

U.S. Department of Justice
Community Relations Service

The Annual Report of the Community Relations Service

1988



128518

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

I am transmitting a report on the activities of the Community Relations Service of the U.S. Department of Justice for Fiscal Year 1988, as required by Section 1004 of the Civil Rights Act of 1964 (P.L. 88-352) and by Reorganization Plan No. 1 of 1966, as revised by 28 CFR 0.30 (b).

This report will provide insight into the Service's community conciliation and mediation activities and immigration and refugee assistance program, in order that Members of Congress may assess its performance in executing its mandate.

Respectfully submitted,

Grace Flores Hughes
Director

128518

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this ~~copyrighted~~ material has been
granted by
Public Domain/Community Relations
Service/U.S. Dept. of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the ~~copyright~~ owner.

Foreword



The Community Relations Service (CRS) is an important Agency of the Department of Justice, charged with resolving community disputes resulting from racial, ethnic, or national bias and assisting in immigration and refugee resettlement. It was my privilege to be sworn in as the fifth Director — and the first woman — to head CRS on July 11, 1988.

In my first months, a number of activities for revitalizing CRS and rebuilding morale were initiated. I began to visit each of CRS's regional and field offices to learn about CRS casework and respond to employee concerns. A team-building conference involving all of the Regional Directors and key Headquarters staff of CRS was held in September. As a result of this conference, an Agency plan of action was developed through consensus and adopted by me as a blueprint for future action.

Five CRS Task Forces were named to deal with staff development, performance workplans, conciliation and mediation practices, collaboration between the conflict resolution program and the Cuban-Haitian Entrant Program, and the Twenty-fifth Anniversary of CRS in 1989. Each task force covered an important area of CRS activity and included a cross section of employees.

CRS's ability to resolve disputes and reduce racial tension is as important today as it was when the Agency was created. There have been many positive changes in our country since the early years of CRS, but racial tension in housing projects and higher education, complaints of unfairness towards minorities in elementary and secondary education and police use of excessive and deadly force, and problems in minority recruitment and promotion remained salient issues in 1988.

Every area of CRS casework grew, but the greatest increases were experienced in the areas of higher education, and the KKK and other Hate Group cases. The number of cases which involved formal mediation more than tripled, continuing a recent trend. Mediation, including court-referred mediation, is being utilized as a more timely and responsive dispute resolution approach than litigation. The large increase in CRS's mediation cases reflects community willingness to establish long term solutions to problems.

Sincerely,

Grace Flores Hughes

Contents

Forward.....	ii
Responsibilities of the Community Relations Service.....	1
CRS Budget.....	3
Summary of Activities and Accomplishments.....	4
Conciliation and Mediation of Community Disputes.....	4
Technical Assistance.....	5
Placement and Resettlement of Cuban and Haitian Entrants.....	6
Program Improvements and Management Initiatives.....	7
Regional Trends and Highlights.....	8
Case Examples.....	11
Regional Offices.....	20

U.S. Department of Justice
Community Relations Service
Room 330
5550 Friendship Blvd.
Chevy Chase, MD 20815
301-492-5929

Mission and Responsibilities

The *primary* responsibility of the Community Relations Service (CRS) is set forth in Title X of the Civil Rights Act of 1964 (42 U.S.C. 2000g): ...“to provide assistance to communities and persons therein in resolving disputes, disagreements, or difficulties relating to discriminatory practices based on race, color, or national origin...” As a non-enforcement, non-investigative Agency within the Department of Justice, CRS concentrates on resolving or preventing interracial confrontation and hate violence; on assisting local jurisdictions to respond to riots, demonstrations, or civil disorder; and on assisting local law enforcement agencies in improving their service and relations with minority communities.

Under this mandate the Agency provides direct conciliation and mediation assistance to communities to bring about peaceful, voluntary resolution of racial and ethnic conflict. This basic mission is carried out by mediation and conciliation specialists in 10 regional offices. CRS responds to problems at the request of local officials or representatives of community organizations, as a result of news media reports of tension or conflict, or through other requests. If the information available indicates that a dispute or conflict appears to meet the criteria for CRS involvement under its mandate, an alert is filed. Next, an assessment is initiated to determine whether to intervene and how to proceed. Some cases respond to conciliation, a process wherein the Agency, either by invitation or on its own initiative, facilitates communication between parties in conflict to: reduce the likelihood of disruption or violence; lessen the effects of intergroup tension, suspicion, or distrust; or narrow perceptions of adversary positions so that disputing parties are willing to affect an accommodation of their differences or terminate hostilities. More complex cases often proceed to the mediation process. This is a more structured process whereby CRS, upon invitation or consent of disputants, facilitates voluntary, good faith, negotiation between parties in order to achieve a documented settlement of issues in contention. It includes use of established procedures and techniques to bring about full examination of opposing views and the creation of a written, signed agreement with adequate provision for enforcement.



There are three major categories of problems in the conciliation and mediation program area: Administration of Justice; Education; and General Community Relations. The Administration of Justice program is directed toward resolving and reducing the occurrence of conflicts arising from actual or perceived discrimination in the way justice is administered in the United States. Greatest emphasis is placed on relations between minority citizens and police because that is where the greatest problem has chronically occurred. The Education program is concerned with resolving and reducing the occurrence of racial/ethnic conflict involving the nation's education system — including elementary and secondary schools, as well as colleges. The General Community Relations program is targeted at resolving, reducing, and responding to the mix of other problems that cause racial ethnic conflict and disrupt communities. Within these three areas the Agency is responsible for the reduction of the risk of civil disorder, and the reduction and resolution of disputes arising out of conflict over police use of deadly force, racial harassment, and problems involving refugees and cross-cultural understanding.

A *second* major CRS responsibility is to provide Cuban and Haitian entrants with humanitarian assistance, placement and resettlement services as

authorized by Title V of the Refugee Education Assistance Act of 1980 (8 U.S.C. 1522) and by Executive Order 12341 of January 21, 1982, which transferred these functions to the Department of Justice. The mission of the Cuban and Haitian Entrant Program (CHEP) is to provide

humanitarian assistance for persons in detention or institutional care facilities, and to provide placement and resettlement services for those who are released from Immigration and Naturalization Service detention centers.

CRS Budget

The Community Relations Service received a total of \$33,790,000 in fiscal year 1988 for program activities and salaries for 118 permanent positions. The CRS budget contains two budget activities that

reflect its mandate: Prevention, Mediation and Conciliation of Community Disputes; and Reception, Processing and Care of Cubans and Haitians.

