

United States Department of Justice



Community Relations Service

FY 2018 Performance Budget

Congressional Submission

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I. Overview for Community Relations Service

FY 2018 Budget Request

In Fiscal Year (FY) 2018, the Community Relations Service (CRS) requests **54 positions (including 2 attorneys), 54 FTE, and \$14,419,000**. CRS' request includes adjustments to base which will allow it to continue to provide conciliation services (mediation, facilitated dialogue, training, and consultation) in a broad range of communities throughout the United States. Electronic copies of the Department of Justice's Congressional Budget Justifications and Capital Asset Plan and Business Case exhibits can be viewed or downloaded online: <http://www.justice.gov/02organizations/bpp.htm>.

The Community Relations Service (CRS), an agency 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. In addition, pursuant to the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act enacted in 2009, CRS is authorized to work with communities to help them develop the capacity to prevent and respond more effectively to violent hate crimes allegedly 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 the Department's "peacemaker,"_CRS assists 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. CRS also works to 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 is the only Federal component dedicated to assisting state and local units of government, community and faith-based organizations, and community groups to develop local capacity to prevent community conflict and tensions stemming from alleged discrimination based on race, color and national origin. Likewise, CRS is the only Federal component dedicated to decreasing community tensions stemming from alleged hate crimes on the basis of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability, through the use of voluntary and confidential conflict resolution processes. CRS' services assist willing parties to develop and implement 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 state, local and federal officials, and communities throughout the United States: 1) mediation, 2) facilitated dialogue, 3) training, and 4) consultation. By mandate, CRS services are confidential, voluntary and impartial (42 U.S.C. §2000g). The services are described in detail below. State and local law enforcement officials and community leaders may request CRS services 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 increase public safety.

CRS services also address perceptions of discrimination, which can be as disruptive to community stability as actual discrimination. Specifically, CRS 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 collaborative and voluntary solutions for resolution of community tension.

Community Relations Service Map of Regional Offices



CRS has 10 regional offices and 4 field offices in the following locations: Boston; New York; Philadelphia; Chicago (field office in Detroit); Kansas City, MO; Denver; Los Angeles (field office in San Francisco); Dallas (field office in Houston); Atlanta (field office in Miami); and Seattle. CRS headquarters is located in Washington, D.C.

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, and other stakeholders to support their efforts to resolve community conflicts stemming from issues of race, color, national origin and to prevent violent hate crimes committed on the bases of race, color, national origin, gender, gender identity, religion, and disability. As such, CRS' primary function is traveling to communities throughout the country and leading them through problem-solving processes. This is done through an array of services and 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 and 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. However, like mediation, facilitated dialogue is also confidential and voluntary. Through facilitated dialogue or meetings, stakeholders in conflict are able to 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, and mutually acceptable, 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, protests and demonstrations, and other issues. 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.

Training- CRS training programs are designed to educate participants on topics such as Federal and state hate crimes laws, engaging American Muslims and American Sikhs, and building trust with transgender communities. CRS training programs offer national models for improving community relations, developing partnerships, and increasing public safety. Additionally, CRS programs are designed to convene broad audiences, including local government agencies, community leaders, faith-based organizations, and law enforcement to identify issues impacting community relations. These programs also increase local community capacities and assist parties in developing customized action plans and voluntary agreements that address the most urgent issues in their community.

Consultation- CRS consultation services include technical assistance and best practices. These best practices may include, but are not limited to, the formation of human relations commissions; best practices for engaging with different ethnic and religious communities, lesbian, gay, bisexual, and transgender organizations and individuals, and disability organizations;

development of safety protocols, communication channels and contingency plans for large events; and referrals to federal or state agencies, organizations and community groups.

