

United States Department of Justice



Community Relations Service FY 2025 Performance Budget

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COMMUNITY RELATIONS SERVICE

I. Overview for Community Relations Service

FY 2025 Budget Request

The FY 2025 President's Budget requests 118 positions (including two attorneys), 118 FTEs, and \$29,088,000 to support the Community Relations Service (CRS).

CRS, a component within the U.S. Department of Justice, was established by Title X of the historic Civil Rights Act of 1964 (42 U.S.C. §2000g, *et seq.*) and signed into law by President Lyndon B. Johnson on July 2, 1964. Its jurisdiction was expanded pursuant to the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act enacted in 2009, authorizing CRS to work with communities to help them prevent and respond more effectively to bias incidents and hate crimes allegedly committed based on actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS engages in key areas, including: (1) providing assistance to State and local communities in the prevention and resolution of tension, violence, and civil disorders relating to actual or perceived discrimination on the basis of race, color, or national origin; and (2) working with communities requesting assistance to voluntarily develop and employ locally defined strategies to prevent and respond to bias incidents and hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

Program Overview

CRS is known as “America’s Peacemaker” and is the only agency within the Federal Government with this unique mission. CRS assists State and local government officials, law enforcement officers, community leaders, and others in resolving and preventing community-based conflicts and civil disorder around issues of race, color, and national origin and assisting communities in developing their capacity to prevent community conflict and tensions. CRS further works to prevent and respond to violent hate crimes based on actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability and decrease related community tensions. CRS’s services assist willing parties in developing and implementing local strategies that can help law enforcement, local officials, community and faith-based organizations, civil rights organizations, and interested community groups respond to alleged hate crimes and find ways to prevent future incidents.

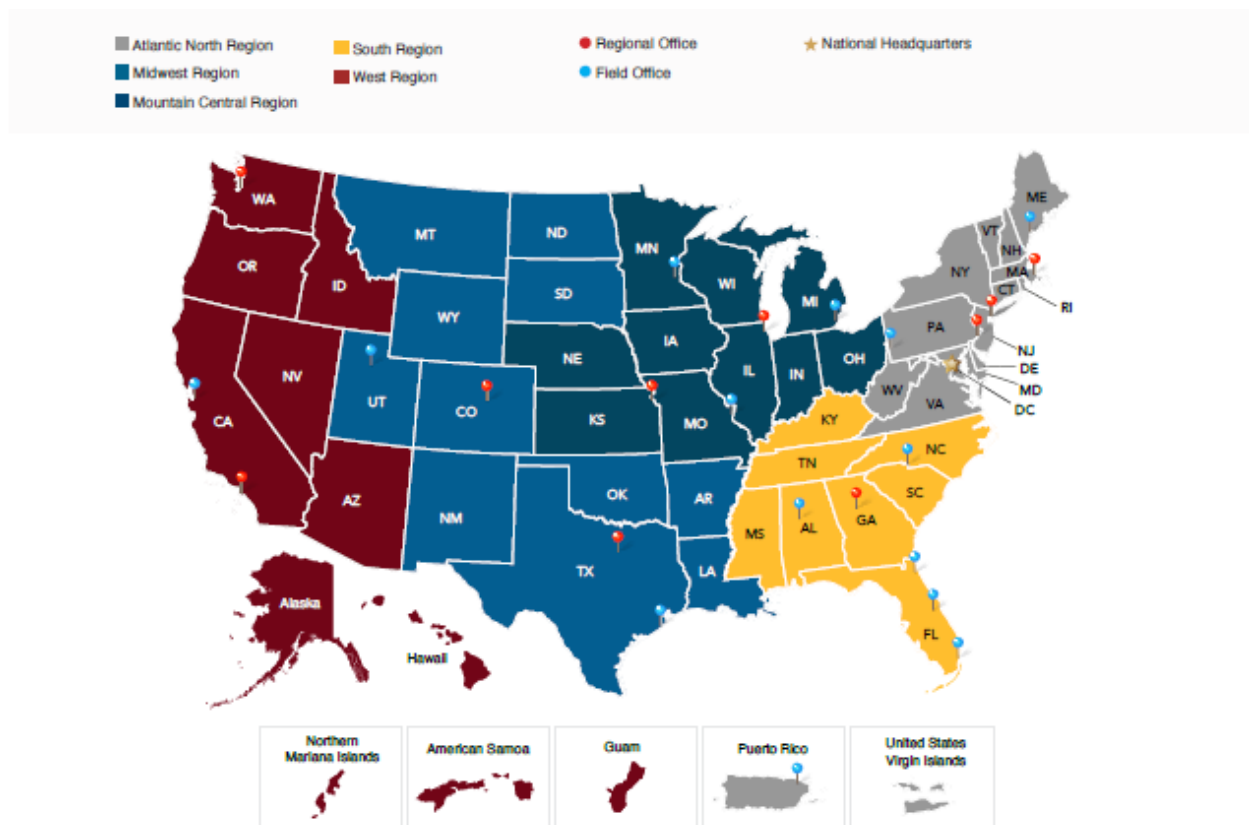
CRS provides four services to communities throughout the United States: 1) mediation, 2) facilitated dialogue, 3) training, and 4) consultation. By mandate, CRS’s services are confidential, voluntary, and impartial (42 U.S.C. §2000g). State and local law enforcement officials and community leaders may request CRS services to reduce tensions stemming from hate crimes, hate incidents, and planned rallies and marches or to promote reconciliation after such events, as well as to improve communication between law enforcement and community

