an African American male by a white Deputy Sheriff. The deceased was a 17-year-old high school student, and it was alleged that his death occurred shortly after he was stopped by the Deputy.

Fayetteville, North Carolina

On May 18, 2011, CRS deployed to Fayetteville, North Carolina, at the request of a local police department and the City of Fayetteville's Human Rights Commission in the aftermath of heightened racial tension in the African American community. The racial tension stemmed from a report published by the North Carolina State Bureau of Investigation (NCSBI) that alleged a significantly disproportionate number of stops and searches of African American motorists compared with White motorists by the local police department. CRS conducted two training sessions designed to address community allegations of racial profiling. Approximately



Police Officers from a local law enforcement agency in North Carolina listen to community members express concerns about racial profiling during a conciliation session convened by CRS. (Photo Courtesy of the Fayetteville Observer/Raul Rubiera)

180 police officers and 80 community members participated in the first session held at a local church. The second session was held on the campus of Fayetteville State University, where approximately 85 police officers and 60 community members participated.



Midwest Region Region 5

*Illinois, Indiana, Michigan, Minnesota,
Ohio, Wisconsin*

Bloomington, Indiana

On May 14, 2011, CRS responded to concerns resulting from the vandalism of the Indiana University Jewish Center in Bloomington, Indiana. Windows at the Center had been broken by rocks, religious texts were defaced, a Menorah was vandalized, and rocks were thrown at occupants of the Jewish Center. CRS worked with University Police, the Dean of Students, Jewish student leaders, and an established Bloomington based anti-racism group to create an advisory group and hate crimes response coalition.

Gaylord, Minnesota

CRS responded to a request for services regarding allegations of racial profiling of Hispanic residents in the city by a local law enforcement agency. Racial profiling and intimidation had allegedly caused many Hispanic residents

to move, depleting the labor pool at a major meat processing employer. In response to the allegations, CRS organized a comprehensive, county-wide approach that involved providing joint training for law enforcement officials and Hispanic civic leaders, working with students and school administrators, as well as working with the Chamber of Commerce and other civic organizations.

Cleveland, Ohio

CRS worked with the United States Attorney (USA) for the Northern District of Ohio in addressing complaints from some of Cleveland's African American residents and civil rights groups over alleged discriminatory treatment by white bar owners toward African American patrons in Cleveland's Warehouse District. CRS provided Conflict Resolution and Cultural Competency training and facilitated a dialogue between City of Cleveland elected officials and administration officials, the local police department, Warehouse District business owners, residents, civil rights groups, clergy, and students. Over 100 attendees participated in the CRS led dialogue and training. On March 4, 2011, CRS and the USA witnessed the signing of the Cleveland Warehouse District Memorandum of Understanding. CRS assisted the parties in reaching consensus on provisions and protocols relating to communication, training, non-discrimination, and standards of behavior.

Marshall, Minnesota

In April 2011, two 14-year-old female high school students committed suicide in Marshall, Minnesota. The two girls were believed to have been bullied because they were thought to be in a lesbian relationship. The suicides renewed concerns among lesbian, gay, bisexual and transgender (LGBT) advocates in Minnesota, which had experienced several anti-gay bullying suicides in the past year. CRS convened a series of

meetings in Minneapolis-St. Paul with a state-wide LGBT advocacy organization to discuss school resources for anti-LGBT bullying and training for local police officers, school resource officers (SROs), and counseling staff. CRS also provided technical assistance in the form of a referral to a school district in another state with whom CRS had worked previously on school bullying issues and had formulated an anti-bullying action plan.

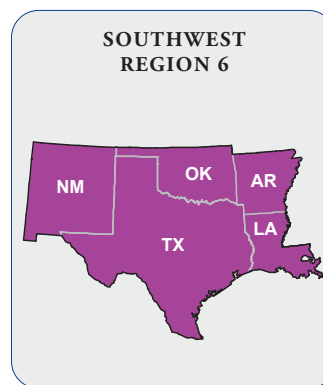


"The best part of being a conciliator is working with diverse communities from various cultures and backgrounds. I could be talking with Somali youth and a police chief one week, and mediating between city officials and an Indian tribe the next. I help groups get past their exterior differences so that the true interests of the parties and their own peacemaking potential can be revealed. The Conciliator exposes solutions that are already there; we merely help the parties to "get out of their own way." Of equal benefit is my training as a lawyer. It has helped me to apply logic and rigor to situations where emotions tend to lead parties away from reason.

