



**U.S. Department of Justice**

Office of Justice Programs

*Office for Civil Rights*

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*Washington, D.C. 20531*

**Via Certified Mail**

January 21, 2011

Michael E. Behm, Executive Director  
Nebraska Commission on Law Enforcement and Criminal Justice  
301 Centennial Mall South  
P.O. Box 94946  
Lincoln, Nebraska 68509-4946

RE: Nebraska Commission on Law Enforcement and Criminal Justice Compliance  
Review (09-OCR-0366)

Dear Mr. Behm:

On June 18, 2007, the Office for Civil Rights (OCR), Office of Justice Programs (OJP), U.S. Department of Justice (DOJ) initiated a compliance review of all State Administering Agencies, including the Nebraska Commission on Law Enforcement and Criminal Justice (Crime Commission), in accordance with federal regulation 28 C.F.R. § 42.206. The focus of the review was on the Crime Commission's compliance with applicable federal civil rights laws along with the Crime Commission's monitoring procedures for ensuring the compliance of subrecipients with these laws. Of particular interest to the OCR was the Crime Commission's implementation and monitoring of the DOJ's regulations, Equal Treatment for Faith-Based Organizations, 28 C.F.R. pt. 38 (Equal Treatment Regulations).

On October 6, 2009, the OCR conducted an onsite visit to the Crime Commission's offices in Lincoln, Nebraska, to interview Crime Commission administrators and to conduct a training program for Crime Commission administrators and program staff on the federal civil rights laws that the OCR enforces. The OCR would like to thank the Crime Commission staff, especially Jennifer Kirkpatrick, for assisting OCR attorney Debra Murphy during the onsite visit.

The OCR sent the Crime Commission a draft Compliance Review Report on December 9, 2010, and provided you with 30 days within which to provide the OCR additional information or factual corrections to the draft report. On January 6, 2011, Lisa Stamm, Chief of the Crime Commission's Grants Division, provided comments to OCR Attorney-Advisor Debra Murphy. Those comments have been incorporated, and this serves as the OCR's final Compliance Review Report.

In regard to the limited scope of our review, the OCR concludes that the Crime Commission has taken steps to comply substantially with the federal civil rights laws that the OCR enforces.

Nonetheless, we have concerns about whether the Crime Commission is properly explaining the EEOP obligations to subrecipients, has adequate procedures in place to respond to discrimination complaints from beneficiaries and employees of subrecipients, and is sufficiently training and monitoring its subrecipients on applicable federal civil rights laws. The following Compliance Review Report includes recommendations for improving the Crime Commission's methods for monitoring the civil rights compliance of subrecipients and ensuring that it meets its obligations under federal civil rights laws.

## I. Overview

This Compliance Review Report first examines the Crime Commission's procedures for monitoring whether subrecipients are meeting their obligations to comply with the federal civil rights laws that are a condition for receiving federal financial assistance. The Compliance Review Report then focuses on the Crime Commission's implementation of the DOJ's Equal Treatment Regulations.

### A. General Monitoring Procedures to Ensure Subrecipient Compliance with Applicable Federal Civil Rights Laws

Recipients of federal financial assistance from the OJP are responsible for certifying that contractors and subrecipients under DOJ grant programs comply with applicable federal civil rights laws. In reviewing the Crime Commission's general efforts to ensure subrecipients' compliance with their civil rights obligations, the OCR examined how the Crime Commission used the following four tools: (1) certified assurances; (2) onsite visits and other monitoring methods; (3) training programs and technical assistance; and (4) procedures for receiving, investigating, and resolving complaints alleging discrimination in the delivery of services.

#### 1. Certified Assurances

The OCR's records and the information provided by the Crime Commission indicates that the Crime Commission currently administers numerous subgrant awards funded by the OJP's Bureau of Justice Assistance (BJA), Office for Victims of Crime (OVC), Office of Juvenile Justice and Delinquency Prevention (OJJDP), as well as the Office on Violence Against Women (OVW). Crime Commission administrators told the OCR that there are three documents which contain civil rights provisions: (1) the Certified Assurance Document, which should be submitted with the application; (2) the EEOP Short Form, which should be submitted with the application; and (3) the Subgrant Special Conditions, which must be signed before a subrecipient can draw down any funds.