members in the aftermath of a hate crime. CRS can provide facilitated dialogue between law enforcement and community members to increase mutual understanding about the investigative and prosecutorial process and promote public safety.

CRS services also address perceptions of discrimination, which can be as disruptive to community stability as actual discrimination. Specifically, CRS’s mediation and facilitated dialogue services provide a framework for parties to discuss perceptions of discrimination and issues impacting communities. These services also facilitate the development of partnerships and voluntary agreements to improve communication and trust, increase local capacity to prevent and respond to future conflicts, and improve public safety.

CRS does not have law enforcement authority, nor does it investigate or prosecute cases. As an impartial agency, CRS does not look to assign blame or fault to any individual or group. In contrast, CRS helps communities develop and implement their own solutions to reducing tensions. Furthermore, as alternatives to coercion or litigation, CRS facilitates the development of viable and voluntary solutions for resolution of community tension.

Community Relations Service Map of Regional Offices



CRS is divided into five regions across the nation: Atlantic North; Midwest; Mountain Central; South; and West. The regions operate out of 10 regional offices and 14 field offices.¹ The regional offices are in Atlanta, Boston; Chicago; Dallas; Denver; Kansas City; Los Angeles; New York; Philadelphia; and Seattle. In addition, CRS has 14 field offices where conciliation

¹ CRS is including all field locations in their total number of field offices. There are currently 14 field offices.

specialists serve communities under the supervision of the regional offices. The field offices are located in: Birmingham, AL; Charlotte, NC; Detroit, MI; Houston, TX; Jacksonville, FL; Miami, FL; Minneapolis, MN; Orlando, FL; Pittsburgh, PA; Portland, ME; Puerto Rico; Salt Lake City, UT; San Francisco, CA; and St. Louis, MO.

Community Relations Service Programs and Services

The Community Relations Service staff work directly with community leaders, State and local officials, civil rights leaders, law enforcement agencies, school administrators, and other stakeholders to support their efforts to resolve community conflicts stemming from issues of race, color, national origin and to prevent or respond to violent hate crimes committed on the bases of race, color, national origin, gender, gender identity, religion, and disability. As such, CRS's primary function is traveling to and working in communities throughout the country and leading them through problem-solving processes. This is done through providing an array of services and employing dispute resolution practices that can generally be categorized as mediation, facilitated dialogue, training, and consultation.

Mediation – CRS mediation is a process where an impartial, and mutually acceptable, third-party facilitates dialogue and problem solving between stakeholders in conflict. The goal of mediation is to provide stakeholders with a framework to help them identify and analyze issues, clarify misunderstandings, establish trust, and develop voluntary agreements. Mediation is not used to determine which side is right or wrong. Rather, mediation is a voluntary and confidential structured process that is utilized in formal face-to-face negotiations between community stakeholders to facilitate stakeholder-generated, mutually acceptable solutions. The issues and formal agreements in CRS mediation are as unique as each community engaged in the process. The issues vary from police-community relations to tribal-border town conflict, to alleged disparate treatment in schools, to environmental justice issues. The formal agreements generally seek to improve communication and trust, develop partnerships, increase local capacity to prevent and respond to future conflicts, and improve public safety.