Summary of 1988 Funding by Program (Dollars in thousands)

	1988 as Enacted			1988 Actual		
	Perm. Pos.	WY*	Amt.	Perm. Pos.	WY	Amt
Prevention & Conciliation of Community Disputes:						
Technical Assistance	6	6	\$408	6	6	\$391
Program Operations	63	65	5294	63	70	5072
Executive Direction and Control	13	13	1155	13	13	1106
Administrative Services	6	6	334	6	6	320
Subtotal	88	90	\$7191	88	95	\$6889
Reception, Processing & Care of Cubans & Haitians:						
	30	23	26667	30	23	26901
Total	118	113	\$33858	118	118	\$33790
*Work Years						

Summary of Activities and Accomplishments

Conciliation and Mediation Cases

Through management efficiencies, the Agency maintained the numbers of new alerts filed and new cases opened at FY 1987 levels, even though the total number of conciliation cases worked on during the year increased by nine percent to 1314, and the more complex mediation cases increased by a significant 79 percent to 102.

CRS Conciliation and Mediation Cases

	1985	1986	1987	1988
Conciliation Cases	1069	1031	1208	1314
Mediation Cases	28	30	57	102
Total	1097	1061	1265	1416

During 1988, 988 cases were closed through conciliation, an increase of 23 percent over 1987. Cases closed through mediation increased 163 percent, to a total of 71. Also during 1988, 984 cases were opened. Education cases increased 21 percent, General Community Relations 12.5 percent, and Administration of Justice cases by six percent. Of the conciliation and mediation caseload, the largest increase in cases closed during 1988 occurred in the category of Ku Klux Klan and other hate groups, which increased 47 percent. There was an increase of 42 percent in Southeast Asian Refugee cases closed and 26 percent in Refugee cases closed. At the end of 1988, 357 cases remained open.

To highlight the cases closed in 1988 by client groups served, 47 percent served Black groups, 15 percent served Hispanics, and 30 percent served three or more groups in one case.

The average conciliation case closed during the year required 50.6 hours per case, while the equivalent mediation case required 115.7 hours. As a result, the average hourly demand for each of the 1,059 cases closed was 54.9 hours.

Since 1985, the number of mediation cases has more than tripled. A notable example was the agreement reached between the Black community

in the Washington, D.C./Baltimore, Maryland area and the Giant Food supermarket chain over the employment and recruitment of minorities and the accessibility of Giant stores to minorities in low income areas. The mediation resulted in Giant Food, Inc. agreeing to improve minority employment opportunities, establish accounts and increase deposits in Black-owned financial institutions, increase advertising in minority media, increase outreach for and utilization of qualified Black suppliers, provide marketing technical assistance to selected Black businesses, and participate on a task force to monitor the agreement.

Although there were slightly more alerts received in 1988, there were more assessments performed, conciliations conducted and closed and mediations conducted and closed than any time in CRS history.

CRS casework on college and university campuses increased 60 percent during 1988, and the staff opened 77 cases as compared with 48 opened during 1987. Of the 77 alerts, 62 percent proceeded to the conciliation stage. Of these, 20 cases were responses to specific incidents of harassment, while the remaining 28 cases were requests for CRS to provide technical assistance. Over half of the caseload in this program originated in Regions III and V.



Baltimore Police Officer with neighborhood children on this beat.

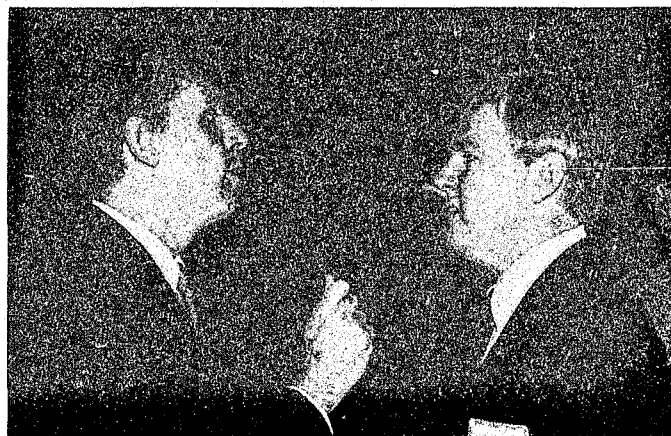
Technical Assistance

As part of its effort to improve the provision of law enforcement services, CRS convened six police/Asian community relations workshops during FY 1988. They were held in Seattle, Washington; Portland, Oregon; Oakland, California; Boston, Massachusetts; Atlanta, Georgia; and Louisville, Kentucky. The workshops focused on increased reporting of crime by refugees, increased sharing of information between adjacent police departments, and on providing cross-cultural training. Racial hate activity against Asians and victimization by Asian youth gangs was also addressed. More than 800 law enforcement and community representatives from over 40 jurisdictions participated in the workshops.



Baltimore Mayor Kurt Schmoke speaking at the Baltimore Police - Korean Consultation in June 1988. (Korean flag in background)

CRS provided essential assistance to a number of Federal agencies and local charitable and religious organizations during the November 1987 rioting of Mariel Cuban detainees at the Oakdale, Louisiana Federal detention center and the Atlanta, Georgia detention center. At the conclusion, order was restored without loss of life and a formal agreement was reached between the Federal Government and detainee representatives. The Department agreed to



Philadelphia Regional Director Jon Chace speaks with Alexandria, Virginia, Police Officer Ralph Carlton

institute a one-time review of each detainee's case for possible release. A CRS representative is explicitly required to serve on each 3-person panel established under the new Departmental Release Review Program.

Technical assistance provided by CRS to educational institutions included: planning and developing a workshop on mediation of race related issues for students at New York University's John Jay College of Criminal Justice; providing assistance to officials of the New Jersey Higher Education Department regarding racial incidents on college campuses in New Jersey; drafting prototype training for representatives of ten institutions of higher education at the request of a Virginia campus law enforcement association; drafting a manual for campus administrators to use in measuring, preventing, or alleviating racial and ethnic tensions on campus; planning and participating in national and regional conferences addressing campus racial incidents; and participating in a teleconference on racial/ethnic relations on college/university campuses.

CRS regional offices also sponsored or supported numerous workshops and seminars in the ten regions addressing all areas covered by the CRS mandate. The Agency sought to involve relevant legal and criminal justice agencies and community based organizations in education and training activities, to enhance cross-cultural understanding. Some examples of these efforts appear in the Regional Highlights and Case Examples sections of this report.

Placement and Resettlement of Cuban and Haitian Entrants

Under its mandate, CRS provides outplacement and resettlement services to Cuban and Haitian entrants paroled by the Immigration and Naturalization Service (INS) and the Bureau of Prisons (BOP) detention facilities. Under this program CRS enters into cooperative agreements for provision of halfway house services, relieving the burden on the INS and BOP.