CRS' current programs and trainings include:

- **Strengthening Police and Community Partnerships Program:** The Strengthening Police and Community Partnerships program is a customizable suite of services, including a 90-minute interactive community engagement workshop and 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. The 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.
- **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.
- **Engaging and Building Relations with American Muslims:** The Engaging and Building Relations with American Muslims program is a 4-hour training designed to educate law enforcement, first responders, government officials and community leaders about Muslim American communities. The program topics include: cultural understandings of Muslim Americans; issues impacting these communities, including hate crimes; and strategies to successfully engage with Muslim Americans. The program increases the capacity of law enforcement, first responders, government officials and community leaders to successfully create partnerships with American Muslims and respond to issues impacting these communities.
- **Engaging and Building Relations with American Sikhs:** The Engaging and Building Relations with American Sikhs program is a 4-hour training designed to educate law enforcement, first responders, government officials and community leaders about Sikh American communities. The program topics include: cultural understandings of Sikh Americans; issues impacting these communities, including hate crimes; and strategies to

successfully engage with Sikh Americans. The program increases the capacity of law enforcement, first responders, government officials and community leaders to successfully create partnerships with Sikh Americans and respond to issues impacting these communities.

- **Law Enforcement and Transgender Community Training:** The Law Enforcement and Transgender Community Training is a 4-hour program designed to educate law enforcement and first responders 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 and first responders to successfully create partnerships with Transgender communities and respond to issues impacting these communities.
- **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.
- **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, improve partnerships, trust and public safety.

Performance Challenges

CRS is a small agency that addresses a range of conflicts that develop throughout the country. Responding to the jurisdictional related cases, especially the cases that gain national attention, can be challenging. It is not uncommon to have the majority of the field staff actively deployed to support communities at any given time. It would be almost impossible for CRS to assess and respond to all the potential cases of which the agency becomes aware, while also developing and training staff on new and emerging issues and approaches to leading communities through conflict resolution processes.

With the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act (P.L. 111-84, 2009) (Hate Crimes Protection Act), CRS expanded the scope of its mission. CRS transformed from an agency focused on addressing and preventing conflict and violence related to discrimination on the basis of race, color, and national origin to an agency that is also responsible for helping communities prevent and respond to violent hate crimes committed on the basis of actual or perceived gender, gender identity, sexual orientation, religion, and disability (in addition to race, color, and national origin).

CRS has more than 50 years of expert experience bringing law enforcement officials, advocacy groups, and individual community members to the table in a way that creates lasting racial stability and harmony and enables those communities to address future conflicts without outside assistance. In addition, working to address and prevent violent hate crime remains a critical component of the agency's work.

CRS continues to assess its daily operations based on requests for services, hate crime and other statistics, Administration priorities, national security needs, and budgetary constraints. All of these factors pose challenges that affect the success of CRS' external 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 continues to face internal challenges, as it must monitor the country for jurisdictional conflicts and attempt to prioritize and respond to each case. In FY 2016, CRS intervened in 447 cases based on conflicts caused by issues of race, color, and/or national origin. Many of these cases also involved assisting communities with preventing or responding to hate crimes committed on the basis of gender, gender identity, sexual orientation, religion, or disability. In total, CRS was made aware of 588 incidents and conflicts that could have potentially led to casework. However, the agency was only able to address 76 percent of the potential cases that it identified – and many incidents likely remained unidentified as CRS' field staff of less than 30 worked to identify and respond to conflicts throughout the 50 states and the U.S. territories.

Strategic use of technology. Regional conciliators attempt to assess every jurisdictional case that comes to their attention, but budgetary and geographical limitations affect deployment decisions. CRS will continue to focus its internal efforts on leveraging technology to enable virtual meetings and reduce travel costs, where possible. The agency will use technology to meet with remote stakeholders, as well as to ensure robust communication between CRS leadership and field staff.

Strategic human capital planning. Finally, CRS will take steps to ensure that the agency maintains a world-class 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. High quality standards for leadership, in-service training, mediation certification, standardized measurable work plans, and employee engagement action plans will remain crucial to aspects of CRS' strategy to address internal and external challenges.

External Challenges

The primary external challenges facing CRS are: the increase in reported hate crime incidents, the increase in community interest in preventative services, and 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. The 2015 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 in reported hate crime incidents from 5,479 in 2014 to 5,850 in 2015.