Facilitated Dialogue – CRS facilitated dialogue is a process that is less formal than mediation and is used to open lines of communication between parties. Like mediation, facilitated dialogue is confidential and voluntary. Through facilitated dialogue or meetings, stakeholders in conflict can listen to all sides of an issue and learn about varying perspectives and potential solutions. Facilitated dialogue can vary in approach and structure, from large community dialogues to small meetings between key stakeholders, to information sharing between parties facilitated by an impartial third party. These dialogues often include various local agencies, institutions, and community members, and frequently address topics including police-community relations, alleged hate crimes, tribal conflicts, and protests and demonstrations. In most cases, facilitated dialogue is designed to assist stakeholders in identifying issues and developing voluntary, informal agreements that will not only improve communication and trust and develop partnerships, but will also increase local capacity to prevent and respond to future conflicts and improve public safety. CRS also can support the parties as they implement the actions, they have identified to reduce tension, promote reconciliation, and improve communication going forward.

Training – Conciliation Specialists deliver in-person and virtual training programs to communities experiencing tension to improve understanding and prevent future conflict. Developed using state-of-the-art adult learning best practices, these programs aim to increase law enforcements' and other audiences' understanding of diverse communities, improve safety, build

stakeholders' capacity to independently resolve conflict, and strengthen partnerships between stakeholders.

Consultation – CRS consultation services include technical assistance, such as the sharing of best practices around topics ranging from the formation of human relations commissions; to engaging with different ethnic and religious communities; to the development of safety protocols, communication channels, and contingency plans for large events.

CRS has developed numerous programs and trainings that not only assist communities in resolving their current conflicts, but also aid them in building the skills and infrastructure necessary to prevent and respond to future issues. The programs bring together representatives from local government agencies, community groups and faith-based organizations, law enforcement, civil rights groups, and businesses to develop collaborative approaches for reducing conflicts and addressing the factors that have contributed to the tension.

CRS' current facilitated problem-solving programs include:

- **Strengthening Police and Community Partnerships (SPCP) Program:** The Strengthening Police and Community Partnerships program is an 8-hour facilitated dialogue session for improving public safety through proactive problem solving and police-community collaborations. These services can be requested in the aftermath of a hate crime, or where local law enforcement or communities would like assistance reducing civil rights related tensions. Additionally, the program assists law enforcement and community leaders in developing action plans that address the most urgent issues impacting the community. First piloted in FY 2018, the well-received SPCP program is designed to strengthen the capacity of law enforcement and community leadership to address future conflicts, as well as increasing the community's willingness to report violent crimes, including hate crimes, and cooperate in the investigation of those crimes.
- **Dialogue on Race:** This program brings together diverse participants from the community to exchange information, share personal stories and experiences, express perspectives, clarify viewpoints, and develop understandings. Through the dialogue process, parties can identify commonalities and ways to work together to improve community relations. The program is also available for campuses and universities, using a model where CRS trains students to facilitate multiple dialogue sessions at their school.
- **School-Student Problem Identification & Resolution of Issues Together (School-SPIRIT):** The School-SPIRIT is an 8-hour student-directed, problem-solving program designed to assist student leaders in identifying issues impacting their school. These issues may include violence, bullying, and other school safety issues that are connected to civil rights-related concerns or perceptions. The program engages school administrators, teachers, school resource officers, and parents to develop customized action plans and solutions that address the most urgent issues impacting their school community, while increasing the ability of student leaders to address future conflicts. The program is also available for campuses and universities.

- **City-Problem Identification & Resolution of Issues Together (City-SPIRIT):** The City-SPIRIT is an 8-hour, facilitated problem-solving program designed to convene leaders from local government agencies, community leaders, faith-based organizations, law enforcement, and others to identify issues impacting community relations that are connected to civil rights-related concerns or perceptions. Through the program, the parties develop customized action plans and voluntary agreements that address the most urgent issues in their community, while increasing the ability of community leaders to address future conflicts and improve partnerships, trust, and public safety.

CRS's educational programs that are focused on helping communities respond to hate crimes include:

- **Bias Incidents and Hate Crimes Forum:** The Bias Incidents and Hate Crimes Forum is a half-day program designed to provide law enforcement, business leaders, faith-based organizations, and community leaders with knowledge and information related to the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act (HCPA). Additionally, the program engages local law enforcement, district attorneys, and Federal law enforcement in facilitated discussions to educate local communities about State and local laws and procedures to combat and respond to bias incidents and hate crimes.
- **Protecting Places of Worship (PPOW) Forum:** This half-day program offers best practices to help communities protect places of worship against potential threats. Government officials share guidelines for ensuring physical security and resources to develop security plans. PPOW forums convene local and Federal law enforcement officials and faith-based organizations in a dialogue to provide information and resources related to hate crime laws, active shooters, and physical security at places of worship.