Arapahoe County, Colorado, Sheriff Department officials, with assistance from CRS, transfer detainees from airport to prison.

In the aftermath of prison riots by Mariel Cuban detainees, the number of detainees released by the INS increased dramatically. To accommodate its portion of those released, CRS resettlements through half-way houses were increased in 1988 to 456—an increase of 61 percent. The Agency handled the increase by instituting the following program changes:

- Increasing the size of the programs;
- Reducing program participation time from 4 to 3 months; and
- Strengthening the 8 to 9 months of follow-up services to clients.

In addition, CRS also established a family sponsorship program which resettled another 177 Mariel Cubans.

CRS provides for primary resettlement of entrants paroled by the INS from its processing centers.

Such entrants are paroled for humanitarian reasons, under exclusionary bonds, and as unaccompanied minors. Services provided under cooperative agreements with voluntary agencies included: provision of shelter care facilities, child welfare, resettlement, and placement services. During 1988, approximately 148 Cuban and Haitian entrants were resettled under this program. Of these, 30 were unaccompanied entrant minors.

Entry of unaccompanied alien minors from Caribbean, South American and Central American nations has accelerated each year for the past decade. In excess of 5,500 individuals, mostly males between the ages of 13 and 17, are apprehended each year. These youths impose significant maintenance requirements upon the INS until their immigration status is resolved. CRS' extensive experience in providing client services resulted in the INS entering into a Memorandum of Agreement with CRS permitting the Agency to provide such placement and resettlement services to non-Cuban/Haitian unaccompanied alien minors detained in INS custody. In 1988, 296 non-Cuban/Haitian minors received primary resettlement assistance under the agreement.

CRS also provides secondary resettlement assistance to Cuban and Haitian entrants whose initial resettlement proved unsuccessful and who were unable to attain economic self-sufficiency. Approximately 321 Cuban/Haitian entrants participated in secondary resettlement activities during 1988.

The Agency is responsible for providing follow-up care to entrants discharged from psychiatric treatment programs administered by the Public Health Service. CRS contracted with voluntary agencies to provide for follow-up care to 55 Cubans under this program in 1988.

Immigration and Refugee Affairs Resettlement and Outplacement Assistance

	1987	1988
Primary Resettlement Assistance		
Adults and Accompanied Minors	165	118
Cuban	135	79
Haitian	30	39
Unaccompanied Minor Entrants	52	30
Cuban	9	4
Haitian	43	26
Total	217	148
Secondary Resettlement Assistance		
Cuban	53	29
Haitian	86	292
Total	139	321
Aftercare	47	55
Halfway House Resettlement	281	456
Family Sponsorship Resettlement	0	177

The Agency continued to improve CRS service to its client groups, including:

- Increasing CRS's mediation/conciliation outreach;
- Implementing standardized methods to assess campus racial violence;
- Development of a hate violence prototype mediation program for community/police use, and Asian crime and police conciliation/mediation assistance;
- Research and development of community responses to military base and home porting programs;
- Improvement of intra-departmental coordination to identify and recommend policy in the detention, review and resettlement of Mariel Cubans;
- Enhancement of the Cuban Review Process and the timely completion of the Department Review Processes; and
- Working with state and local officials on the continuing influx of Mariel Cubans into federal custody from state and local prisons.

Program Improvements and Management Initiatives

Several immediate steps were taken by the new CRS Director in the closing months of FY 1988 to improve CRS management and performance. Steps were taken to systematize the internal activities of CRS by expanding computer capability, and a review of all CRS computer equipment acquisitions and needs was begun, including an assessment of training and utilization.

Administrative standards of procedure were institutionalized, and internal controls strengthened. Directives and guidelines were issued on travel, use of CRS vehicles, accrual and use of compensatory time, as well as use of telephones and other government equipment.

Regional Trends and Highlights

Ten CRS regional offices are in place to carry the Agency's mandate to local communities. As demographics and social pressures change, the regional caseloads reflect those changes.

The following chart illustrates the caseload size and distribution for each region:

Region	Admin. of Justice Percent	Education Percent	Gen. Comm. Rel. Percent
I	28.6	18.6	52.8
II	39.1	14.3	46.6
III	17.9	23.9	58.2
IV	20.0	13.9	66.1
V	21.0	22.0	57.0
VI	35.2	19.4	45.4
VII	26.6	18.3	55.0
VIII	23.5	27.5	49.0
IX	27.3	20.2	52.5
X	21.2	24.7	54.1
Total	26.7	19.8	54.1

In addition to work with law enforcement officials, educators and community organizations, the regions dealt in varying degrees with the problems caused by youth gangs functioning as drug distribution networks and an increase in hate crime. All of the regions handled diverse caseloads. Some examples of regional workloads appear below.

The New England Region (I) worked to support and assist District Attorneys in their role as civil rights/race relations enforcers, and held the third successful regionwide conference to assist over 30 communities to manage problems such as racial violence, drug and alcohol abuse, dropouts, suicide, vandalism and weapons possession. The office also provided conciliation assistance to an institution of higher learning which serves as a blueprint for other schools, and provided mediation of five civil rights cases referred by Federal Judges. The office provided assistance to municipalities in the development of policies and ordinances on civil rights, and sponsored the New England Law Enforcement and Refugee Conference on Public Safety, bringing 17 New England communities together to consider and address public safety needs of refugee communities.

The Northeast Region (II) continued to respond to activities created by escalating racial tensions/bias incidents in the region. CRS worked with

Brooklyn Borough Hall staff to design, develop and implement a Conference to address Bias Incidents for community leadership participation. CRS assisted Perth Amboy Police, the Mayor and community leaders to minimize racial tensions after the shooting of two Latino males, and resulting death of one. CRS also assisted Perth Amboy Police with the development of a Bias Incident Reporting Commission. CRS worked with police departments in Morristown, Irvington, and Lakewood, New Jersey to increase their understanding of civil liability and police and community relations. The Agency also provided assistance to County and State Prosecutors' offices to develop guidelines for recognizing and reporting Bias Incidents. Region II continued to experience rapid growth in new ethnic populations, primarily Southeast Asians. CRS designed, developed and will implement a National CRS/ORR Joint Initiative with police and Southeast Asian leadership in metropolitan New York City, to include New Jersey and New York State.



Asian merchant in Baltimore, Maryland, talks with Baltimore Policeman.

