

Irene Bueno

 12/01/99 12:35:10 PM

Record Type: Record

To: "Ochi, Rose" <Rose.Ochi@usdoj.gov>
cc:
bcc: Irene Bueno/OPD/EOP
Subject: RE: C:\MyFiles\RMO\WPDATA\dpcbuenopropo.wpd 

Here's the revised version - see attached and also I have some follow up questions that I would like to discuss with you today:

-I noted that you took out the references to CRS providing the "funding" for the programs and you preference for providing technical assistance to programs. Please clarify why you prefer TA to providing funding? And could CRS provide both TA and funding?

- Any idea how much this would cost?

- Does CRS coordinate with Hate Crimes Working Groups that have been established? Could this proposal be used to provide capacity building efforts to this group?

I look forward to speaking with you at 2pm. Thanks.

Irene



crs2001proposal.1201.d

"Ochi, Rose" <Rose.Ochi@usdoj.gov>



"Ochi, Rose" <Rose.Ochi@usdoj.gov>
12/01/99 11:00:51 AM

Record Type: Record

To: Irene Bueno/OPD/EOP
cc:
Subject: RE: C:\MyFiles\RMO\WPDATA\dpcbuenopropo.wpd

Call and tell them to track me down. I am free now until 12 and from 1:00 to 5:00.

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2

Sent: Wednesday, December 01, 1999 8:33 AM

To: Ochi, Rose

Subject: RE: C:?MyFiles?RMO?WPDATA?dpcbuenopropo.wpd

Do you have time to today, Wednesday to discuss by phone this proposal? I am free all day except for 9-10 and 3-5. Please let me know. Thanks.

(Embedded
image moved "Ochi, Rose" <Rose.Ochi@usdoj.gov>
to file: 11/30/99 05:20:51 PM
PIC15206.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP

cc:

Subject: RE: C:?MyFiles?RMO?WPDATA?dpcbuenopropo.wpd

Hope you had a great vacation! I just returned from Thanksgiving in Tucson.

Thank you for submitting the proposal for consideration.

I plan to meet with Ben Johnson and Mike Wenger, former Dep. Director of the President's Initiative on Race. This concept is designed to sustain the community aspects of PIR and now One America.

Please make the following changes to the summary:

- title - strike Funding to insert Support
- 2nd sentence - drop funding insert technical assistance
- 3rd sentence - drop funds could be distributed to program could be coordinated
- 6th sentence - insert after CRS could convene One America Race Dialogues and could create-----
- last sentence - insert after compendium of Promising Practices and strike model programs, and drop created and add compiled.

Last year we submitted a similiar proposal to Julie Fernandez; however, because the PIR had not completed its work and the President has not released his Report on Race to the American people, it was premature.

In addition to the policy initiatives, efforts to close the opportunity gaps and strengthen civil rights enforcement, it is essential that the Administration institutionalize the community component of the PIR which is reflected in this proposal.

Mike Wenger and I will talk to Chris Edley to push for this. Last year, we consulted with him on ways to sustain PIR efforts.

Thanks for your help on this!

On another note, we are now in the loop for inputting the UN response.

Rose

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2

Sent: Sunday, November 21, 1999 10:02 PM

To: Ochi, Rose

Subject: Re: C:\MyFiles\RMO\WPDATA\dpcbuenopropo.wpd

Thank you so much for pulling these proposals together. I have combined your proposal number 1 and 2 and modified it slightly. Please let me know what you think - see attached. Hope you have a good Thanksgiving. I'll be back on Monday, 11/29. Thanks again!!!!

(See attached file: crs.1121.doc)

(Embedded

image moved "Ochi, Rose" <Rose.Ochi@usdoj.gov>

to file: 11/21/99 01:03:47 PM

PIC27371.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP

cc:

Subject: C:\MyFiles\RMO\WPDATA\dpcbuenopropo.wpd

Irene, here's the document, and my cell phone number, in case you have questions, is 202-353-5221. My home number is 202-244-0576.

Thanks!

Rose

Funding of Programs that Promote Racial Diversity and Understanding. Provide support for programs to state and local governments and non-profit organizations that promote racial understanding. The technical assistance could be coordinated by the Department of Justice's Community Relations Service (CRS) which was created by the Civil Right Act of 1964 to prevent or resolve community conflicts and tensions arising from discriminatory practices. CRS provides services including conciliation, mediation and technical assistance to communities to help them resolve these conflicts. CRS has substantial technical and other experience in developing such programs. CRS could create a model program that could be replicated by communities interested in developing such a program. Also, CRS working with the One America office could create or update the current compendium of Promising Practices that the President's Initiative on Race compiled. Cost: pending



"Ochi, Rose" <Rose.Ochi@usdoj.gov>

11/30/99 05:20:51 PM

Record Type: Record

To: Irene Bueno/OPD/EOP

CC:

Subject: RE: C:?MyFiles?RMO?WPDATA?dpcbuenopropo.wpd

Hope you had a great vacation! I just returned from Thanksgiving in Tucson.

Thank you for submitting the proposal for consideration.

I plan to meet with Ben Johnson and Mike Wenger, former Dep. Director of the President's Initiative on Race. This concept is designed to sustain the community aspects of PIR and now One America.

Please make the following changes to the summary:

- title - strike Funding to insert Support
- 2nd sentence - drop funding insert technical assistance
- 3rd sentence - drop funds could be distributed to program could be coordinated
- 6th sentence - insert after CRS could convene One America Race Dialogues and could create-----
- last sentence - insert after compendium of Promising Practices and strike model programs, and drop created and add compiled.

Last year we submitted a similiar proposal to Julie Fernandez; however, because the PIR had not completed its work and the President has not released his Report on Race to the American people, it was premature.

In addition to the policy initiatives, efforts to close the opportunity gaps and strengthen civil rights enforcement, it is essential that the Administration institutionalize the community component of the PIR which is reflected in this proposal.

Mike Wenger and I will talk to Chris Edley to push for this. Last year, we consulted with him on ways to sustain PIR efforts.

Thanks for you help on this!

On another note, we are now in the loop for inputting the UN response.