While we're somewhat insulated from the demographic trends found on the coasts, the Midwest has the largest Arab-Muslim, Somali, and Hmong communities in the country. We also have large African American populations in our cities, a

plethora of American Indian Nations, and growing Hispanic communities...It's beautiful".

Justin Lock
Conciliator,
Midwest Region



Southwest Region Region 6

*Arkansas, Louisiana, New Mexico,
Oklahoma, Texas*

Dallas, Texas

On April 22, 2011, CRS witnessed the signing of a Memorandum of Understanding (MOU) between the Dallas Branch of the NAACP and the Dallas Independent School District. CRS' services were requested in response to allegations that pending budget cuts within the Dallas Independent School District would significantly impact African American students in poor neighborhoods.

CRS conducted mediation sessions and assisted the parties with constructing an MOU that focused on establishing trust and a willingness to consult and cooperate with each other. They agreed to partner on accountability issues and the needs of minority students and parents in the district. Through mediation, CRS was successful in assisting the parties with developing a committed partnership that will facilitate col-

laborative approaches for addressing the needs of African American students and parents in the school district.

Arlington, Texas

On May 25, 2011, CRS witnessed the signing of a mediation agreement between African American, Asian American, and Hispanic community leaders. The partnership created between the groups is a first for their communities. The parties agreed to create a community coalition to allow minority leaders representing greater Arlington to share power and work together in the spirit of cooperation, as well as to unite to speak as one voice for issues that affect minority residents related to education and quality-of-life matters.

New Orleans, Louisiana

During FY 2011, CRS continued to provide technical assistance and training services in the City of New Orleans related to community concerns about perceived biased policing practices, the excessive use of force by police, law enforcement corruption, and ongoing issues related to shooting deaths of citizens by law enforcement during Hurricane Katrina. CRS provided technical assistance regarding the creation of police community advisory boards throughout the city. CRS services have also resulted in conflict resolution training being provided for more than 300 law enforcement first-line supervisors and commanders, and training for police-community coordinating officers and community leaders. Numerous CRS-led forums and capacity-building projects to improve police interaction with residents, youth, and civic leaders were also conducted.



"One of the most fascinating things about our work at CRS is that although we are an extremely small agency, we continue to have a tremendous impact on the communities that we serve."

Whether assisting the parties with establishing a human relations commission, an advisory board or other self-sustaining partnerships, our services help to decrease tension in communities. The greatest reward is knowing that our services have a direct impact on improving relationships and resolving long-standing conflicts, issues and concerns."

Synthia Demons

Acting Regional Director,
Southwest Region



Artist Katie Ackerly prepares a visual thinking board containing ideas that were developed by youth ambassadors during a Department of Justice sponsored Tribal Youth Summit in New Mexico. CRS conducted a SPIRIT (Student Problem Identification and Resolution of Issues Together) workshop during the Summit.



Central Region Region 7

Iowa, Kansas, Missouri, Nebraska

Kansas City, Missouri

CRS facilitated the development of an action plan and the June 30, 2011, signing of a mediated agreement between a Latino civic engagement organization and Kansas City's City Manager. CRS was contacted by a member of a Latino civic engagement organization based on the group's belief that the local Hispanic community was "categorically ignored during hearings on redistricting." CRS met and communicated with organization members and the city's Human Resources Commission. The agreement included the formation of a Hispanic Advisory Committee, an equal employment committee, and enhanced efforts by the City to increase its minority employment and contracting outreach activities.

Wichita, Kansas

CRS provided self-marshal training to 30 volunteers for a march that was part of a three-day gay pride festival.

CRS also coordinated communication between march organizers, marchers, and local police on June 26, 2011. CRS became involved at the request of members of an LGBT advocacy group based on their concerns about the potential for violence by anti-LGBT activists. The group feared a recurrence of disruptions by fundamentalist church members from another city who had demonstrated during their previous festivals, including a particularly disruptive anti-LGBT activist who allegedly assaulted a member of their steering committee during the previous year's event.