The Mid-Atlantic Region (III) was responsive to the multi-cultural nature of its communities and the increasing complexity of racial and ethnic disputes and conflicts during 1988. CRS assisted more than 20 colleges and universities where tensions were increasing to diagnose concerns and develop practical solutions. In other areas, law enforcement officials and civic leaders were counseled on necessary precautions and planning to avoid confrontations brought on by Klan rallies and marches. Growing misunderstandings between Asian merchants and minority neighborhoods was addressed by a region-

wide CRS-sponsored conference to explore cross-cultural issues and strategies. To help create a more secure environment for public housing police and tenants alike, CRS fashioned a metropolitan partnership to work on city-wide solutions. Alert to potential police-community conflict associated with illegal drug use, CRS brought together police, youths, and other officials to work cooperatively on joint strategies.

The Southeast Region (IV) was primarily responsive to the sort of traditional historical conflicts. Racial and ethnic conflict in this region arises out of hate group activities, racial and ethnic problems on college and university campuses, allegations of excessive use of force by police, and second generation school desegregation problems (especially in Mississippi). During 1988 the region also responded to the problems of Southeast Asian citizens, South American immigrants and Amerasians.

The Midwest Region (V) continued to respond to racial and ethnic conflicts that emanated from an array of issues, such as: excessive force by police, hate violence, harassment by security officials, gangs, cultural differences, immigration reform and student unrest on college and university campuses. Conciliation and mediation services were provided in six states: Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin. The office was involved with nearly every facet of institutional life: law enforcement agencies, religious institutions, local, state and federal governments, business, civil rights organizations, public agencies and courts. During 1988, 240 incidents were alerted and assessed resulting in the establishment of lasting local mechanisms for improved communication and relations in affected communities.

The Southwest Region (VI) was occupied primarily with controversies alleging police use of excessive force or claims of selective enforcement. CRS worked with police and city officials to widen communication channels with citizens, upgrade the effectiveness of citizen complaint systems, update firearms policies and conduct training in municipal and civil rights for city, county, and state law enforcement organizations. The Southwest Region experienced a dramatic increase in the reports of hate violence. In Oklahoma, Louisiana and Texas, swastikas were painted on homes, churches, and businesses and crosses were burned. Burnings of homes of mostly Black citizens were also reported. CRS worked with the police to increase their

effectiveness in dealing with such activity. The staff assisted in three Civil Rights cases and 23 other mediation cases to provide an effective alternative to litigation at a reduced cost to parties. One hundred other diverse cases were conciliated with CRS assistance, in all instances averting litigation.

The Central Region (VII) dealt with campus unrest caused by the appearance of the Ku Klux Klan, racial disputes in high schools, allegations of police use of deadly force and employment problems. In addition to responding to those needs, the office concentrated on several special objectives. These included improvement of police-community relations in St. Louis; cosponsoring a session dealing with the war on drugs and crime; and assisting an organization in studying St. Louis's problem of racial polarization. They also created a resource book of information for communities and law enforcement agencies experiencing police/community relations difficulties.

The Rocky Mountain Region (VIII) continued to respond to the needs created by the influx of Southeast Asians to the area, and aided in making their adjustment easier. CRS worked with the Denver Police Department to develop "Miranda Rights" forms in Vietnamese, Cambodian, Laotian and Hmong. They assisted the Aurora Colorado Human Rights Commission in the creation of a "language bank" of interpreters in 27 different languages to assist the police, fire and social service departments in providing services to foreign language residents. The Agency also worked with Southeast Asian citizens and local police to establish an Asian Assistance Center in Denver. The center provides translation, crime prevention and small business information. In addition, a 350-page manual focusing on ways to improve services to the Asian community was developed. CRS also continued to work with community leaders on the problems caused by youth gangs, and assisted minority business groups in broadening their opportunities.

The Western Region (IX) experienced clearly identifiable trends during 1988. Gang activity increased in some minority communities, fueled by competition for the drug market. An increasing number of cases involved assisting minority communities and police departments in crime prevention efforts. Unfortunately, there was also an increasing number of complaints of alleged excessive use of force by the police. The impact of new immigrants moving into the region was demonstrat-

ed in several ways. In the suburbs bordering the large metropolitan areas problems are increasing due to a combination of factors. These include industry moving outside the cities, creating more new jobs. Few minorities already reside in those areas and there is some resistance to the new minorities moving in. As a result, hate group activity has increased. In addition, there has been some uncertainty shown by some Black communities that their own hard won gains might be eroded, particularly in the employment area. Therefore, there was an increase in the number of employment cases, particularly in governmental areas. And minority student activity increased during 1988, primarily due to "hate incidents" and perceived lack of institutional response or interest in minority concerns. These are aggravated by a low percentage of minority faculty.

In the Northwest Region (X), the Agency has increasingly been called on to respond to incidents of

violence and vandalism directed against racial and religious minorities. Hate groups are now calling for the formation of the Northwest Aryan Republic encompassing the states of Washington, Oregon, Idaho, Montana and Wyoming. CRS has provided assistance to many communities in the formation of local task forces and coalitions and convened a series of consultations involving officials and community leadership from impacted areas to develop the Northwest Coalition Against Malicious Harassment, a five-state consortium to address the problem. The office coordinated a 220 participant conference focusing on improving police relations with various refugee groups, to deal with the problems of youth gangs, school and police relations, racial harassment and violence and cross-cultural communication. Another problem surfacing in the region during 1988 was the increased violence in schools, for which CRS assisted in forming task forces, providing training and designing literature.

Case Examples

Administration of Justice

- In June, 1988, a Perth Amboy, New Jersey, police officer shot and killed a Latino man and wounded the victim's brother. Two nights of community disturbances followed the killing.

CRS identified leadership in the Latino community and made contact with these leaders, while establishing working relationships with the Mayor, City Council, Police Department and County Prosecutor's Office. The Agency helped an ad hoc committee of Latino leadership develop membership for a multiracial "Bias Incident Reporting Commission," (BIRC), then worked with BIRC to develop operating procedures and a mission statement. CRS also developed and delivered a PCR/Cultural Awareness Training Program for the police department. Community tension resulting from the initial incident has been reduced as a result of CRS assistance.

- In November, 1987, CRS was alerted by inmate leadership of the New Jersey Department of Corrections Women's Correctional Facility who alleged that correctional staff abused their authority and failed to communicate with inmates effectively concerning grievances.

CRS met with inmate leadership to clarify the issues and outline possible alternatives, then met with the prison administrators to review the inmate issues. At CRS suggestion, both parties agreed to participate in mediation and the development of a written agreement. In January of 1988, CRS facilitated the signing of a Memorandum of Understanding between the administration and inmate leaders.