Rose

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2
Sent: Sunday, November 21, 1999 10:02 PM
To: Ochi, Rose
Subject: Re: C:?MyFiles?RMO?WPDATA?dpcbuenopropo.wpd

Thank you so much for pulling these proposal together. I have combined your proposal number 1 and 2 and modified it slightly. Please et me know what you think - see attached. Hope you have a good thanksgiving. I'll be back on Monday, 11/29. Thanks again!!!!

(See attached file: crs.1121.doc)

(Embedded
image moved "Ochi, Rose" <Rose.Ochi@usdoj.gov>
to file: 11/21/99 01:03:47 PM
PIC27371.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP

cc:
Subject: C:?MyFiles?RMO?WPDATA?dpcbuenopropo.wpd

Irene, here's the document, and my cell phone number, in case you have questions, is 202-353-5221. My home number is 202-244-0576.
Thanks!
Rose



**U.S. Department of Justice
Community Relations Service
Headquarters**

**600 E Street NW, Ste. 2000
Washington, DC 20530**

**Sent by: Frances Nam
Telephone: 202/305-2935
Fax: 202/305-3009
Date: October 6, 1999**

TO: Irene Bueno
PH.: 202.456.6558

PG (w/ cover): 2
FX.: 202.456.5581

Irene,

Attached please find a memo from Rose regarding CRS' FY 2000 budget request. If you have any questions please call me or Rose at 305-3001. Thanks!

Hope all is well with you!

Frances Nam
Special Assistant to the Director

MEMORANDUM

TO: Irene Bueno
FR: Rose Ochi
RE: White House Negotiations Regarding FY 2000 Budget
DA: October 6, 1999

In a recent press statement regarding the budget surplus, I was pleased to hear the President mention his One America Initiative among his budget priorities. As we enter negotiations, it is imperative that the White House negotiators keep on their radar screen the enforcement of civil rights. The Community Relations Service (CRS), the federal government's only race relations conciliation arm, is an essential partner in ensuring the protection of civil rights.

Senator Daschle has committed to supporting full funding at the President's requested level during final negotiations. Also, all the civil rights agencies and national groups will also weigh in and line up support for the President's One America and civil rights priorities.

FY 2000 BUDGET

Therefore, as the White House enters negotiations over the FY 2000 appropriations, please consider the President's request for CRS, that is, \$10.344 million, a 26 percent increase over the FY 2000 base of \$8.212 million, to continue its work. Please see the attached support letters from the International Association of Chiefs of Police, a joint letter from Senators Daschle, Leahy, Lautenberg, and Johnson, and a letter from Congresswoman Emerson (R-8-MO). The IACP letter requests the necessary resources to deal with the specter of domestic civil unrest as we dedicate resources to domestic and international terrorism.

Both the Senate and House bills provide only FY 1999 level funding at \$7.199 M, which would force CRS to cut five (5) staff from the FY 1999 level. The Senate bill does not include the President's request to authorize the Attorney General to reprogram up to \$3.3 million in additional funding to CRS; the House bill provides \$1 million in reprogramming authority. With its limited resources, CRS was not able to respond to more than 40% of requests for services in FY 1997. The increase would go toward a planned expansion of 15 field offices to support the existing need for localized conflict resolution and violence prevention services.

CRS IS AN INTEGRAL PART OF CIVIL RIGHTS ENFORCEMENT

The draft of the President's report on his Initiative on Race features CRS in the Civil Rights Enforcement section, recognizing that our role in preventing and addressing discrimination are equally important to litigating the enforcement of civil rights. CRS is the only federal agency with an express mandate to improve race relations, seeking to bridge the racial divide. CRS provides assistance to communities in preventing and addressing race based injustices, like hate crimes, the arson of black churches, and the unfair administration of justice, by promoting racial understanding and reconciliation through technical assistance and race dialogues.

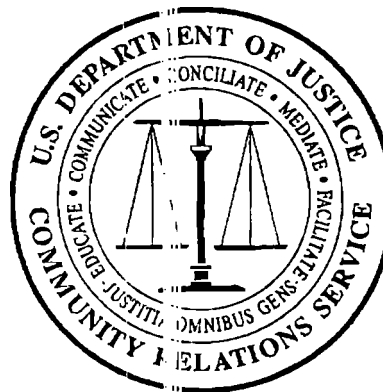
Attachments

**U.S. Department of Justice
Community Relations Service**

600 E Street NW, Ste. 2000
Washington, DC 20530

Sent by: Frances Nam
Telephone: 202/305-2935
Fax: 202/305-3009

Date: October 26, 1999



TO: Irene Bueno

PG (w/ cover): 1

PH.:

FX.: White House - DPC

156.5781

FY2000 - OMNIBUS NEGOTIATIONS

During the omnibus negotiations, as you push for the President's budget priority of strengthening civil rights protection, please keep in mind that the One America Initiative includes the DOJ Community Relations Service, (CRS) -- an integral partner in resolving racial discrimination and conflicts.

Senator Daschle and other Members have committed to supporting the Administration's requested level for civil rights protection.

Should you have any questions, please call Rose Ochi or me at 202-305-3001. Thank you.

Frances Nam, Special Assistant to the Director

CRS should be included as part of Civil Rights Enforcement

The Community Relations Service (CRS) was authorized by the Civil Rights Act of 1964. In 1959, then Senate Majority Leader Lyndon B. Johnson introduced a bill to establish CRS, and said "It could be one of the longest and most far reaching steps toward an ultimate solution of the civil rights issue that could be taken." So it was that CRS was envisioned and created with the lofty mission of easing the pains of a nation moving from separation to inclusion, from discrimination to equal participation, and from inequity to equity.

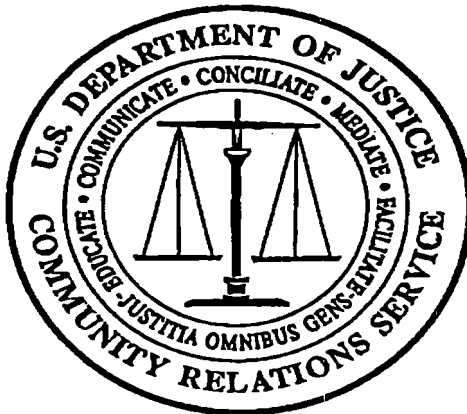
To these ends, CRS' experienced peacemakers use mediation and conciliation in preventing and resolving racial disputes and conflicts rather than enforcement or costly litigation. Some of the differences which trigger racial conflict include: defacto segregation, racial disparities, community disagreements related to perceived discriminatory practices, racial profiling, police use of excessive force, and different standards of discipline and inclusion in educational programs.