Finally, CRS's training programs include:

- **Engaging and Building Partnerships with Muslim and Sikh Americans:** The goals of these two separate half-day programs are to educate law enforcement or community leaders about Muslim American and Sikh American communities. The program topics include cultural understanding of Muslim and Sikh Americans; issues impacting these communities, including hate crimes, and best practices for successfully engaging with Muslim Americans and Sikh Americans. The programs include action planning to increase local capacity to successfully create partnerships with Muslim American and Sikh American communities and respond to issues impacting these communities.
- **Engaging and Building Partnerships with Transgender Communities:** This 4-hour program is designed to educate law enforcement about transgender communities. The program topics include definitions related to the transgender community; the impacts of hate crimes on these communities; and best practices for engagement, communication, and problem solving. The program increases the capacity of law enforcement to successfully create partnerships with transgender communities and respond to issues impacting these communities.

- **Public Events Planning:** CRS has two public events-related training programs, Contingency Planning: Reducing Risk During Public Events and Event Marshals: Supporting Safety During Public Events trainings. The Contingency Planning program increases participants' knowledge of how to plan for a safe public event, such as a demonstration or rally, to decrease the potential for violence. It also includes time for participants to begin developing an appropriate plan to prepare and hold an event and assess and address potential issues for maintaining public safety during the event. The Event Marshals program educates participants about the importance of this role in maintaining public safety during an event and expectations for Marshals as the primary points of contact with event participants.
- **Facilitating Meetings Around Community Conflict:** This daylong training is aimed at helping community leaders develop the skills needed to independently resolve community tensions, a key component of our focus on building local capacity to address sources of community conflict. Participants learn how to prepare for, facilitate, and conduct follow-up after a community meeting involving issues of conflict or disagreement.

FY 2025 Budget Request

The Community Relations Service's budget consists of operating expenses which include, but are not limited to, payroll for permanent positions; travel expenses to enable CRS's conciliation professionals to respond in person to requests for assistance from State and local units of government, private and public organizations, and community groups; and funding for normal operations (e.g., programmatic planning and development, employee training and professional development, information technology, communications, equipment, supplies). In fiscal year 2025, CRS requests **118 positions (including two attorneys), 118 FTEs, and \$29,088,000.** This will allow CRS to maintain current efforts to bolster staffing levels to enhance the support it provides to communities working to reduce tensions, improve police-community relations, and prevent and respond to bias incidents and hate crimes.

Performance Challenges

CRS is a smaller component, with 53 employees on-board at the start of FY 2024. As such, addressing the range of conflicts that develop throughout the country related to its jurisdictional mandates is challenging. CRS will continue to focus on hiring and being able to offer support to more community groups in response to community conflicts or hate incidents occurring across the nation.

Responding to cases that gain national attention, such as the death in police custody of George Floyd on May 25, 2020, in Minneapolis, Minnesota, can impact CRS's ability to support communities working to address more localized conflicts. After Mr. Floyd's death, protests about the excessive use of force by police and calls for police reform quickly spread across the country. CRS monitored the heightened racial community tensions and unrest in hundreds of cities around the country, responding to as many community leaders' requests for assistance as possible. CRS also supported community contingency planning due to the potential for unrest throughout the country in the aftermath of a verdict in the trial of the police officer charged with the murder of Mr. Floyd. CRS has also responded to other high-profile police-involved

shootings, including that of Breonna Taylor, Ahmaud Arbery, Duante Wright, Tyre Nichols, and others.

It is not uncommon to have most of the CRS staff actively deployed to support communities at any given time, although the conciliators seamlessly pivoted to provide virtual services during the COVID-19 pandemic. Whether in-person or virtually, CRS cannot respond to all its potential cases, but must strategically prioritize where its services will have the most impact. CRS also must balance the time staff spend on case deployment with the need to allot time to develop and train staff on new and emerging issues and approaches to leading communities through resolution processes related to specific and persistent types of conflicts.

CRS continues to assess its daily operations based on requests for services, hate crime and other statistics, Administration priorities, and opportunity for local capacity building. All these factors pose challenges that affect the success of CRS's conciliation and mediation services.

Internal Challenges

The primary internal challenges facing CRS are strategic use of resources, strategic use of technology, and strategic human capital planning.

Strategic use of resources. CRS will continue to deploy its resources consistent with the Administration's strategic priorities, including preventing and responding to hate crimes and promoting and protecting Americans' civil rights. In FY 2024, the CRS hired a Regional Director, located in Chicago to better serve communities in and about that area. Additional conciliation specialists will be hired to support this region and other regions facing similar needs. CRS also will continue to focus on building communities' capacities to work to reduce tensions and respond to and prevent bias incidents and hate crimes and hate incidents. To broadly reach communities nationwide and better meet the needs of stakeholders in those localities, CRS plans to hire remote conciliation specialists in cities where CRS has never had a physical office.