- In August, 1988, Black and Latino gangs in New York City began allegedly unprovoked attacks on homosexuals. The Gay and Lesbian Alliance alleged that the New York City Police Department (NYPD) and the Mayor's Office were insensitive and non-supportive of gays.

CRS met with the NYPD Bias Unit, representatives from the Mayor's Office and members of the Alliance. CRS advised the group of the finding that homosexuals are most hated by all ethnic factions of people between the ages of 15 and 22, and that data indicates that police departments in general

tend to reflect very little compassion for the plight of homosexuals. After a CRS-convened meeting of city authorities and several organizations representing homosexual interests, the NYPD agreed to distribute leaflets citywide, stating the rights of gay people. CRS involvement enabled the parties to establish communication, enhancing dialogue between groups.

- Police in Colorado City, Texas, shot and killed an Hispanic man wanted for questioning in a rape case. A long-standing conflict between the police and the Hispanic and Black community activists escalated into a tense dispute, resulting in the CRS meeting with approximately 60 people in mid-June. The Agency's intervention led ultimately to a decision by the parties to enter into formal negotiation on the issues raised with CRS acting as a mediator. The negotiation produced a written agreement on police department actions to be taken regarding police/community relations, a citizens complaint system, minority recruitment, civil rights training, and the creation of a Police/Citizens Advisory Committee. The negotiating teams (which ultimately produced a Memorandum of Agreement) will continue to meet as necessary to monitor the progress of the agreement.

- On Christmas Day, 1987, a Black man was beaten in the Sabine County jail in Hemphill, Texas, and died two days later in a nearby city. Black leaders protested the incident and charged that it typified law enforcement in East Texas.

CRS met with local, county and state police to discuss their preparations for the resulting regional protest, and met with the protesters and city and county officials. Over 500 people participated at the spirited but peaceful rally. The Hemphill Police Chief and two Sheriff's Deputies were indicted on civil rights violations by a local grand jury. CRS subsequently assisted the city in developing policies and procedures for the police department and provided training in municipal civil liabilities for officials and police from Sabine and surrounding counties.

- In Royal City, Washington, an Hispanic male allegedly was assaulted without provocation by two White males outside of a local tavern. Tensions were strained further when responding police allegedly used unnecessary and excessive force to arrest the Hispanic male who had been badly beaten in the initial assault.

CRS arranged a meeting of Grant County and Royal City Hispanic community representatives, where considerable hostility toward police and city officials was expressed by numerous elements of the Hispanic community. A joint meeting was convened where allegations regarding the case and general Hispanic community concerns were discussed. CRS facilitated subsequent joint meetings, after which an agreement for specific resolution actions was concluded. The agreement contained the following points: The Mayor announced the appointment of an Hispanic police officer; a formal liaison between the Hispanic community, city officials and the Washington State Hispanic Commission was established; the Washington State Commissioner for Employment Security initiated a bilingual monthly employment information program; and the U.S. Immigration and Naturalization Service, Royal City law enforcement and Hispanic community representatives agreed to collectively address and respond to the city's migrant issues.

- In January, 1988, a White off-duty officer in St. Louis was working a second job as a security guard for the local gas company. While checking out a report of an illegally connected gas line at a house, he entered into an altercation with a Black male living there. The Black male died as a result of gunshots allegedly fired from the officer's weapon during the conflict. Although the dead man was reported by friends to be mild-mannered, the police officer's record showed that he had been involved in seven shootings (four fatalities) in 23 years.

CRS entered the conflict at the request of a Black minister representing the community. Because of a lawsuit pending by the dead man's family, specifics of the case were never discussed, but a wide range of community relations issues and concerns were mentioned and explored. As a result, a CRS mediation plan was designed to enhance police/community relations. The agreement between the police department and Black community leaders was thought to be the first of its kind in St. Louis. The agreement included: a statement on the value

of human life to be part of the department's procedural manual; dissemination of the firearms policy to officers; implementation of a post-trauma shooting program for officers; assignment of minority personnel to the police academy; and improved communication between the police department and Black organizations on police programs and policies.

- At the request of the U.S. Attorney in Phoenix, CRS entered a case regarding charges of excessive police use of force in Parker, Arizona. The town is an incorporated area surrounded by the Colorado River Indian Tribal Reservations, and has been long involved in a dispute over its status as an entity separate from Indian lands or part of Indian country (thereby under the jurisdiction of Indian law). The uncertainty was responsible for misunderstandings over jurisdiction between tribal and town police regarding arrests of Native Americans. (It was reported that resistance to arrest led to deaths of Native Americans in June, 1984; May, 1987; and September, 1987.)

CRS held a law enforcement forum to review the current status and practices. The forum was supported by federal, state and local law enforcement agencies. With the cooperation of the Federal District Court, CRS was able to get the parties to agree to a stay of a temporary restraining order and to a written statement from the judge clarifying the fact that the outcomes of law enforcement mediation would have no bearing on his decision with regard to a pending decision on jurisdiction over land. CRS initiated a mediation session, and was able to get agreement on ten of eleven issues. The most significant were: joint policy training; cooperation in law enforcement programs; mutual notification by police departments; improving community systems; policies on the use of deadly force; a Native American patrol of Parker; police activities outside of the Parker area; liability for back-up; and an education forum on Indian laws. Subsequently, the town's Chief of Police resigned and was replaced by one who had experience in community relations and with Native Americans. As a result of all of these efforts, tension in Parker has greatly diminished.

- CRS participated in training of recruits for several years, and when the request came again in 1988, the Agency contacted the Superintendent of Police to inquire about the possibility of conducting a seminar on the CRS publication **PRINCIPLES OF GOOD POLICING** for the command and staff officers. The response was positive, and CRS was able to conduct this seminar for the superintendent, inspectors, lieutenants and sergeants (approximately 75 officers). CRS extracted an agreement that the police would work with the president of the local branch of the NAACP and the president of the Spanish Coalition.

- The administration of the City of Indianapolis, Indiana, contacted CRS after the apparent suicide of a Black male teenager handcuffed in the back seat of a police cruiser. The incident precipitated massive community protests and picketing.

CRS was able to diffuse tension by arranging meetings between key community leaders and city and police officials to discuss police actions in the situation. The Agency also assisted the police department in developing new procedures to avert future reoccurrences. Citizen travel was arranged for the top level police and mayoral staff to visit the Chicago Police Department to review its procedures, and the mayor appointed a task force to review and recommend changes in the human relations field. CRS is serving as a consultant to the task force.