The draft of the President's report on his Initiative on Race includes CRS in the Civil Rights Enforcement section. Moreover, CRS is the only federal agency with an express mandate to improve race relations. CRS provides assistance to communities in preventing violence in the wake of hate crimes and arsons of black churches by promoting racial understanding and reconciliation through technical assistance and race dialogues.

For FY 2000, the President has proposed an increase in CRS' budget to \$10.344 M; the FY 2000 base is \$8.212 M. The increase would go towards a planned expansion of 15 field offices to support the existing need for localized conflict resolution and violence prevention services. However, the Senate bill provides only FY 1999 level funding at \$7.199 M, which would force CRS to cut five (5) staff from the FY 1999 level. In FY 1997, CRS did not have the resources to respond to more than 40% of requests for services from mayors, governors, police chiefs, and community leaders even from those communities threaten with serious racial and ethnic conflicts.

The Attorney General believes a fully-funded CRS is critical to community stability and racial harmony. The cost of restoring community order after just one civil riot exceeds CRS' annual budget such as the L.A. riots in 1992 which resulted in about 2500 injuries, 50 deaths, and at least \$446 M in property damage alone - costs approximately 60 times CRS' annual budget.

Also, the bill does not include the President's request to authorize the Attorney General to reprogram up to \$3.3 million in additional funding to CRS. While we hope there is no need to exercise this authority, providing for such a transfer should be in place. See the attached IACP letter which requests the necessary resources to deal with the specter of domestic civil unrest as we dedicate resources to domestic and international terrorism.



U.S. Department of Justice Community Relations Service Headquarters

**600 E Street, NW
Suite 2000
Washington, DC 20530
Telephone: (202) 305-2935
Fax: (202) 305-3009**

Date: 7-14-99

Time: 1:40

From: Frances Nam
c/o Vinay Harpalani

Number of pages (Including Cover): 2

To: Irene Bueno

Phone: _____

Fax: 456-5581

SUBJECT:

This is the "IACP letter" that Frances
referred to in her e-mail. Please call me
at (202) 305-2935 if you have any further
questions. Thanks.

-Vinay Harpalani



International Association of Chiefs of Police

515 North Washington Street
Alexandria, VA 22314-2357
Phone: 703-836-6767; 1-800-THE IACP
Fax: 703-836-4543
Cable Address: IACPOLICE
Web address: www.theiacp.org

President
Ronald S. Neubauer
Chief of Police
St. Peters, MO

Immediate Past President
Bobby D. Moody
Chief of Police
Marietta, GA

First Vice President
Michael D. Robinson
Director
Michigan State Police
East Lansing, MI

Second Vice President
Bruce D. Glasscock
Chief of Police
Plano, TX

Third Vice President
William B. Berger
Chief of Police
North Miami Beach, FL

Fourth Vice President
Joseph Samuels, Jr.
Chief of Police
Oakland, CA

Fifth Vice President
Joseph M. Pollsar
Chief of Police
Garden Grove, CA

Sixth Vice President
Joseph G. Estey
Chief of Police
Hartford Police Department
White River Junction, VT

International Vice President
Christer Ekberg
Director
Swedish National Criminal
Intelligence Service
Stockholm, Sweden

Treasurer
Donald G. Pianta
Chief of Police
Bellingham, WA

Division of State Associations
of Chiefs of Police
General Chair
William P. Nolan
Chief of Police
North Little Rock, AR

Division of State and Provincial Police
General Chair
LeRon R. Howland
Superintendent
Oregon State Police
Salem, OR

Parliamentarian
G.A. Pecoraro
Director
Office of Public Safety
Illinois Secretary of State
Springfield, IL

Executive Director
Daniel N. Rensenblatt
Alexandria, VA

Deputy Executive Director/
Chief of Staff
Eugene R. Cromartie
Alexandria, VA

July 8, 1999

The Honorable Janet Reno
Attorney General
U.S. Department of Justice
10th & Pennsylvania Avenue, NW
Washington, D.C. 20530

Dear Ms. Reno:

As President of the International Association of Chiefs of Police (IACP), I am writing to express my support for the Justice Department's Community Relations Service (CRS) and the valuable service they provide to law enforcement's agencies and the communities they serve throughout the nation.

My personal experience with the CRS has clearly demonstrated the vital role it plays in restoring and even fortifying the relationship between police departments and their communities. On more than one occasion, I have called the CRS to request their assistance in defusing tensions between members of the community and the police department. Each time, the professionalism and skill of the CRS staff has diffused these potentially volatile situations and helped to strengthen the bond between the citizens of my community and the officers who are sworn to protect them.

Clearly, the CRS plays a valuable role in preserving order and tranquility in communities throughout this Nation. That is why it is my belief that as the federal government increases the resources available to combat both domestic and international terrorism, it should also dedicate the necessary resources to deal with the specter of domestic civil unrest. Time and time again the CRS has demonstrated that it has the necessary understanding and expertise to calm inflamed passions and prevent community tensions from exploding into civil disorder. I urge you to ensure that the CRS continues to receive the resources necessary to fulfill its vital mission.

Thank you for your attention to this matter.

Sincerely,

Ronald S. Neubauer
President



Nam Frances <Frances.Nam@usdoj.gov>
07/14/99 01:34:58 PM

Record Type: Record

To: Irene Bueno/OPD/EOP
cc: Harpalani Vinay <Vinay.Harpalani@intmail.usdoj.gov>
Subject: RE: The "OMB stuff" as promised. Thanks!

Irene, It's a letter from the president of the IACP extolling the virtues of CRS. IACP is the International Association of Chiefs of Police, and has a lot of weight among those who support law enforcement officers

...

Vinay, would you please fax that letter to Irene? Thanks.