Strategic use of technology. CRS will continue to focus its internal efforts on leveraging technology to enable virtual meetings, trainings, and forums; ensure staff have efficient access to policies and Standard Operating Procedures; provide web-based access to best practices and other tools; and reduce travel costs, where possible.

Strategic human capital planning. Finally, CRS will take steps to ensure that the agency maintains a world-class diverse workforce, including a cadre of highly skilled, high performing, engaged mediators and conciliators who enable CRS to accomplish its mission efficiently and effectively. CRS will address its human capital needs through effective succession planning, professional development, and sustained high-quality training. CRS also faces challenges of maintaining adequate staffing to address the high demands placed upon the component from communities in conflict throughout the nation. Despite operating 10 regional offices and 14 field offices throughout the nation, the 35 conciliators who currently work out of those locations and the 17 headquarters personnel who lead and support the conciliators are unable to fulfill all the requests for our services coming from major population centers. To meet these challenges, CRS is making concerted efforts to, and is on track to, hire new conciliators, trainers, and subject matter experts up to the maximum authorized, while engaging in proactive retention efforts. High quality standards for leadership, in-service training, standardized measurable work plans,

and employee engagement action plans for retention and quality assurance will remain crucial to aspects of CRS' strategy to address internal and external challenges.

External Challenges

The primary external challenges facing CRS are the national increase in reported hate crime incidents and bias; the recent spike in racial tensions resulting from protests of excessive use of force by police and calls for police reform; the increase in community interest in preventative services; and the constancy of government turnover.

Increase in reported hate crime incidents. CRS will continue to respond to a wide range of conflicts, including those stemming from race, national origin, gender identity, religion, and tribal issues, which all remain present at high levels and are equally in need of CRS services. CRS designated a conciliation specialist to coordinate the agency's response to the recent rise in the number of bias incidents and hate crimes against Asian American and Pacific Islanders. The 2022 Federal Bureau of Investigations (FBI) Hate Crime Statistics Report, the most recent hate crimes statistics available from the FBI, reflects the increase in demand for services that CRS is seeing in communities across the country. According to the FBI's Report, there was an increase of 7.3% in reported hate crime incidents from 10,840 in 2021 to 11,634 in 2022.

Government turnover. Finally, CRS must constantly reintroduce its services to community and local government leaders when those officials are newly elected because of CRS's statutory mandate that prevents the component from publicizing the details of much of its work. Moreover, many of the people and communities that CRS serves do not know that CRS can also serve pursuant to the Hate Crimes Prevention Act. For example, communities who may be targeted for violent hate crimes based on gender, gender identity, sexual orientation, religion, or disability may not have worked with CRS in the past when its jurisdiction was focused on addressing racial tension. Despite these challenges, CRS is not deterred from offering its services to communities in need. Through skillful conciliation and mediation, CRS's services can limit disruptions to community peace and stability. For any jurisdictional conflict, CRS stands ready to offer its conflict resolution services to communities across the United States.

II. Summary of Program Changes

N/A

III. Appropriations Language and Analysis of Appropriation Language

SALARIES AND EXPENSES, COMMUNITY RELATIONS SERVICE

Appropriations Language

For necessary expenses of the Community Relations Service, [\$28,121,000] ~~\$29,088,000~~: Provided, That notwithstanding section 205 of this Act, upon a determination by the Attorney General that emergent circumstances require additional funding for conflict resolution and violence prevention activities of the Community Relations Service, the Attorney General may transfer such amounts to the Community Relations Service, from available appropriations for the current fiscal year for the Department of Justice, as may be necessary to respond to such

circumstances: Provided further, That any transfer pursuant to the preceding proviso shall be treated as a reprogramming under section 504 of this Act and shall not be available for obligation or expenditure except in compliance with the procedures set forth in that section.

Analysis of Appropriations Language

No substantive changes proposed.