Education

- The Sidney, Ohio, School Board suspended three Black basketball players whom the NAACP alleged were victims of racial attacks during an on-the-road basketball game. The students were suspended for allegedly causing damage to the home team locker room facility and threatening the home team basketball coach. The NAACP claimed that the Board and school Administration showed insensitivity to the Black players by placing them on suspension. Other Black basketball players initiated a boycott of future games unless the suspension was lifted, and the events began to polarize Black and White students. CRS convened a meeting between the Black leaders and the school administration, after which the Agency brought the disputants to the bargaining table and negotiated the resolution. A written agreement was reached resulting in the suspensions being lifted, ending the boycott.

The agreement ensured continued efforts by the school to work with the local NAACP, parents and other community leaders to find ways to avoid future incidents.



Participants in protests of public policy and the administration of justice frequently include college and university students.

- Minority students and staff at Pennsylvania State University's main campus (State College) raised concerns regarding court-ordered desegregation goals, financial aid patterns, academic and curricular issues, recruitment of minorities, handling of racial incidents and general campus climate. In April, 1988, tensions erupted when meetings between Black students and the Administration broke down. An overnight sit-in involving 150 people representing a coalition of student groups and their advisors took place. CRS sent a biracial team to campus to assist students and administrators, over a ten day period, to develop an agenda for mutual discussion and a process for presentation of the issues. An all day meeting was subsequently held. CRS has continued to provide technical assistance and resources to the university Administration, staff, and student groups.

- CRS directed the work of a Task Force at Oklahoma State University mobilized in response to racial tension within the University community. Institutional policies on discrimination were generally limited to dealing with employment and enrollment issues, and policies were needed to address discrimination in campus life. During 1988 there were reports of increasing racial harassment and discrimination on college campuses. The allegations included: black facing by White fraternities; eggs thrown at Black students by White students; professors making racial slurs in classrooms and a pattern

of particular professors never giving Black students grades above a D.

A set of guidelines for operational procedures for a campus response team were developed. The guidelines included steps to follow and were appended by questionnaires to determine racial attitudes, a sample Memorandum of Understanding addressing racial tension on campus, and guidelines for establishing a permanent system to review progress toward institutional goals.

- Race relations on the University of Missouri-Columbia campus became polarized when a White instructor at the School of Journalism allegedly made a racist remark to a Black colleague. Although the remark was recanted and the offending instructor disciplined, leadership of the Legions of Black Collegians initiated discussions with University officials. The local branch of the NAACP and the Missouri Black Legislative Caucus indicated their support of the Black student action, and due to the complexity of the situation CRS prepared the case for mediation. A sixteen-point mediation agreement was signed by both parties on May 2, 1988, the major stipulations of which included equal employment opportunities, recruitment of minority students, financial assistance to minority students and most notably a process for allowing two Black former medical school students readmission to the medical school.

- Harassment of Arab students at Rogers State College, Claremore, Oklahoma, escalated in the Spring of 1988. The hostility, between high school students and Arab students at the local college, progressed from verbal abuse to an Arab student being struck in the back with a baseball bat from a moving car. The American-Arab Anti-Discrimination Committee (ADC) advised CRS that the hostility had been evident for about two years, and threatened legal action. However, after conversations with CRS they agreed to allow CRS to initiate resolution through conciliation.

CRS met with officials from all involved parties to develop a community-wide response to the conflict. Commitments were forthcoming from all parties to initiate specific actions to provide for the safety and security of international students. Agreement was reached to improve college and high school students' understanding of due process and

improve cultural understanding among all parties. The college made significant changes in its international student orientation program, and the local police agreed to provide annual input with high school and college students on due process. A community advisory committee was established to provide long term guidance to improve relations between the community and international students and provide a cooperative response to grievances.

- On April 17, 1988, the issue of racism at Smith College in Northampton, Massachusetts, burst into the open when a group of 200 students calling themselves Concerned Students of All Colors staged a press conference at the Mwangi Cultural Center to publicize claims of longstanding racism at the college. They compiled a list of 18 grievances and presented them to the college. The grievances included: that the college had too few minority faculty members, administrators, and students; that the curriculum failed to reflect perspectives of all cultures; and that racist attitudes were present on campus. The college had been wrestling with the issue of racism since October 1986, when racial graffiti was painted on the steps of the cultural center.

CRS worked with the college and representatives of the student group to conciliate the issue, and the result was the development of The Smith Design for Institutional Diversity, a blueprint for other institutions facing racial tensions.

- A gang-related stabbing of an Hispanic student off-campus by an Asian student triggered an Asian/Hispanic brawl in a Las Vegas high school cafeteria. CRS was asked by the school authorities to institute a student workshop/problem-solving effort. Following the workshops, the principal met twice with student representatives to discuss concerns raised through that process. One outcome of the problem was the commitment of school authorities to improve student/school staff communication. Student conflict at the school has eased and the entire school staff has participated in a Southeast Asian Cultural Awareness and Communication in-service session held by CRS.

- After working with residents in the establishment of the Northeast Youth and Community Task Force, CRS worked with the group in the development of a proposal to the Denver Public Schools (DPS), which eventually funded a community school project with staff that will work on improving the educational level of neighborhood residents and enhancing their employable skills. CRS also worked with DPS officials to initiate a pilot project on teaching a select number of high school students basic mediation skills so that the students can then handle student-to-student conflicts at the peer level. This program will be extended to three middle schools in the early part of 1989.

- In mid-winter 1988, following significant increases in the number, complexity and intensity of higher education cases in which CRS was called upon to respond, and to help resolve Title X disputes on college and university campuses, CRS assisted in a major conference and workshop focusing on "developing strategies for awareness and action to address racial discrimination on university campuses nationwide." The conference was sponsored by the Midwest Chapter of the National Association of Student Personnel Administrators (NASPA) and held on the Northern Illinois University campus in DeKalb, Illinois, the site of previous disturbances. In excess of 500 college and university student personnel professionals and administrators, and university officials representing more than 100 institutions and organizations attended. As a result of the conference, a publication was produced entitled *Racial Discrimination on Campus: Strategies for Awareness and Action*. The attendees gained valuable information on effective strategies and models which could be utilized to address interracial conflict and serious minority affairs issues in higher education.

General Community Relations

- On April 20, 1988, a man identifying himself as a member of the Ku Klux Klan requested a parade permit at the Parkside, Pennsylvania, Borough Council meeting. The request would allow 200 Klan members to march on May 21, clad in Klan robes and Army fatigues.

CRS prepared an informational package for the Parkside solicitor and a biracial CRS team met with law enforcement representatives. Borough offi-

cials acted on the CRS recommendation to open a Rumor Hot Line, manning the phones for five days prior to the rally to answer questions about the event. A letter was also sent to all Borough residents. CRS met with the U.S. Attorney's office and local police officers to provide insight from experience in working with 19 other communities that had dealt with KKK activity. The Agency also worked with the NAACP to control student and resident attendance at the rally. The situation was resolved through extensive contingency planning, effective information outlets and significant law enforcement presence. The Klan march was held on May 21, with 30 Klan members, over 1,000 protesters and 250 law enforcement officers. Five people were arrested, and one officer was injured.