Fran

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2
Sent: Tuesday, July 13, 1999 9:18 PM
To: Nam Frances
Subject: Re: The "OMB stuff" as promised. Thanks!

Looks fine but what's the IACP letter? Can you fax it - 456-5581?

(Embedded
image moved Nam Frances <Frances.Nam@usdoj.gov>
to file: 07/12/99 05:21:41 PM
PIC24416.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP
cc:
Subject: The "OMB stuff" as promised. Thanks!

Is this okay? Fran



Nam Frances <Frances.Nam@usdoj.gov>

07/28/99 08:34:45 PM

Record Type: Record

To: Irene Bueno/OPD/EOP

cc: "'Kathleen_K._Ahn@who.eop.gov'"

<"/S=Kathleen#u#K.#u#Ahn#064#who.eop.gov/O=INETGW/P=GOV+DOJ/A=TELEMAIL/C=US/"@intmail.usdoj.gov>

Subject: RE: The "OMB stuff" as promised. Thanks!

Hi Irene and Kathleen!

I just wanted to follow up on a couple of matters which are related to you both, so I hope you don't mind I'm combining your messages.

Irene, I just wanted to see what you thought of our OMB materials we sent over to you a couple of weeks ago . . . Would you please see whether CRS is included in any "cheat sheet" that OMB/WH is using in monitoring the civil rights budget items for FY 2000, as we discussed? Please let us know how we can support you on this matter, of course!

Kathleen, and FYI to Irene, I also want you to know that Ben Johnson will include a summary of CRS' budget in his "Building One America" piece on all the civil rights budget requests that support the President's One America initiative. Here is the specific language we are sending to Ben - Kathleen, can you make sure Ben sees this? Ben and Rose spoke in Philly on Tuesday about this. Thanks!

"Department of Justice's Community Relations Service: The budget provides \$10.344 million, a 26% increase over the FY2000 base, to enhance community-wide conflict mediation and racial reconciliation services to local communities experiencing racial conflict, civil unrest and potential violence. The budget provides resources to build improved crisis response capacities by establishing 15 new field offices."

Thanks again! I know you're both real busy, so we appreciate it that much more!

Rose says thank you, and is so glad you're both where you are!

Frances

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2

Sent: Wednesday, July 14, 1999 8:24 PM

To: Nam Frances

Subject: RE: The "OMB stuff" as promised. Thanks!

Thanks. I got and will review it.

(Embedded
image moved Nam Frances <Frances.Nam@usdoj.gov>
to file: 07/14/99 01:34:58 PM
PIC29874.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP

cc: Harpalani Vinay <Vinay.Harpalani@intmail.usdoj.gov>
Subject: RE: The "OMB stuff" as promised. Thanks!

Irene, It's a letter from the president of the IACP extolling the virtues of CRS. IACP is the International Association of Chiefs of Police, and has a lot of weight among those who support law enforcement officers . . .
Vinay, would you please fax that letter to Irene? Thanks.

Fran

-----Original Message-----

From: Irene_Bueno@opd.eop.gov@inetgw2
Sent: Tuesday, July 13, 1999 9:18 PM
To: Nam Frances
Subject: Re: The "OMB stuff" as promised. Thanks!

Looks fine but what's the IACP letter? Can you fax it - 456-5581?

(Embedded
image moved Nam Frances <Frances.Nam@usdoj.gov>
to file: 07/12/99 05:21:41 PM
PIC24416.PCX)

Record Type: Record

To: Irene Bueno/OPD/EOP

cc:
Subject: The "OMB stuff" as promised. Thanks!

Is this okay? Fran

• keep not to talk about the

- Daren Chrowa

She needs to speak to John before answering a question
definitely ~~not~~ answer to Dorothy at 205

- Richard Green - got area for 1 year to OMB
wait can be confirmed soon then more.

Shue - of timing for transmittal

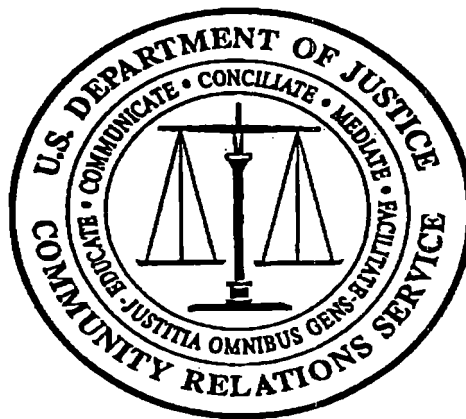
Locked into later?

54602

- Eugene Ray - Via Castro

set a note to meet Bruce

Wage a play



U.S. Department of Justice Community Relations Service Headquarters

600 E Street, NW
Suite 2000
Washington, DC 20530
Telephone: (202) 305-2935
Fax: (202) 305-3009

Date: 6/8/99

Time: _____

From: Byron Wang
Yo: Gabriel Jay

Number of pages (Including Cover): 9

To: MS. Irene Bueno

Phone: _____

Fax: 455-
5541

SUBJECT:

Information you may want to consider for
A.G. roundtable



CRS BULLETIN

Rose Ochi, Director, Community Relations Service

POLICE USE OF FORCE - Addressing Community Racial Tensions

The Community Relations Service (CRS), an agency of the U.S. Department of Justice, is the Federal government'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 whose purpose is to assist State and local units of government, private and public organizations, and community groups with preventing and resolving racial and ethnic tensions, conflicts, and civil disorders, and in restoring racial stability and harmony.

Message from the Director:

Whether to use force is one of the most difficult and controversial decisions a police officer will make in the course of his or her duties. This decision, made in a matter of seconds and often without complete information, can have serious and far-reaching consequences.

Where there are good police-community relations and high confidence within the minority community in the integrity and accountability of the police department, a use of force incident may result in little turmoil. However, in communities where there are a lack of confidence between

police and minority residents and a perception that complaints about police misconduct will not be addressed fairly, no issue can be more racially explosive or more easily lead to violent disturbances. Under these circumstances, what can communities and police departments do to ease racial tensions, open lines of communication, and rebuild trust?

Our 35 years of experience in working with racial conflict and violence tell us that when police and residents join together in cooperative efforts to build trust and confidence, community stability and safety can be secured for all. There are specific steps that can be taken to reduce the prospect of turmoil following a use of force incident. Over the longer term, there are policies and practices which will help to improve the underlying conditions of police community relations, as well.