IV. Program Activity Justification

A. Community Relations Service

<i>Conflict Resolution & Violence Prevention Activities</i>	Direct Pos.	Estimate FTE	Amount
2023 Enacted	118	43	25,024,000
2024 Continuing Resolution	118	98	25,024,000
Adjustments to Base and Technical Adjustments	0	20	4,064,000
2025 Current Services	118	118	29,088,000
2025 Request	118	118	29,088,000
Total Change 2024-2025	0	20	4,064,000

*Actual FTE shown for FY 2023

1. Program Description

CRS’ programs contribute to the DOJ’s Strategic Goal #2.6 –Protect Vulnerable Communities, which is included in Goal 2 –Keep Our Country Safe. CRS also plays a significant role in accomplishing DOJ’s Strategic Goals #3.2 –Combat Discrimination and Hate Crimes and 3.3 – Reform and Strengthen the Criminal and Juvenile Justice Systems to Ensure Fair and Just Treatment, which are included in Goal 3—Protect Civil Rights. Also, within goal 3, CRS specifically addresses Strategic Objective 3.5.2— Implement a Comprehensive Strategy to Advance Environmental Justice.

CRS has implemented several strategies to effectively address the issues of discriminatory practices based on race, color, or national origin; support communities working to address sources of systemic inequality, including in the criminal justice system; and work with communities to help prevent and respond to bias incidents and violent hate crimes based on actual or perceived gender, gender identity, sexual orientation, religion, or disability. CRS conducts training with Federal, State, and local law enforcement to share best practices for successful interactions between law enforcement officials and community members.

In FY 2020, CRS modified three in-person training programs and its Hate Crimes Forum structure for virtual delivery, which is still being used today. CRS also updated its guides for planning and conducting Dialogue on Race and City/School Problem Identification and Resolution of Issues Together (City/School SPIRIT) facilitated dialogue sessions, developed a new guide for its Strengthening Police and Community Partnerships (SPCP) program, and developed and piloted a one-day Facilitating Meetings Around Community Conflict (FMACC) training.

In FY 2021, CRS developed and implemented a model for training students to facilitate Dialogue on Race sessions on campuses and developed a planning guide for its Campus SPIRIT facilitated

dialogue program. CRS also modified for virtual delivery two in-person trainings (FMACC and Strengthening Engagement with Muslim Americans) and the SPCP facilitated dialogue program.

And in FY 2022, CRS developed versions of its Engaging and Building Partnerships with Muslim Americans and Sikh Americans training programs for community leaders (non-law enforcement) and developed an asynchronous version of its training of law enforcement officers on Engaging and Building Partnerships with Transgender Communities.

Moreover, in FY 2023, CRS responded to community tensions resulting from a public health crisis in Jackson, Mississippi, when the city's drinking water system failed. CRS joined the Department's Environment and Natural Resources Division and the U.S. Attorney's Office for the Southern District of Mississippi to form the Jackson Safe Drinking Water Act/Clean Water Act Team and worked the Environmental Protection Agency and the Mississippi State Health Department to contribute toward restoring safe drinking water and beginning long-term improvements to the wastewater system, which had been in violation of environmental regulations for years. CRS personnel played a key role in facilitating communication and building trust between Jackson's underserved communities, stakeholders, and government officials to build greater capacity for public health, environmental justice, and inclusive decision-making.

Another significant work CRS engaged in in FY 2023 was conducting a series of School-SPIRIT programs. In response to communities experiencing conflicts involving youth, CRS brought students, school administrators, and other school community members together to identify challenges impacting their school and wider communities and develop solutions to address them. For example, in April 2023, administrators of a middle school in Belchertown, Massachusetts, learned that their students were sharing Nazi symbols and Holocaust imagery online, with some students giving Nazi salutes at school and in the community. These incidents raised alarms among many students, the Jewish community, and school officials, leading to the school enlisting CRS's help with organizing a School-SPIRIT program in June 2023. About 40 seventh and eighth graders participated, working together to identify safety and security concerns and to develop an action plan for ongoing problem-solving concerning alleged instances of hate and bias. This plan included forming a "SPIRIT council" to address ongoing problem-solving on safety and security for all students.

Similarly, in Erie, Pennsylvania, CRS conducted a series of School-SPIRIT programs in three separate public secondary schools in the city in March 2023. CRS offered each program in response to a request from the hosting school. In one school, about 69 diverse students in grades 6-8 participated in the program; in another school, about 80 diverse students in grades 6-8 participated. In both, local high school students, law enforcement officers, and members of the state attorney general's office served as facilitators after receiving training from CRS staff. In the third school, about 50 diverse students in grades 9-12 participated, with CRS-trained law enforcement officers, local civil rights organization members, and local high school students serving as facilitators. In all three, students identified strengths of the school as well areas of concern on the issues of equity, diversity, and inclusion. They then developed action plans for solutions to the identified areas of concern. In FY 2023, CRS conducted several other School-SPIRIT programs such as these to engage students, school officials, and school community members in identifying issues affecting their school and crafting their own solutions.