Fremont, Nebraska

On December 15, 2010, CRS met with local police department officials to discuss protocols used during police interactions with non-English speaking Hispanic residents. Both the police department and Hispanic community leaders requested CRS' involvement in response to concerns about a community perception of inappropriate treatment of the aggrieved population during police contacts. Nineteen officers and several community representatives participated in the training, which was intended to be a means of bridging cultural divides.



Marchers participate in a 'Pride' parade in Wichita, Kansas. CRS became involved at the request of members of an LGBT advocacy group based on their concerns about the potential for violence by anti-LGBT activists. (Photo Courtesy of the Wichita Eagle)



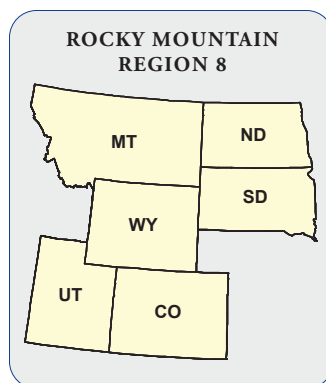
When I started working with CRS in 1972, America was a lot less tolerant and things were just starting to rebound from all of the issues of the late 1960s. I had previously served in the Marine Corps, been with an Equal

Opportunity Commission, and had done some advocacy work in support of Latino and African American causes. So, I thought I'd seen just about everything. Let's just say that I had not. I've been under fire five times in my life, and each time it was while working for CRS.

One of those instances was when I was deployed for 63 days during the Wounded Knee conflict. A co-worker (John Perez) and I went into the compound being held by Native American protestors to try and make some progress with negotiations, and a four hour firefight broke out between the protestors and law enforcement while we were there. Yet, two days later, I was able to get a Memorandum of Understanding between the government and the protestors. I am proud of what we accomplished there – lives were saved and culture was preserved.

Today, race and ethnic relations are different. We don't see as many of the same type of conflicts that we dealt with in the 70's, but there are still many, many racial, national origin, and gender identity related tensions that tear communities apart and leave victims in their wake. Our work is as important today as it has ever been.

Pascual Marquez
Regional Director,
Central Region



Rocky Mountain Region Region 8

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

Millard, Utah

CRS worked with the leadership of the Paiute Tribe and the Utah Department of Indian Affairs in response to tensions that arose from the perceived use of excessive force against tribal members by a local county Sheriff's Department. In addition to the provision of conciliation services to address tensions, CRS provided training to attendees of the Utah Sheriff's Association's annual conference. The agreement to allow this training was a culmination of a number of conciliation meetings between Tribal leaders and law enforcement. CRS was able to obtain a mutual commitment from the parties to continue their work toward strengthening relations.

Salt Lake City, Utah

A regional Islamic society, supported by several human rights and ethnic organizations, requested CRS' assistance in resolving issues of perceived disparate treatment by the Utah Airport Authority after the Authority closed a non-denominational chapel that was being used by Muslim cab drivers, airport workers, and travel-

ers to accommodate their prayer rituals. Sentiments expressed by Muslim community leaders following the closure raised additional issues such as the no-fly list, security screenings of Muslim travelers, and general perceived biases directed toward Muslims at the airport. CRS met with the community leaders, the Transportation Security Administration, and the City of Salt Lake to establish local capacity to address concerns in the future.

Fremont County, Wyoming

CRS responded to tensions between two area tribes and the Fremont County Commission regarding allegations of discrimination on the basis of race, color, or national origin associated with the voting rights of American Indian residents. Fremont County's system of at-large voting for county commissioners was determined by a U.S. District Court to violate federal law by diluting the American Indian vote. In addition to the voting rights issues, there were also standing tensions between the tribes and the county on issues such as sovereignty and jurisdiction. CRS facilitated a community education dialogue on October 13, 2010. Following the dialogue, the parties agreed to continue collaboration and formed an Understanding Tribal Government Committee.