This Bulletin offers some practical recommendations to city officials, police executives, and community leaders on steps they can take to prevent community racial conflict associated with police use of force incidents and improve police policies and practices. Examples of CRS assistance to local communities are also included.

Potential Flash Points

Whenever there is an incident of police use of force, especially one involving the death of a minority person, a predictable set of flash points follows. Each flash point potentially can lead to conflict, violence, and disorder. However, when police, officials, and community leaders take timely and appropriate preventive action, community peace can be secured and maintained. How communities react to these flash points will be influenced also by other variables, such as the existing climate of police-community relations, the nature and circumstances of the use of force incident, media coverage and rumors. A description of some of the potential flash points that commonly occur after police use of force incident follows.

Flash Point: Initial Incident

Whenever an incident involves a police shooting or use of force, officers must be cognizant that their actions are not viewed in a vacuum. There are usually witnesses to an incident, and how it is perceived is subject to many interpretations. When there is distrust between police and the community, any police action will be subject to suspicion and scrutiny.

Flash Point: Initial Law Enforcement Response

What the first responding officers to the incident do upon arriving on the scene is crucial to maintaining community peace and preserving the scene for investigators. The department's standard operating procedure for response to police shootings and use of force situations must be immediately implemented.

Press announcements should be carefully drafted to avoid derogatory remarks. Premature unsubstantiated judgment of police actions by the department can undermine the public's perception of fairness and objectivity.

An expression of concern by officials about the loss of life, directly communicated to members of the victim's family and community leaders, will help minimize com-

munity tensions. A public announcement of the department's investigation process assures the public that an orderly investigation and objective review of the incident will be conducted.

Flash Point: Media Coverage

Press coverage can affect the level of community tension following a police incident. A straightforward objective statement of non-confidential information by the Department can go a long way in assuring the public that the situation is under control. This statement should contain the circumstances that preceded any police response and the process for and resources allocated to the investigation. These steps will help head off potential inflammatory rumors.

Flash Point: Protest Rallies and Marches

Protest rallies and marches allow the community to express their frustration and anger about an incident and can be beneficial safety valves. They also serve as opportunities for people to express their grief and anguish. Plans can be developed which provide for community protest protecting the peace and harmony of the participants and community-at large.

New York, NY - Following the shooting of an unarmed African immigrant, CRS worked as a liaison between police and event organizers. CRS also worked with Federal, state and local officials on contingency planning and ground rules for demonstrations, thereby minimizing the possibility of violence. Additionally, CRS trained community groups in self-marching techniques and provided conciliation services for disputes which arose during the demonstration.

Flash Point: Investigations

There should be no rush to judgment, but a full and complete investigation governed by an established protocol. Coordinating appropriate law enforcement agencies at all levels, including investigators and prosecutors, can help assure the fairness of the investigation.

In 1998, the National District Attorneys Association and the U.S. Department of Justice entered into a Memorandum of Understanding for Federal, State and local law enforcement agencies to implement a model protocol for the joint investigation of "color of law and hate crime cases."

CRS can help law enforcement officials meet with family and community members to advise them about the process and progress of law enforcement investigations.

Coatesville, PA - When there was a threat of widespread disruption following a fatal police shooting involving an African American man by a white police officer, CRS, at the request of the District Attorney and City Manager, helped convene a community meeting with law enforcement officials, clergy, and city officials immediately after the shooting. The meeting helped dispel rumors and explain the status of the investigation. CRS mediated discussions among law enforcement, the city, and community groups. During the investigation, CRS conducted an assessment of potential community tensions in the event the District Attorney determined there would be no criminal prosecution.

An explanation of the resources allocated to the investigation, as well as the limitations of the law, helps to alleviate a potentially destructive community reaction.

Springfield, MA - The shooting death of an African-American youth by a police officer was followed by a series of angry protests, demonstrations and heightened racial tensions. At a community meeting convened by the Urban League, CRS arranged for a clear explanation of the investigatory and legal processes and the options available to the victim's family and community. The meeting helped to defuse anger, and afforded an opportunity for the media to report the proceedings to the public at large.

Flash Point: Results of Investigation

The results of a coroner's inquest, grand jury findings, police internal affairs investigation, and prosecutor's findings may increase community tension levels. However, the information is explained and made public has a great impact on reducing the potential for community disruption.

New Brunswick, NJ - Following the shooting of a young African American woman by a white police officer, the local prosecutor, the U.S. Attorney, and the Civil Rights Division engaged in a joint grand jury investigation. After the county prosecutor determined that the police officer had acted in self defense, and the Civil Rights Division concluded that the case could not be successfully prosecuted under Civil Rights laws, CRS convened a meeting with the victim's family, community leaders, ministers, police department officials, the mayor, representative from the local U.S. Congressman's office, the Civil Rights Division, and U.S. Attorney representatives, to brief the partners prior to the public announcement of the decision. As a result of this meeting, the announcement was received by the community without racial incident.

CRS also keeps lines of communication open between officials and community leaders, meeting with all parties preceding and following the announcement of the results of official investigations.

Leland, MS - An investigation of a shooting death of an African American man after a traffic stop determined that the facts did not warrant prosecution of the police officer. Prior to the public announcement of this controversial decision, CRS arranged for a briefing by the prosecutor for the family and community leaders, including an opportunity for questions. As a result, community tensions were reduced.

CRS assists local communities to develop contingency plans prior to the announcement of the results of investigations, especially when the basis for the decisions is disputed.

Flash Point: Youth Response

How youth react to a police use of force incident may be critical to community stability. Specific outreach efforts should be directed to youth in the immediately affected community. The danger of civil unrest can thereby be reduced and steps can be taken in building positive relationships among youth, adults, and police.

Kansas City, MO - A shooting of a young African American man by a police officer led to a mass gathering of youth who taunted and hurled rocks, bottles and other missiles at police arriving at the scene following the shooting. The adult residents were unable to curtail the violent response. Tensions were still volatile upon the arrival of CRS mediators, who began communication with the youth in a series of street meetings. CRS arranged constructive discussions of their issues with the police, city officials, and other community members. The tension levels were lowered, and further violence and destruction of property were averted.