The Certified Assurance Document contains several provisions that address civil rights. First, it contains a list of civil rights statutes and regulations with which the applicant agrees to comply; this list does not include the Equal Treatment Regulations.<sup>1</sup> Second, the Certified Assurance

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<sup>1</sup> This provision reads as follows: "The Subgrantee will comply, and all its contractors will comply, with the nondiscrimination requirements of the Omnibus Crime Control and Safe Streets Act of 1968, as amended, 42 USC 3789(d), or Victims of Crime Act (as appropriate); Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; Subtitle A, Title II of the American's With Disabilities Act (ADA) (1990); Title IX of the Education Amendments of 1972; the Age Discrimination Act of 1975; Department of Justice Non-Discrimination Regulations, 28 CFR Part 42, Subparts C, D, E, and G; and Department of Justice regulations on disability discrimination."

Document contains a provision whereby the applicant agrees to forward to the OCR any finding of discrimination made on the basis of race, color, national origin, religion, or sex by a federal or state court, or a federal or state administrative agency, after a due process hearing. Lastly, the Certified Assurance Document contains a provision whereby the applicant agrees to comply with 28 CFR 42.301, Equal Employment Opportunity Program (EEO) Guidelines, and submit a certification to the Crime Commission that it has an EEO on file. An application will not be considered complete without a signed Certified Assurance Document; however, as described in Section I.B.1. of this Compliance Review Report, applicants who fail to submit a Certified Assurance Document will have an opportunity to cure this deficiency in the application.

The Crime Commission also has a form entitled “EEO Short Form,” which subrecipients are instructed to submit with their application. This form instructs applicants to indicate compliance with one of two options on the form. Option A states that the applicant has formulated an EEO in accordance with the EEO regulation at 28 C.F.R. § 42.301-.308, and that the EEO is on file for review by either the Crime Commission or the OCR. Option B states that the applicant is not required to formulate an EEO, because it has fewer than 50 employees. This content of this form does not adequately explain the EEO requirements, and the form cannot capture a subrecipient’s compliance with EEO obligations. Section II.B. of this Compliance Review Report provides the correct EEO standard for subrecipients of DOJ funding, and provides recommendations for ensuring subrecipients’ compliance with EEO reporting requirements.

Once awarded a grant, the subrecipient must sign and submit the Subgrant Special Conditions before the Crime Commission will disperse any funds. This form contains several civil rights provisions. First, by signing the Special Conditions, the subrecipient agrees to comply with all “applicable nondiscrimination requirements as set forth by federal and state laws,” including nondiscrimination in services and employment on the basis of race, color, religion, age, sex, national origin, or handicap. The subrecipient also agrees to forward any findings of discrimination to the OCR, prepare an EEO, if required, and notify the Crime Commission of any litigation. Lastly, by signing the Special Conditions, the subrecipient agrees to “take reasonable steps to provide meaningful access to their programs and activities for persons with limited English proficiency (LEP)” and is referred to [www.lep.gov](http://www.lep.gov).

## 2. Onsite Visits and Other Monitoring Methods

In its response to the OCR’s Data Request, the Crime Commission explained that it monitors both the subrecipients’ financial activity and program activity. The Crime Commission uses a contractor to conduct the financial monitoring, and uses its own staff members to conduct program monitoring. The contracted financial monitor uses a form entitled “Financial Grant Monitor Form,” which asks the following questions under the heading “Litigation:”

Has your agency had any lawsuits filed against it since the last Crime Commission monitor?

- A) If so, did any of these involve discrimination?
- B) If so, was the Nebraska Crime Commission notified?

Are there any unreported lawsuits at this time?

Has your agency had any complaints filed with the EEOC since the last Crime Commission monitor?

- A) If so, has the complaint(s) been resolved with the EEOC?
- B) If so, what were the findings from the EEOC?
- C) If so, have you notified the Crime Commission regarding the complaint/outcome?

The remainder of this form includes questions about financial matters. After completing the financial monitoring, the contractor will forward the completed Financial Grant Monitor Form to the Crime Commission. Financial information is forwarded to the Crime Commission's grant manager for that particular grant, who will send the subrecipient a letter summarizing the findings and detailing any recommendations. If the subrecipient has been involved with a lawsuit or an EEOC complaint, the Crime Commission will follow up to investigate the nature of the situation and make appropriate recommendations.