Western Region Region 9

Arizona, California, Guam, Hawaii, Nevada

Tucson, Arizona

On May 11, 2011, a local law enforcement executive and local community organizations requested assistance in response to community tensions that developed following a May 3, 2011, police deployment at a Tucson Unified School District meeting. The meeting was held in response to ongoing community concerns over the termination of Latino studies within the Tucson Unified School District. The meeting was controversial and the police received information about counter-protest plans for the event. A large police presence was deployed and several arrests were made. Outside the meeting, students formed a human chain and incidents were captured on video allegedly showing a police officer shoving students to the ground. The

video incident transformed the controversy from the school district to a police-community relations issue and CRS was involved in facilitating a reconnection in the relationship between the police and community members.



Students form a human chain around a school administration building to prevent a meeting of officials that they were concerned would lead to bans on ethnic studies programs within their school district. (Photo Courtesy of the Tucson Citizen/David Morales)

Sacramento, California

On May 6, 2011, two elderly Sikh men were gunned down in Elk Grove, California. No known motive for the shooting has been identified. Since 9/11, the San Francisco-Sacramento corridor has experienced more than a half-dozen high-profile incidents associated with post 9/11 backlash events. The sniper nature of these killings immediately raised community anxiety and CRS responded the day following the incident to meet with local community leaders, elected officials and law enforcement to provide a visible presence and to engage the community. The incident remains unsolved.

El Dorado, California

CRS services were requested by community activists who had been requesting the removal of the 'N' word from 36 gravestones. The activists did not believe that County Supervisors were being inclusive in hearing the concerns and ideas of the community that was most in-

timately impacted by the inscription on the gravestones. The gravestones are inscribed with the 'N' word based on a federal and State of California designation for the remains of unknown African-American settlers during the 1800's. On May 20, 2011, CRS met with stakeholders to mediate concerns. Following two additional mediation sessions, an agreement was reached, and among other things, more appropriate gravestones will be developed to replace those found to be offensive.



I have always been involved in this type of work. My family, elders, and community all led me toward this career. What I like most is working with groups as they tackle divisive issues. Often, there is a sense of honor and obligation that emerges once people realize they are engaged in processes that have the power to cohesively transform their community.

The Western Region contains 10 percent of the U.S. population and several major urban centers that are undergoing rapid population shifts. We get to see macro trends and patterns as well as the micro impact that they have on a community's resources, tools, and capacity to address differences.

James Williams
Conciliator,
Western Region



Northwest Region Region 10

Alaska, Idaho, Oregon, Washington

Seattle, Washington

Following the fatal shooting of an urban American Indian by a local police officer, the Washington State Indian Civil Rights Organization requested that CRS contact the City's Mayor and facilitate a meeting between the Mayor, American Indian leadership, and local police. On December 17, 2010, CRS was on-site at the Mayor's Office, City of Seattle, to facilitate this dialogue with the stakeholders. The dialogue focused on the alleged failure to provide urban American Indians information about available services, an alleged lack of services, insufficient access to services, a need to strengthen the community's relationship with the Mayor's Office, and a perceived lack of American Indian employees in the City's workforce. More than 20 urban American Indian leaders, representatives of the City's American Indian government employees association, and American Indian

community-based organizations participated in the meeting.

Meridian, Idaho

On April 6, 2011, CRS participated in an educational summit that focused on eliminating harassment, bullying, and hate crimes in schools. CRS' Deputy Director was the keynote speaker of the opening summit for educators and administrators. This educational summit had two focal points:

- [1] eliminating harassment, bullying and hate crimes in schools and,
- [2] introducing resources for administrators and educators. An array of DOJ resources were introduced to make administrators and educators aware of the different programs and technical assistance available to them. The summit provided tools to help schools prevent and respond to these serious and persistent issues. The summit enabled district staff to become knowledgeable about the current legal requirements schools must meet; understand how all students are affected; and learn strategies for preventing and responding to incidents of harassment, bullying, and hate crimes in schools.



Having more than 27 years of experience as a U.S. Marshal and a police officer, and also being raised in a predominantly Latino community, I've always tried to be a conduit between law enforcement

and communities of color. My work at CRS feels like a natural progression in a career spent working to make life better for all through mutual understanding and the sharing of ideas.

Rosa Melendez
Northwest Regional Director



CRS Senior Conciliator Walter Atkinson leads a law enforcement mediation session between a local police department and community members.

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