Recognizing the importance of receiving feedback from stakeholders to help continually improve services, CRS solicits participant comments at the end of facilitated dialogue and training sessions. For example, *in the first three quarters of FY 2022*, survey data indicated that 94% of respondents found the CRS training that they had attended to be interactive and engaging, with 95% indicating that the training was a worthwhile use of their time. In FY 2021, CRS also launched a new initiative to document the broader outcomes of its work with communities, including the extent to which stakeholders perceive those tensions decreased, police-community relations improved, and local capacity increased to independently resolve future conflicts. Its first outcome evaluation, which examined the effects of an SPCP facilitated dialogue program conducted in 2018, found that 4% of program participants rated their perceptions of community trust in police as good or very good before the program and that 33% rated their perceptions of community trust as good or very good when surveyed in 2021.

Making information about CRS services and programs easily available to the public continues to be a priority for CRS. In FY 2023, the CRS website had more than 217,129 visitors. In addition, in FY 2021, CRS launched a Spanish-language version of its website. Moreover, CRS broadened the ability of its diverse community groups to access information about CRS's services and programs by translating key documents available to stakeholders on its website into 12 languages, including Arabic, Chinese, Haitian Creole, Korean, Punjabi, Spanish, Tagalog, and Vietnamese.

In preparation for growth in FYs 2022 and 2023, CRS intensified its emphasis on staff development and training of staff on the fundamental skills of conflict resolution. This included developing a comprehensive, pilot training program for new conciliators to equip them with an understanding of CRS's core mission, mandates, services, programs, and approach to outreach and service delivery. The training includes a self-paced workbook designed to be completed over a two-month period and 32 hours of instructor-led interactive classes. In FY 2022, CRS also developed a roadmap to guide the first 18 months of the onboarding and professional development of new conciliation specialists, which will enable CRS to track key milestones, such as shadowing experienced conciliation specialists and completing the pilot and other training. In FY 2023, CRS continued to revise and update its internal and external training programs, such as the PPOW forum to better meet the demands and challenges that communities of faith face and SPCP program to enhance the relationship between communities and law enforcement through collaboration and proactive problem solving.

Finally, CRS holds staff training sessions to develop leadership skills and enhance and refresh contemporary conflict resolution strategies and skills, with an internal skills certification process for fundamental tools that are used in conflict resolution cases. CRS continues to strengthen its emphasis on local capacity building by having conciliators focus on the implementation of collaborative partnerships, action planning, and other mechanisms for strategically empowering and sustaining peaceful communities.

The services of CRS are tracked in a case management database system. Quality assurance is measured by a weekly review of every new case in the CRS system and a quarterly performance review of case statistics to identify and discuss trends. Conciliators have made significant qualitative and technical progress on casework. Updated Performance Work Plans emphasize community capacity building outcomes.

2. Performance, Resources, and Strategies

PERFORMANCE AND RESOURCES TABLE											
Decision Unit:											
RESOURCES		Actual		Actual		Target		Changes		Requested (Total)	
		FY 2022		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Change		FY 2025 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		34	20,750	43	23,724	98	25,024	20	4,064	118	29,088
TYPE/ STRATEGIC OBJECTIVE	Performance	FY 2022		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Change		FY 2025 Request	
Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	Conflict Resolution and Violence Prevention - Program Operations	34	20,750	43	23,724	98	25,024	20	4,064	118	29,088
Performance Measure:											

PERFORMANCE MEASURE TABLE										
Decision Unit: Conflict Resolution and Violence Prevention - Program Operations										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
			Actual	Actual	Actual	Actual	Actual	Target	Target	
	2.6/3.3/ 3.5	Performance Measure	Cases jurisdictional under the 1964 Civil Rights Act	238	131	88	72	75	75	75
2.6/3.2	Performance Measure	Cases jurisdictional under the 2009 Hate Crimes Prevention Act	149	58	46	64	60	60	60	
2.6/3.3/ 3.3	Performance Measure	Cases jurisdictional under both 1964 CRA and HCPA 2009	N/A	57	50	32	53	53	53	