As mentioned above, the Crime Commission's own staff members conduct program monitoring visits. On-site monitoring visits are conducted every three years, with the first visit happening within the first 12 months of the first grant. Program monitors use a form entitled "Activity Monitor," which uses the following prompts to investigate civil rights issues: "Does the program/agency have an LEP plan?" and "Claims for an EEOP? (Civil Right Violation or Discrimination)." Both questions are followed by space for comments or notes, and during the OCR's onsite visit, the Crime Commission staff explained that these questions are used to begin a conversation with the subrecipient about all relevant civil rights issues, including EEOP requirements, language services, and discrimination complaints. During the OCR's onsite visit, the Crime Commission staff said that during monitoring visits they also ask subrecipients if they have grievance procedures for beneficiaries and employees. However, there is no question about that on either the Financial Grant Monitor Form or the Activity Monitor sheet. Following the program monitoring visit, the Crime Commission formulates appropriate recommendations, if any, and works with the subrecipient to develop a timeline for implementing recommendations.

Lastly, all subrecipients submit quarterly reports to the Crime Commission. The only item on these reports that may relate to civil rights is a section in which the subrecipient is to describe any "problems" that it encountered during the previous quarter. The subrecipient may report a civil rights related problem, such as receiving a discrimination complaint, although the quarterly report form does not specify what might constitute a "problem."

### 3. Training and Technical Assistance

The Crime Commission reported that it holds a Grants Management Training every year for all new subrecipients. This training includes a discussion of the Certified Assurance Document and examples of Special Conditions. The Crime Commission also provides technical assistance and additional training to subrecipients, as requested or needed. In its Data Response, the Crime Commission specifically mentioned that it has received requests from subrecipients to provide additional training of LEP issues, which it has done.

### 4. Complaint Procedures

The Crime Commission provided the OCR with an operating instruction entitled "Complaint Procedures for Alleged Disability Discrimination" in response to the OCR's query about any procedures in place to respond to discrimination complaints from employees or beneficiaries of subrecipients. This operating instruction states that its purpose is "to establish an informal

complaint procedure for the filing and handling of alleged disability discrimination claims,” and covers “any person, including employees, recipients of services, contractors, or members of the public, who feel they have been discriminated against by the [Crime Commission].” This operating instruction directs an aggrieved person to send a brief description of the alleged discrimination to the Crime Commission’s Personnel Officer<sup>2</sup> within 45 days of the action that gave rise to the complaint. According to the Crime Commission’s Data Response, the ADA Coordinator<sup>3</sup> will contact the aggrieved person within 10 business days of receiving the complaint. The ADA coordinator will attempt informal resolution first. However, if informal resolution is not possible, the ADA coordinator will investigate the complaint and issue an opinion about the matter to the Crime Commission’s Executive Director within 45 days of receiving the complaint. The Executive Director will take the necessary steps to implement the decision.

During the OCR’s onsite visit, the Crime Commission staff indicated that procedures and remedies in this operating instruction can be used by employees and beneficiaries of subrecipients, although that is not clear from the text of the operating instruction. Additionally, this operating instruction is not disseminated to employees and beneficiaries of subrecipients, although the Crime Commission staff stated that its grant administrators would distribute this policy to those employees and beneficiaries of subrecipients if asked. Be that as it may, this operating instruction only addresses discrimination on the basis of disability, which falls short of addressing the range of discrimination complaints that the Crime Commission should be prepared to receive.

The Nebraska Equal Opportunity Commission exists to enforce a variety of state and federal non-discrimination statutes in Nebraska<sup>4</sup> that prohibit discrimination in employment, housing and public accommodations. Employees of subrecipients can avail themselves of the NEOC’s employment protections, as can beneficiaries of subrecipients if the subrecipient is a housing provider or a place of public accommodation. Lastly, the Crime Commission’s own employees can grieve to the NEOC if they believe that they were the victims of employment discrimination, and the Nebraska State website provides information on the process for filing a complaint and the remedies available.

As mentioned in Section I.A.2. of this Compliance Review Report, the Crime Commission staff stated that during onsite monitoring visits, they ask subrecipients about the existence of internal grievance procedures that can be used by their own employees or beneficiaries. However, there

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<sup>2</sup> This Operating Instruction also provides that complainants who are affiliated with the Nebraska Law Enforcement Training Center (Training Center) can send their complaints to the Training Center’s ADA Coordinator. The Training Center is a program of the Crime Commission, and provides training statewide for law enforcement and detention officers.

<sup>3</sup> The Operating Instruction uses the title “Personnel Officer” to refer to the person to whom complaints are directed, but the Crime Commission used the title “ADA Coordinator” in its Data Response.