Flash Point: Collateral Incidents

Preventive measures should be taken to avoid new incidents igniting further conflicts during the course of an investigation. During such times, sensitivities and vulnerabilities are heightened.

Ft. Yates, ND - In 1995, CRS helped police and tribal leaders of the Standing Rock Reservation address concerns over the death of a young Native American in the custody of BIA police. The victim's family had complained about law enforcement practices, raising concerns that his death may have occurred in retaliation to the family's initial complaints to the police about his treatment. CRS secured BIA's agreement to assess community concerns and initiate an investigation. Law enforcement officials advised family and community members about the investigation which resulted in the dismissal of an officer and the establishment of a strong policy against the harassment of complainants.

Flash Point: Trial

When local community tensions are heightened as a result of the announcement of a jury verdict, CRS serves as troubleshooters, resolving spontaneous conflicts "on the ground", helping to control rumors by providing accurate information, and serving as an impartial resource to all parties.

Los Angeles, CA - In times of heightened tensions and distrust of official agencies, CRS encourages and advises local officials to undertake detailed contingency planning, such as during the second jury trial of the police officers in the Rodney King case.

Comprehensive contingency planning can mobilize law enforcement, city officials, civic leaders, the media, and the leadership of the affected communities around the common interest of averting violence. CRS can facilitate briefings for community leaders by legal experts who explain the legal process and potential outcomes, building community trust and confidence in the justice system. When CRS receives advance notice of verdicts, it helps communities prepare for community reaction. Following public announcement of verdicts, CRS can be on-site to serve as a communication link between police and the community.

Police-Community Problem Solving

Through its mediation process, CRS channels community tensions and anger into a constructive discussion of issues that often surface after a use of excessive force incident. Police may review community concerns regarding the "use of force" policy, diversifying the workforce, recruiting minority officers, hiring and selection criteria, training programs on race relations and diversity, promoting minority officers, and creating permanent mechanisms for improved police and community dialogue.

Cincinnati, OH - CRS mediation efforts following the shooting death of an African American man resulted in a mediation agreement with the City of Cincinnati and various civil rights and religious groups, which included establishing a civilian oversight panel, appointing a civilian director of the police training academy, and developing an improved civilian complaint data base and tracking system.

While issues regarding the specific incident must be addressed, attention should also be given to broader underlying concerns which often are at the root of community frustration and conflict.

Preventive measures may include a review of departmental policies on the use of force and the use of deadly force, including firearms policy and use of restraints. A coalition of leaders can be formed to address how to achieve better police community relations. Community input should be solicited during this review, including requests for public comment and discussion. Communities should know the various options available at the Federal, State, and local levels to address concerns over police use of excessive force.

Portland, OR - Following the death of an African American man from a carotid-artery (choke) hold by a police officer, CRS mediation provided an opportunity to discuss police restraint techniques which led to changes in policies regarding the use of force, specifically stopping the usage of choke holds.

Ukiah, CA - Following the July 1998, shooting death of an emotionally disturbed African American man, CRS mediated sessions of the community citizens group, local government and police. These sessions resulted in the implementation of procedures, protocols, and training for appropriate police response to mentally unstable citizens, thus resolving many community concerns about police activities.

Federal Laws

Federal Criminal Enforcement. This law prohibits one or more persons from acting under color of law willfully to deprive or conspire to deprive another person of any right protected by the Constitution or laws of the United States. (18 U.S.C. §§ 241, 242).

Federal Civil Enforcement.

"Police Misconduct Provision" – This law prohibits State or local law enforcement officers from engaging in a pattern or practice of conduct that deprives persons of rights protected by the Constitution or laws of the United States. (42 U.S.C. §§ 14141).

“Title VI of the Civil Rights Act of 1964 and the ‘OJP Program Statute’” – Together, these laws prohibit discrimination on the basis of race, color, national origin, sex, and religion by State and local law enforcement agencies that receive financial assistance from the Department of Justice. (42 U.S.C. §2000d, et seq. and 42 U.S.C. §3789d(c)).

CRS Mission

In accordance with Title X of the Civil Rights Act of 1964, 42 USC §2000g, CRS seeks to prevent or resolve community conflicts and tensions arising from actions, policies, and practices perceived to be discriminatory on the basis of race, color, or national origin. CRS provides services, including conciliation, mediation, and technical assistance, directly to people and their communities to help them resolve conflicts that tear at the fabric of our increasingly diverse society.

Director’s Strategic Goals:

- To establish bridges between minority groups and law enforcement organizations in order to improve relations and community safety, and to reduce the potential for community conflict.
- To improve the preparedness of communities to respond to civil unrest, including activities by hate groups, through the provision of training, contingency planning, and technical assistance.
- To provide a high caliber of conflict resolution and prevention services to those communities most vulnerable to significant race relations tensions, conflicts, and violence.
- To build enhanced dispute resolution capabilities in local communities, including high schools, colleges and universities, so that local institutions will be able to resolve their own conflicts without external assistance.
- To create opportunities and mechanisms for constructive civic discourse on issues of race and ethnicity. CRS helps give national leadership and assistance to efforts to establish “places and spaces” for candid race relations discussions.

Services Provided to Communities

When police use of force incidents increase community racial tensions, CRS conducts a thorough assessment to determine appropriate assistance. CRS meets with elected officials and community leaders, analyzing a variety of indicators, including the causes of the tensions, the potential for violence or continued violence, determining the level of communication among the parties and their interest in working together.

Mediation and Conciliation. Mediation and conciliation are two techniques used by CRS to help resolve police-community tensions arising from police use of force incidents. CRS conciliators provide an impartial forum between representatives of community groups and local government leaders to hold an orderly dialogue on the issues. CRS establishes with the parties mutually agreed upon ground rules and guidelines for discussion.

Technical Assistance. CRS assists local officials and community leaders with developing and implementing policies, practices, and procedures to help residents, organizations, and officials ease tensions and end conflicts.

Training. CRS conducts training sessions and workshops on cross-cultural and diversity issues, and police-minority community relations. CRS also trains police in ways to work with minority communities in racially charged situations, and to increase cooperation in areas such as identifying witnesses.