- The highest ranking non-commissioned officer at Fort Dix, a Black sergeant major, was transferred by the Base Commander, a White Lt. General, on August 21, 1987. The state NAACP alleged that he was transferred to make way for a White sergeant major and charged racism. They stated that they "might have to march on Fort Dix to end discrimination in hiring and promotions of minority and civilian personnel."

CRS met with the NAACP, as well as commissioned and non-commissioned officers, and recommended a Task Force Committee be put in place to deal with racial allegations. The general agreed to remain impartial and gave the committee the power to call witnesses and recommend reversal of disciplinary action already taken. The committee reviewed a case in which a Black sergeant with

15 years of service without incidents was accused of molesting a White female recruit. The Sergeant was court martialed (his witnesses were not allowed to testify), reduced in rank two grades, fined and transferred to another installation. The committee had the sergeant returned to Fort Dix and reviewed his case. They restored his rank and back pay and had him transferred back to Fort Dix.

- In December of 1987, a mob of Bensonhurst, New York, Whites attacked two Black brothers yelling, "This is our Howard Beach!"

CRS focused conciliation activity within the Bensonhurst High and Middle Schools. The Agency met extensively with youth from the area and organized a teacher/student human relations group to conduct interethnic conferences, where problems could be talked out. CRS continues to meet with the Brooklyn school groups to defuse racial tensions—especially in Brooklyn, where racial tension is the highest of all of the five boroughs.



- Hispanic and Asian employees of the Metropolitan Transit Authority of Harris County (Houston), Texas, and the LULAC organization complained of discrimination in recruiting, hiring, promotions, dismissals, disciplinary actions and service contracts to the Hispanic and Asian communities. The groups also claimed that they had no confidence in the union to resolve their problems. Although METRO had increased its hiring of Hispanics from six to 12 percent in the past few years, the community wanted to see a reflection of the 20% Hispanic population.

CRS met with the groups and assisted in outlining the issues and developing remedies. The media-

tion process culminated in a letter of understanding from METRO to LULAC and the employees, outlining the specific steps METRO was taking to improve the opportunities for Hispanics and Asians. The parties will meet periodically to assess and further implement the agreement.

- In the outskirts of Harris County northwest of Houston, Hispanic parents became upset that school district officials had decided to transfer their children from a nearby elementary school to one far away in a predominantly White and affluent part of the district. They protested that approximately 95 percent of the students recommended for transfer were Hispanic. The parents considered protesting, boycotting and filing law suits, but the school held their position that they were not discriminating and that the transfer of the children was the best option to overcrowding.

The resulting CRS-mediated agreement called for the appointment of a district liaison to Hispanics; English lessons for parents; emergency transportation for children when needed; enrichment programs for teachers; a maximum ratio of students per bilingual teacher, and the establishment of a parents/school monitoring committee to ensure that a positive school environment was maintained. The agreement also calls for evaluation of the district's bilingual programs later in the year. All of the parties have expressed their satisfaction with the outcome of the transfer, and the children enjoy more space and additional resources.

- Millions of state and federal dollars were funneled into the city of Lawrence, Massachusetts, to address the problems publicized by the riots of 1984. During 1988, minorities claimed that social and economic conditions remained the same. The mayor ran for office on a platform of "let's get rid of the Hispanics and give the city back to the people who built it." He also issued a list of Hispanic leaders he planned to eliminate from the city and subgrantee's workforce.

CRS entered the conflict and the city and the minority community began to communicate openly. As a result, the following improvements were achieved: a working relationship between the mayor and minority community leaders; five minority administrators were hired in the public schools; an open meeting between Hispanic parties and the State Commissioner of Education was held; the World of Difference program was introduced to

tenants and staff at the Lawrence Housing Authority and the school department; and the Mayor encouraged minorities to attend the Essex County District Attorney's Civil Rights Conference. The Mayor was praised by various Hispanic leaders for taking the initiative and allowing the Hispanic leaders to be part of the governmental process.

- After a summer where Latinos were seen loitering on school grounds late at night, tension was high among members of the White community of Gresham, Oregon. A 12 year-old child reported having been raped by three Latinos in the same area and shortly thereafter a 23 year old woman was found murdered not far from the area, and some residents responded by calling for removal of the Latinos from the community. In addition, death threats were received by a local social service delivery agency assisting migrant farm workers.

The police department requested technical assistance from the CRS, which provided materials to be used to funnel the community members' anger into constructive formation of block watch programs and a Police/Community Relations Committee.

- In Lawrence, Kansas, a local newspaper reported that the Ku Klux Klan planned to sit on a panel discussion at Kansas University designed to examine free speech issues. Immediately, tension was heightened throughout the campus and Lawrence community. CRS intervened when it became known that several groups planned to protest the event. CRS met with university officials, including security, students and community leaders to plan for a peaceful appearance by the KKK. The Agency also assisted the Black students in developing a peaceful demonstration, and in the coordination of security between campus and city police.

At the forum, KKK panelists were accompanied by "skinhead" bodyguards. There was vocal opposition from civil rights groups from Lawrence, Kansas and Kansas City, Missouri, so CRS undertook conciliation activities inside the auditorium and sought to prevent conflict between Klan and anti-Klan factions. As a result, the KKK appearance was conducted without disruption, even though it was reportedly the largest demonstration on the campus since the 1970's. The campus police requested CRS to remain on the campus until most of the outside demonstrators had dispersed, and

expressed their appreciation when the program concluded.

- In response to problems resulting from the coexistence of Black, White and Indian populations, CRS assisted Robeson County, North Carolina, in the development of a Human Relations and Unity Commission. Turmoil and national media attention focused on Robeson's problems deepened the determination of local officials to build a more just society and to broaden economic opportunity. The new Commission is comprised of a tri-racial membership, to reflect the community. Its leader is a native son of enormous political influence, not only in the local area, but the region and state.

- Due to the large number of interracial incidents in the Central Region, CRS cosponsored a Kansas Law Enforcement Training Seminar on Hate Group Activities. Presenters and participants represented city, county, state and federal law enforcement agencies from six states and over 45 jurisdictions. Some organizations involved in the effort were: the U.S. Attorneys and state Attorneys General in Missouri, Iowa, Nebraska and Kansas; the Regional Executive Council on Civil Rights; the National Council on Christians and Jews; the Jewish Community Relations Defamation League in St. Louis; and members of the Association of Chiefs of Police and County Sheriff's Associations throughout the Central Region.