2.6/3.3/ 3.3/3.5	Performance Measure	Alert closed due to resource constraints.	125	753	810	100	N/A	N/A	N/A
2.6/3.3/ 3.3/3.5	Performance Measure	CRS outreach	184	244	317	128	420	274	274
2.6/3.2	Performance Measure	CRS Trainings	82	14	20	12	13	13	13
2.6/3.3/ 3.3/3.5	Performance Measure	CRS Mediation	8	4	3	8	0	4	4
2.6/3.3/ 3.3/3.5	Performance Measure	CRS Facilitated Dialogue & Consulting Sessions	119	N/A	N/A	N/A	N/A	N/A	N/A
2.6/3.3/ 3.3/3.5	Performance Measure	CRS Facilitated Dialogue	N/A	145	121	124	100	100	100
2.6/3.3/ 3.3/3.5	Performance Measure	CRS Consulting Sessions	N/A	424	331	144	286	286	100

3. Performance, Resources, and Strategies

a. Performance Plan and Report for Outcomes

CRS provides conflict resolution services to resolve disputes and disagreements based on race, color, and national origin to reduce community tension. A significant portion of CRS’s workload is direct crisis response services. Outreach efforts, where CRS works to develop relationships with stakeholders and help them to strengthen their local capacity to prevent and respond to tensions and conflicts, account for another significant portion of the work conducted by staff. CRS also prevents and responds to alleged hate crimes committed based on gender, gender identity, sexual orientation, religion, or disability, in addition to race, color, and national origin. In FY 2017 and FY 2018, CRS developed new performance measures and baseline targets to capture CRS services more accurately to communities. Currently, CRS adopted the FY 2023 actual module to create FY 2024 and FY 2025 targets. The latest plan is attached on page 15.

b. Strategies to Accomplish Outcomes

CRS strategies include providing conflict resolution services to accomplish the outcomes. These conciliation services include mediation, facilitation, training, and consulting. CRS trainings and programs include Engaging and Building Relations with Muslim and Sikh Communities, Strengthening Police and Community Partnerships, Hate Crime Forums, Protecting Places of Worship forums, Dialogue on Race, and the City/School Problem Identification and Resolution of Issues Together (City/School SPIRIT) program.

These strategies are specifically designed to assist states, local communities, and tribal governments in resolving violence and conflict. CRS has been working collaboratively with four major customer groups: (1) investigative and law enforcement agencies; (2) State, local, and tribal governments, and Federal agencies, including U.S. Attorneys, FBI, various other components of the Department of Justice, Department of Labor, Department of the Interior, Department of Homeland Security Transportation Security Administration, Department of Education, and domestic immigration officials; (3) schools, colleges, and universities; and (4) community groups and other organizations to assist and resolve racial conflict and to help communities develop the ability to more effectively prevent and respond to alleged violent hate crimes on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

CRS develops strategies that focus on bringing together the energy of community leaders, organizations, and citizens to work towards crime prevention and providing safe neighborhoods and communities for all Americans through cooperation and coordination with other Department of Justice components. CRS does not investigate or prosecute. Rather, CRS provides comprehensive services that empower communities to help themselves and maximize the Federal investment at the local level through capacity building. It does so with confidentiality and with impartiality. By facilitating dialogue, mediating agreements, providing technical assistance, and increasing cultural understanding, CRS conducts services in response to conflicts or incidents that, left unaddressed, might escalate to violent hate crimes.

To serve all the different jurisdictional areas, including the ones mandated by the 2009 Matthew Shepard Hate Crimes Prevention Act, CRS must continue to monitor hate crimes, conduct outreach work, and provide services. Given continuing technology innovations and the need to serve tech-savvy youth, CRS continues to utilize different technology platforms to meet its mandate, including sharing information through its social media platforms. CRS also continues to utilize and develop cutting edge conflict resolution approaches to meet the changing needs of the communities we serve.

To fulfill the strategic goals of the Department and the component, the CRS management team will continue to conduct robust strategic planning that includes actions to ensure that staff have contemporary mediation and conciliation skills, use cutting edge conflict resolution tools, facilitate educational programs that incorporate adult learning best practices, and provide up-to-date technical assistance. CRS leadership will also continue to allocate resources to obtain maximum mission accomplishment in the most efficient and effective manner, conduct stakeholder engagement and outreach activities to make sure that CRS programs meet current needs, evaluate trainings and other programmatic offerings to ensure they meet program goals, hold staff accountable through adherence to clear performance work plans, promote employee engagement, and follow a transparent merit award system for outstanding work. CRS's success can be evaluated on how well its services assist communities in need, contributing to the Department's Conflict Resolution and Violence Prevention Activities. In addition, CRS is gauged on its success in keeping the peace in cities throughout the country, when events occur that have the potential to escalate into major riots or violence. CRS continues to evaluate new methods for measuring the component's success, always aiming to improve upon its service delivery to American communities.

V. Program Increase

N/A

VI. Program Offsets by Item

N/A

VII. Exhibits