Event Contingency Planning. CRS provides technical assistance in contingency planning to ensure that marches, demonstrations, and similar events occur without exacerbating racial and ethnic tensions, while minimizing the prospect of any confrontations. CRS trains volunteers to carry out services such as providing information sharing, rumor control, demonstration marshals, and communication links with law enforcement agencies.

CRS Headquarters, Regional and Field Offices

Headquarters Office

Director: Rose M. Ochi
600 E Street, N.W., Suite 2000
Washington, D.C. 20530
(202) 305-2935
(202) 305-3009 (fax)

Regional Offices and States Within Each Region

Region I - New England

99 Summer Street, Suite 1820
Boston, MA 02110
(617) 424-5715
(617) 424-5727 (fax)
Servicing: CT,MA,ME,NH,RI,VT

Region II - Northeast

26 Federal Plaza, Room 36-118
New York, NY 10278
(212) 264-0700
(212) 264-2143 (fax)
Servicing: NJ,NY,PR,VI

Region III - Mid-Atlantic

2nd and Chestnut Streets, Room 208
Philadelphia, PA 19106
(215) 597-2344
(215) 597-9148 (fax)
Servicing: DC,DE,MD,PA,VA,WV

Region IV - Southeast

75 Piedmont Avenue, NE, Room 900
Atlanta, GA 30303
(404) 331-6883
(404) 331-4471 (fax)
Servicing: AL,FL,GA,KY,MS,NC,SC,TN

Miami Field Office - Region IV

51 SW First Avenue, Room 424
Miami, FL 33130
(305) 536-5206
(305) 536-7363

Region V - Midwest

55 West Monroe Street, Suite 420
Chicago, IL 60603
(312) 353-4391
(312) 353-4390 (fax)
Servicing: IL,IN,MI,MN,OH,WI

Detroit Field Office - Region V

211 West Fort Street, Suite 1404
Detroit, MI 48226
(313) 226-4010
(313) 226-2568 (fax)

Region VI - Southwest

1420 West Mockingbird Lane, Suite 250
Dallas, TX 75247
(214) 655-8175
(214) 655-8184 (fax)
Servicing: AR,LA,NM,OK,TX

Houston Field Office - Region VI

515 Rusk Avenue, Room 12605
Houston, TX 77002
(713) 718-4861
(713) 718-4862 (fax)

Region VII - Central

1100 Main Street, Suite 1320
Kansas City, MO 64106
(816) 426-7434
(816) 426-7441 (fax)
Servicing: IA,KS,MO,NE

Region VIII - Rocky Mountain

1244 Speer Blvd., Room 600
Denver, CO 80204-3584
(303) 844-2973
(303) 844-2907 (fax)
Servicing: CO,MT,ND,SD,UT,WY

Region IX - Western

33 New Montgomery Street, Suite 1840
San Francisco, CA 94105
(415) 744-6565
(415) 744-6590 (fax)
Servicing: AZ,CA,GU,HI,IV

Los Angeles Field Office - Region IX

888 South Figueroa Street, Suite 1880
Los Angeles, CA 90017
(213) 894-2941
(213) 894-2880 (fax)

Region X - Northwest

915 Second Avenue, Room 1808
Seattle, WA 98174
(206) 220-6700
(206) 220-6706 (fax)
Servicing: AK,ID,OR,WA

CRS Internet Address:

-www.usdoj.gov/crs-

-http://www.usdoj.gov/crs-

CRS Customer Service Standards

Our goal is to provide sensitive and effective conflict prevention and resolution services. You can expect us to meet the following standards when we work with you:

- We will clearly explain the process that CRS uses to address racial and ethnic conflicts and our role in that process.
- We will provide opportunities for all parties involved to contribute to and work toward a solution to the racial or ethnic conflict.
- If you are a participant in a CRS training session or conference, you will receive timely and useful information and materials that will assist you in preventing or minimizing racial and ethnic tensions. If you would like more information, we will work with you to identify additional materials and resources to meet your needs within three weeks of learning your need.
- We will be prepared to provide on-site services in major racial or ethnic crisis situations within 24 hours from the time when your community notifies CRS or CRS becomes aware of the crisis.

- In non-crisis situations, we will contact you within three days of when your community notifies CRS. CRS becomes aware of the situation to discuss your request for CRS services.

CRS Publications

These publications are available free of charge.

CRS Fact Sheet

"Police Use of Deadly Force: A Conciliation Handbook for Citizens and the Police"

Principles of Good Policing: Avoiding Violence Between Police and Citizens

Avoiding Racial Conflict: A Guide for Municipalities

Police and Urban Youth Relations: An Antidote to Racial Violence

Planning for Safe Marches and Demonstrations

So . . . You're a Demonstration Marshal

U.S. Department of Justice
Community Relations Service

Washington D.C. 20530

Official Business

Penalty for Private Use \$300

FIRST CLASS MAIL
POSTAGE & FEES PAID
DOJ/CRS
Permit No. G-71

**U.S. Department of Justice****Community Relations Service***Office of the Director**Washington, D.C. 20530***ONE AMERICA IN THE 21st CENTURY:
SUSTAINING THE PRESIDENT'S INITIATIVE ON RACE****A Proposal Submitted by
the Department of Justice, Community Relations Service**

President Clinton in his inaugural address called for an end to racial divides. The President's Initiative on Race articulates his vision for an "One America in the 21st Century." Americans all over the country have responded to his call by beginning to have honest conversations about race. The President of the United States has used the bully pulpit of his office to elevate the discussion of race and engage the American people.

In Fiscal Year 1998, when the President's Initiative on Race (PIR) completes its work, the little ripples that the President has prompted need to be sustained to turn into a wave of positive change in race relations and racial understanding.

President Clinton has declared his interest in sustaining the race dialogues and other efforts to heal the racial divide, beyond the life of PIR. This proposal outlines a comprehensive strategy to bring about racial reconciliation throughout America, building on the momentum, interest and community actions initiated by the President's Initiative.

The proposal envisions an integrated interdependent approach which includes: identifying, testing and replicating promising practices; conducting constructive race dialogues - a problem-solving method to identify and resolve issues that cause racial divides towards bridging racial polarization; and, enhancing community mediation for racial disputes and conflicts to move our country to a stronger, more just and unified America.