- A group of Black merchants and community persons in the Crenshaw area of Los Angeles, the United Black People of America, conducted demonstrations against the Crenshaw Swap Meet for several days. The Swap Meet, owned and operated by Koreans, is located in a two story building and basement which houses several stalls for 52 vendors—47 Koreans and 5 Blacks. CRS successfully mediated an agreement which included the following provisions: increase the number of Black vendors; increase contracts to Black service companies; increase Black employment; contribute to Black non-profit organizations; and develop and communicate policies affecting consumers.

- The Director of Cambodia New Generation appealed to CRS through the Oakland, California, Police Department's Asian Advisory Committee on Crime, for tenant assistance. A CRS mediator, assisted by a Southeast Asian police officer, held

several meetings between Cambodian tenant representatives and managers of a large apartment complex concerning tensions among Black, Hispanic and Cambodian families, and tenant complaints. A written understanding was reached regarding issues of safety, security, health and maintenance problems. Since only ten percent of the tenants spoke English, proceedings were simultaneously translated into Cambodian and it was agreed to translate all rental regulations into Laotian, Vietnamese, and Cambodian. A dispute resolution procedure was set up to handle disputes between tenants, and monthly meetings were planned between tenants and management.

- In 1988, a group of Korean business owners in Aurora, Colorado, asked CRS for assistance in forming a national network of Korean business owners. For years, Koreans felt that they did not have access to broader business opportunities, and concentrated their business primarily in their own communities. Even at the local level the idea initially fell on deaf ears. However, CRS convinced local and state officials that the Korean business community was growing in certain parts of the country, and that the need went beyond language barriers and held unforeseen business potential. About 100 Korean business owners attended the first national meeting, held in Aurora with full support of the Governor's Office. Following the conference, in which doing business with private and public sectors was emphasized, Korean business owners reported improved communication and new opportunities that led to increased business and better relations.

- At the request of the Denver Public Schools and a coalition of minority business owners, CRS assisted in the drafting of a plan to increase the number of minority vendors to the schools' \$80 million a year procurement program. The plan included the creation of a minority business council that reviews the schools' procurement program on a periodic basis, and added a minority utilization officer who maintains a list of minority vendors. Before the plan was conceived, the schools had awarded less than one percent of all of their procurement to minorities.

- In the Pierce County, Washington, community, perceptions of minorities regarding disparities in the criminal justice system and the ramifications of those perceptions, as they relate to minority crime,

caused concern in the community as a whole. In response to these concerns, CRS conducted a judicial conference addressing minority perceptions of sentencing disparity. The conference, attended by judicial representatives of Pierce County's Superior and District Courts as well as visiting justices, was co-sponsored by a local university law school. The conference addressed critical issues related to minority criminal justice concerns. Some of the Superior Court Judges attending announced their intentions to examine actions and judicial discretions as they relate to race in the future.

- The 19th Century treaties that allow Chippewa Indians to hunt, fish, trap, and harvest wild grain on public lands in Wisconsin have been upheld in a series of Federal court rulings. Protesters against these rights were involved in confrontations last spring with Indians and law enforcement officials at some Northern Wisconsin lakes. The Wisconsin Department of Natural Resources (DNR) and representatives of the six Chippewa bands have negotiated separate agreements for each hunting and fishing season. Those agreements were in place only for the duration of the particular season, and the climate surrounding the negotiation has often been hostile.

At the request of the Governor's Office, CRS provided conciliation and mediation assistance to identify and provide resources needed to develop alternatives to traditional approaches in negotiations with tribal leaders. The Agency provided the services of the Director of the National American Indian Law Center from Albuquerque, New Mexico, for a CRS meeting with the Wisconsin Governor and Attorney General. On June 27, 1988, a Wisconsin Leadership Conference was held at Cable, Wisconsin. One of the main topics of discussion was the possible development of a Wisconsin Commission on State-Tribal Relations. Conflict has not surfaced in the Wisconsin North woods since the conference.

- The Governor of Minnesota had requested the U.S. Corps of Engineers to draw waters from two lakes to supplement the Mississippi River's flow, due to the severe drought. The lakes being considered were located on the Leech Lake Indian Reservation, and tribal leaders were opposed to the water draw down claiming it would threaten their wild rice crop and harm fish and other wildlife. The potential for conflict occurred when Corps officials began to contemplate removing Native

Americans demonstrating against the proposed water draw down.

The Corps contacted CRS, who facilitated an agreement to allow the peaceful protest by Native American activists. Corps officials involved the tribal government leaders in the decision making

process, thereby maintaining a constructive climate on the reservation. Ultimately, a series of rain storms negated the need for the water draw down, but both the tribal government leaders and the Corps felt that the situation had been well managed.

Community Relations Service Offices

Regional Offices

Region I (New England)
Room 1192
10 Causeway Street
Boston, MA 02222-1032
617-565-6830
(FTS) 835-6830

Region II (Northeast)
Room 3402
26 Federal Plaza
New York, NY 10278
212-264-0700
(FTS) 264-0700

Region III (Mid-Atlantic)
Room 309
2nd & Chestnut Streets
Philadelphia, PA 19106
215-597-2344
(FTS) 597-2344

Region IV (Southeast)
Room 900
75 Piedmont Avenue, N.E.
Atlanta, GA 30303
404-331-6883
(FTS) 841-6883

Region V (Midwest)
Room 1113
175 West Jackson Street
Chicago, IL 60604
312-353-4391
(FTS) 353-4391

Region VI (Southwest)
Room 13B-35
1100 Commerce Street
Dallas, TX 75242
214-767-0824
(FTS) 729-0824

Region VII (Central)
Room 2411
911 Walnut Street
Kansas City, MO 64106
816-246-2022
(FTS) 867-2022

Region VIII (Rocky Mtn.)
Room 650
1244 Speer Blvd.
Denver, CO 80204
303-844-2973
(FTS) 564-2973

Region IX (West)
Room 1040
211 Main Street
San Francisco, CA 94105
415-744-0101
(FTS) 484-0101

Region X (Northwest)
Room 1898
915 Second Avenue
Seattle, WA 98174
206-442-4465
(FTS) 399-4465

Field Offices

Room 100
51 First Avenue, SW
Miami, FL 33130
305-536-5206
(FTS) 350-4261

Room 12617
515 Rusk Avenue
Houston, TX 77002
713-229-2861
(FTS) 526-4861

Room 608
213 W. Lafayette Blvd.
Detroit, MI 48226
313-226-4010
(FTS) 226-4016