<sup>4</sup> The NEOC is authorized to enforce the following statutes: (1) The Nebraska Fair Employment Act, which prohibits employment discrimination on the basis of race, color, national origin, religion, sex (including pregnancy), disability, marital status, and retaliation; (2) The Nebraska Age Discrimination in Employment Act which prohibits discrimination in employment against those who are 40 years old or older; (3) The Equal Pay Act, which prohibits discrimination between genders in pay; (4) The Act Providing Equal Enjoyment of Public Accommodations, which prohibits discrimination in the enjoyment of public accommodations on the basis of race, color, national origin, ancestry, religion, or sex; and (5) the Nebraska Fair Housing Act, which prohibits discrimination in housing on the basis of race, color, national origin, religion, sex, disability or familial status. Concurrently with charges filed under these state laws, the NEOC is also authorized to receive and investigate discrimination complaints under several federal civil rights statutes as well.

was nothing on any of the onsite monitoring forms about inquiring into the existence of complaint procedures.

## B. Monitoring Compliance with Equal Treatment Regulations

The purpose of the Equal Treatment Regulations is to ensure that “[r]eligious organizations are eligible, on the same basis as any other organization, to participate in any [Justice] Department program for which they are otherwise eligible.” 28 C.F.R. § 38.1(a). The Regulations prohibit the DOJ and DOJ funding recipients from discriminating either for or against an organization on the basis of the organization’s religious character or affiliation. *Id.* In evaluating the Crime Commission’s equitable treatment of faith-based organizations, the Compliance review focused on two issues: (1) the process for making awards to applicant faith-based organizations, and (2) the procedures for ensuring that funded faith-based organizations comply with applicable federal civil rights laws.

### 1. The Process for Making Awards to Applicant Faith-Based Organizations

As discussed in Section I.A.1. of this Compliance Review Report, the Crime Commission administers numerous subgrants funded by the BJA, the OJJDP, the OVC and the OVW. During the OCR’s visit, the Crime Commission staff explained that to notify agencies about competitive funding opportunities, the Crime Commission posts Requests for Funding Proposals (RFPs) on its website. In addition, it mails postcards to a mailing list of approximately 3000 contacts that includes law enforcement agencies, courts, county attorneys, domestic violence and sexual assault programs, and past applicants and subrecipients. The Crime Commission also publishes a listserve for subrecipients and a newsletter, in which it would announce new and upcoming RFPs.

Once applications are received, the Crime Commission has a three tiered system for evaluating them. First, applications are reviewed by a Staff Review Committee, which could include outside volunteers. Volunteers are generally people with some expertise in the grant area, and could include current applicants so long as they do not review applications from their own region. The Staff Review Committee uses a “critique sheet,” which prompts them to review several areas of the application, such as eligibility, completeness, ability to address the identified problem, cost effectiveness, adherence to federal and state requirements, other resources, and past performance, if applicable. At this time, the Staff Review Committee would check for a signed copy of the Certified Assurance Document described in Section I.A.1. of this Compliance Review Report. However, the Crime Commission allows the Staff Review Committee to make funding recommendations “with contingencies” for strong applicants with incomplete applications. Any such funding contingencies are listed on a “comment sheet” that the Staff Review Committee gives to the applicant. The applicants must then cure any deficiencies before receiving a grant contract. At the end of this step in the application process, the Staff Review Committee makes funding recommendations with or without contingencies.

Second, the funding recommendations are reviewed by the Grant Review Committee, or in the case of juvenile justice grants, the Juvenile Coalition Committee. These groups consist of Crime Commission committee members, Governor appointees, and volunteers from the relevant professional areas. At this stage of the process, the Grant Review Committee and the Juvenile Coalition Committee hold public meetings, where they can receive additional information about the applicants – both the ones who received funding recommendations and the ones that did not.

Applicants can attend, but not speak, at these public meetings. These Committees pass along their funding recommendations to the full Crime Commission, adding contingencies if they wish.

Third, the full Crime Commission considers the funding recommendations at a regularly scheduled public meeting. Additionally, at this time an applicant who was completely denied funding (as opposed to an applicant who was recommended to receive less money than it applied for) may appeal that decision to the full Crime Commission.