TOTAL COSTS: **\$7,200,000**

I. Identifying and Testing Promising Practices in Racial Reconciliation **\$2,000,000**

¹⁹⁹⁹
In fiscal year 1998, CRS proposes to initiate a comprehensive program to test promising practices in twenty jurisdictions across the country. Preliminarily, an identification, screening and selection process will be designed and implemented to determine promising practices for model sites and replication program.

Under the Promising Practice Program (PPP), cities or counties faced with high racial tensions and hate crimes rates, will be selected to test and implement one or more of the promising practices as identified by PIR.

Jurisdictions will be selected for the Promising Practices Program through a limited competition. CRS will invite up to 20 jurisdictions to participate in the planning process which will result in a comprehensive strategy for addressing race relations. Selection of the planning sites will be made on the basis of the jurisdiction's race relations issues, willingness to participate in the planning process, and history of implementing new and innovative programs.

The strategy must include the following:

- * An analysis of the race relations issues, with special attention to acts of hate crimes, housing discrimination, and school violence, in each area of the jurisdiction.
- * An description of current efforts regarding community race relations.
 - * An inventory of all community resources which are or could be directed toward addressing race relations.
 - * A description of coordination and cooperation efforts within the local and state government agencies.
 - * A description of the specific strategies and innovations that will be employed to respond to the problems identified.
 - * An implementation plan.
 - * A plan for assessing how well the strategy was implemented and the extent to which it impacted the identified problems.

II. Conducting One American Dialogues - The First Step Towards Resolution \$ 1,025,000

President Clinton has called upon the American people to have an honest and frank discussion about race. He is providing the leadership for the country. The President knows that talking is a first step towards action. Race relations experts also agree that constructive dialogue is widely accepted as one of the most effective "promising practices" in addressing race relations.

A "How to Dialogue Kit," supplemented by training and technical assistance to groups conducting dialogues can be implemented with this proposal, including "train the trainer" sessions. By this program, an infrastructure to coordinate and sustain community race dialogues can be institutionalized. By training trainers and building local community capacities, the President's voice will be amplified throughout the country at the grassroots level.

III. Expanding Community Racial Conflict Resolution Capacities \$1,025,000

Violence and tensions arise when communities lose faith in government institutions, elected representatives, and the criminal justice system. Alternative dispute resolution can and should be used to resolve and prevent civil rights and racial disputes which arise at the community level. This program would develop and provide model dispute resolution and community mediation models to specifically address race disputes and conflicts. Technical assistance also will be provided to local

governments and other entities in resolving racially motivated disputes and community conflicts.

IV. Promising Practices Replication: Technical Assistance, \$2,150,000
Field Training and Technology Transfer

Independent of the model sites, CRS will survey and disseminate on-site training and materials to community representatives on promising practices. Whether from urban, suburban or rural communities, planning teams will be provided on-site training at field sites in communities where innovative programs in race relations have improved race relations and the quality of life. After visiting model communities, these teams would return to their own community and be provided hands-on training and technical assistance by selected trainers from the model communities. This program will address the diverse needs of different communities across the country, based on differences in demographics, size, and problems.

V. Sharing and Promoting Promising Practices: \$1,000,000
Information Dissemination

State-of-the-art information will be developed and made available through Internet, the print media, video tapes, and other media. There is presently no national archive available to address the different facets of race relations. It would be considered a national library of reference materials addressing race relations and different avenues of promoting racial harmony. Information would be sent through Internet, print, and other media. As appropriate, satellite conferences would be offered as an economical and expedient manner of communications.

###

One America - In the 21st Century Comprehensive Strategy to Institutionalize the President's Initiative on Race

Proposed Budget **\$7,200,000**

I. America One Dialogue - Bridging the Gap **1,025,000**

Dialogue facilitator training conferences	200,000
3 Day training for 200 attendees	
including travel, per diem & conference costs	
Dialogue training materials	25,000
Facilitator Training manual	
"How to" manual	
Local/Community Dialogues	500,000
Facilitator, travel & costs	
400 Sessions	
Personnel Costs	300,000
Staff, Office, Travel	

II. Promising Practices Model Sites **2,000,000**

Planning Conference	175,000
Two Day Conference - 80 participants	
Staff, training, materials, facilities	
Site Project Coordinators	1,000,000
20 sites @ \$50,000	
20 contracts @ \$25,000 per year	
Implementation/ Follow-up Conference	175,000
Problem-solving, technical assistance and training	
Two Day Conference: 80 participants	
Staff, training, materials, facilities	
Post-Program Appraisals & Dissemination	50,000
Program Materials Printing & Distribution	
Personnel Costs	600,000
staff, contractors, office, travel etc.	

III. Community Conflict Resolution and Mediation 1,025,000

Mediation training conference	200,000
3 Day training for 200 attendees	
including travel, per diem & conference costs	
Mediation training materials	25,000
Local Mediation/Conflict Resolution Training	500,000
Personnel Costs	300,000
Staff, Office, Travel	

IV. Technical Assistance Transfer and Training 2,150,000

Technical Assistance and Training Staff	150,000
Technical Assistance & Training	2,000,000
Travel and training at model sites,	
with follow-up training at community sites	

V. Information Dissemination 1,000,000

Archive of printed and multi-media information
Multi-media and hard print distribution
Satellite conferencing and Internet distribution
Will consider utilizing existing DOJ contracts where feasible.



U.S. Department of Justice Community Relations Service Headquarters

Rose M. Ochi, Director

**600 E Street NW, Ste. 2000
Washington, DC 20530
Telephone: 202/305-2935
Fax: 202/305-3009**

Date: 12/18/97

Time: 6pm

of pages (incl. cover): 7

To: Tom Freedman
456 - 7431

From: Rose Ochi
Director

Phone: Julie Fernandes

Fax: 456 - 5581

SUBJECT: CRS Budget Proposal.
Please call if you need additional info.

The information contained in this facsimile transmission is official Department of Justice correspondence and is considered confidential. In the event you are not the intended recipient, please contact the sender at the above number immediately.