The Crime Commission staff told the OCR that it treats faith-based organizations the same as any other applicant, and that the Crime Commission judges grant applications solely on the merits of the program. Prior to the OCR's visit, the OCR requested information on the faith-based organizations that had applied for DOJ funding through the Crime Commission in FY 2007 and FY 2008. Catholic Charities of the Archdiocese of Omaha was the only faith-based applicant both years, and was funded both years, albeit with a smaller amount than was requested. In FY 2007, Catholic Charities requested \$34,800 in VOCA funding, and received \$33,082. In FY 2008, Catholic Charities requested \$35,840 in VOCA funding, and received \$26,425.

## 2. Procedures for Ensuring that Faith-Based Organizations Comply with Applicable Federal Civil Rights Laws

In its response to the OCR's Data Request, the Crime Commission pointed to its three tiered application review process described above as being designed to catch improprieties, including the possibility that a faith-based organization may use federal funds to pay for inherently religious activity. However, during the FY 2007 and FY 2008, the Crime Commission received only one application from a faith-based organization, so the Crime Commission has little experience in ferreting out improprieties in the proposed activities of faith-based applicants.

Once a faith-based organization receives funding, the Crime Commission could detect any impropriety through its fiscal and program monitoring. However, as described in Section I.A.3. of this Compliance Review Report, the primary way in which subrecipients are informed about their civil rights obligations is through the Certified Assurance Document, and that document does not contain a reference to the Equal Treatment Regulations.

## II. Recommendations

The Crime Commission already has some procedures in place for monitoring the civil rights compliance of its subrecipients, such as referencing most of the laws that the OCR enforces in its Certified Assurance Document. To strengthen the Crime Commission's monitoring efforts, the OCR offers the following recommendations: (1) include a reference to the Equal Treatment Regulations in the Certified Assurance document; (2) provide the correct description for the EEOB obligations; (3) develop a comprehensive policy, including the establishment of written procedures, for addressing discrimination complaints from employees and beneficiaries of subrecipients; (4) comprehensively monitor for compliance with civil rights requirements during onsite monitoring visits; and (5) provide comprehensive training to DOJ subrecipients on the civil rights laws that the OCR enforces.

### A. Include Equal Treatment Regulations in the Certified Assurance Document

As mentioned in Section I.A.1. of this Compliance Review Report, the Crime Commission lists the civil rights statutes with which subrecipients have to comply in its Certified Assurance Document. However, this document currently contains no reference to the Equal Treatment Regulations. The Crime Commission should add the Equal Treatment Regulations to the list of civil rights statutes and regulations with which subrecipients must comply. *See Equal Treatment for Faith Based Organizations*, 28 C.F.R. pt. 38.

#### B. Provide the Correct Description of the EEOP Requirements

As mentioned in Section I.A.1. of this Compliance Review Report, the EEOP Short Form that is supposed to be submitted with the application does not contain a complete and accurate description of the EEOP requirements. The correct criteria for those subrecipients that must maintain an EEOP are as follows: (1) the subrecipient is a state or local government agency or any business; and (2) the subrecipient has 50 or more employees; and (3) the recipient receives a single award of \$25,000 or more. A recipient that is required to *maintain* an EEOP must *submit* it to the OCR if it receives a single award of \$500,000 or more. Once a subrecipient determines its EEOP obligations, the Crime Commission should ensure that the appropriate documentation is submitted to the OCR. If a subrecipient is exempt from maintaining an EEOP, that exemption must be certified to the OCR. Additionally, if a subrecipient must maintain an EEOP, but is exempt from submitting it, that exemption must be certified to the OCR as well. The OCR has a sample EEOP Certification Form available for subrecipients, which can be accessed at <http://www.ojp.usdoj.gov/about/ocr/pdfs/cert.pdf>. The OCR recommends that the Crime Commission requires subrecipients to use the OCR's Certification Form when certifying their exemption from the requirement to complete an EEOP or their exception from the requirement to submit an EEOP. We further recommend that the Crime Commission instructs subrecipients to submit certifications or EEOPs directly to the OCR, although the Crime Commission may wish to receive a copy for monitoring purposes.

#### C. Develop Comprehensive Complaint Procedures

While the state of Nebraska has written policies in place for receiving and investigating discrimination complaints from employees of the Crime Commission, there are no procedures in place for addressing discrimination complaints from employees or beneficiaries of subrecipients of the Crime Commission. Accordingly, the Crime Commission should adopt a policy for addressing discrimination complaints that includes at a minimum the following elements:

- designating a coordinator who is responsible for overseeing the complaint process;
- notifying subrecipients' employees and beneficiaries of prohibited discrimination in funded programs and activities and the Crime Commission's policy and procedures for handling discrimination complaints;
- establishing written procedures for receiving discrimination complaints from subrecipients' employees and beneficiaries;
- referring each complaint to the appropriate agency for investigation and resolution, such as the U.S. Equal Employment Opportunity Commission or the Nebraska Equal Opportunity Commission, or referring the complaint to the OCR, which will review the complaint and work with the Crime Commission to resolve the complaint;



- notifying the OCR in writing when the Crime Commission refers a discrimination complaint to another agency or when the Crime Commission investigates the complaint internally; and
- training Crime Commission program staff members on the responsibility to refer discrimination complaints, or potential discrimination issues, to the Crime Commission's complaint coordinator for processing as soon as the alleged discrimination comes to their attention.

Information about the applicable laws, complaint forms, and the investigative process is available at the OCR's website at [www.ojp.usdoj.gov/ocr/crc](http://www.ojp.usdoj.gov/ocr/crc). Additionally, the OCR has drafted the enclosed template complaint procedures that the Crime Commission may find helpful as it develops procedures for addressing discrimination complaints from employees and beneficiaries of subrecipients. Developing a comprehensive policy for addressing discrimination complaints should be a top priority for the Crime Commission.

#### D. Monitor for Compliance with Federal Civil Rights Laws During Onsite Monitoring Visits

The Crime Commission is taking steps to ensure that Crime Commission subrecipients are complying with grant requirements by conducting periodic onsite monitoring visits. These onsite monitoring visits, however, do not fully address federal civil rights laws. Pursuant to the Crime Commission's responsibility to monitor the compliance of subrecipients with applicable federal civil rights laws, the Crime Commission should expand the civil rights component of its onsite monitoring visits to encompass more than its current questions about litigation, EEOC complaints, and LEP plans. The Crime Commission should be sure to evaluate a number of civil rights requirements that are binding on recipients of federal funding (e.g., whether the subrecipient has an EEOC on file or has sent one to the OCR for review, whether the subrecipient has findings of discrimination to report to the OCR, whether the subrecipient has posted nondiscrimination notices as required by section 504 of the Rehabilitation Act, or whether the subrecipient has a grievance procedure and a designated coordinator as required by section 504 of the Rehabilitation Act and Title IX of the Education Amendments of 1972). Additionally, the Crime Commission should ask questions on whether the subrecipient is complying with DOJ's Equal Treatment Regulations, including the prohibitions against using federal funds to engage in inherently religious activities and discriminating against program beneficiaries on the basis of religion. The OCR has developed the enclosed Federal Civil Rights Compliance Checklist that contains relevant questions regarding civil rights compliance; the Crime Commission may wish to adapt the checklist in creating its own monitoring tools.

#### E. Provide Comprehensive Training on Federal Civil Rights Laws

Other than a general discussion of the information contained in the Certified Assurance document, the Crime Commission does not currently provide any training for its subrecipients about their civil rights obligations. To ensure that subrecipients fully understand their obligations under federal civil rights laws, such as the obligation to comply with the DOJ's Equal Treatment Regulations, to provide services to LEP individuals, and to provide the OCR with findings of discrimination issued by a federal or state court or federal or state administrative agency on the basis of race, color, religion, national origin, or sex, the Crime Commission should provide periodic training programs for its subrecipients on the applicable federal civil rights laws. The Crime Commission should provide this mandatory training for every subrecipient at

least once during a grant cycle, whether the Crime Commission provides the training in person, during a teleconference, or through other means. The OCR is available to provide the Crime Commission with technical assistance in developing civil rights training programs.

### III. Conclusion

We find that the Crime Commission has taken steps to comply substantially with the federal civil rights laws that the OCR enforces. However, it should implement the recommendations set forth above to ensure it is in compliance with all federal civil rights laws. On request, the OCR is available to provide technical assistance to the Crime Commission in addressing the concerns raised in this Report. **Immediately upon receipt of this letter, we ask that a responsible Crime Commission official contact Attorney-Advisor Debra Murphy to develop a timeline and goals for implementing the OCR's recommendations.**

Thank you for your cooperation and the assistance of your staff throughout the compliance review process. If you have any questions, please contact Ms. Murphy at (202) 305-0667.

Sincerely,

/s/

Michael L. Alston  
Director

Enclosures