Increase in community interest in preventative services. Additionally, officials reach out to CRS from numerous cities that are interested in proactively engaging their communities in the type of collaborative problem solving processes that CRS facilitates before a major conflict arises. Yet, engaging preventatively before there is unrest while maintaining the capacity, with a small staff, to respond to and serve cities that are facing unrest is challenging.

Government turnover. Finally, CRS must constantly reintroduce its services to community and local government leaders due to newly-elected officials and a statutory mandate that prevents the Agency from publicizing the details of much of its work. Furthermore, many of the people and communities CRS can serve pursuant to the Hate Crimes Prevention Act are not familiar with CRS services because they did not fall under CRS jurisdiction before passage of the Act in 2009. For example, communities who may be targeted for violent hate crimes on the basis of 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 and the fluctuating nature of jurisdictional conflicts, CRS is not deterred from offering its services to communities in need. Through skillful conciliation and mediation, CRS' 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

Not Applicable

III. Appropriations Language and Analysis of Appropriation Language

SALARIES AND EXPENSES, COMMUNITY RELATIONS SERVICE

For necessary expenses of the Community Relations Service, [\$14,446,000] \$14,419,000, 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 [505] 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

There are no substantive changes proposed.

IV. Program Activity Justification

A. Community Relations Service

<i>Conflict Resolution & Violence Prevention Activities</i>	Direct Pos.	Estimate FTE	Amount
2016 Enacted	74	58	14,446,000
2017 Continuing Resolution	74	58	14,419,000
Adjustments to Base and Technical Adjustments	-20	-4	0
2018 Current Services	54	54	14,419,000
2018 Program Offsets	0	0	0
2018 Request	54	54	14,419,000
Total Change 2017-2018	-20	-4	0

1. Program Description

CRS has implemented several strategies to effectively address the issues of discriminatory practices based on race, color, or national origin, and work with communities to help prevent and respond to violent hate crimes on the basis of actual or perceived gender, gender identity, sexual orientation, religion, or disability. CRS conducts training with federal, state, and local law enforcement and community members to help improve law enforcement officials' interactions with community members.

CRS introduced and updated several management systems to more effectively address racial tension and violence in major cities. CRS intensified its emphasis on staff development and training of staff on the fundamental skills of conflict resolution. CRS holds staff training sessions to enhance and refresh contemporary conflict resolution strategies and mediation skills. CRS instituted an internal skills certification process for fundamental tools that are used in conflict resolution cases. The Agency continues to strengthen its emphasis on local capacity building by having conciliators focus on the implementation of collaborative partnerships 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 headquarters review of every new case in the CRS system. Headquarters then provides operational feedback to all 10 Regional Directors on a weekly basis, and holds managers accountable for ensuring strict compliance with CRS' jurisdictional mandate. Regions are directed to hold bi-monthly staff meetings to review casework feedback. Conciliators have made significant qualitative and technical progress on casework.

Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE											
Decision Unit: Conflict Resolution & Violence Reduction Activities											
RESOURCES		Target		Actual		Projected		Changes		Requested (Total)	
		FY 2016		FY 2016		FY 2017		Current Services Adjustments and FY 2018 Program Changes		FY 2018 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
		58	14,446	41	13,813	58	14,419	-4	0	54	14,419
TYPE	PERFORMANCE	FY 2016		FY 2016		FY 2017		Current Services Adjustments and FY		FY 2018 Request	
Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		58	14,446	41	13,813	58	14,419	-4	0	54	14,419
Performance Measure: Output	Tension Level Ratio (discontinued in FY17)		35%		37.25		N/A		N/A		N/A
Performance Measure: Output	Services Accepted Ratio (Renamed in FY17 as an Outcome Performance Measure to Community Interest in CRS Services.)		99%		95.75		96%				
Performance Measure: Output	Response Ratio (discontinued in FY17)		75%		91.5		N/A		N/A		N/A
Performance Measure: Output	Awareness Level (discontinued in FY17)		20		19.25		N/A		N/A		N/A
Performance Measure: Output	Customer Satisfaction Survey (discontinued in FY17)		80%		92%		N/A		N/A		N/A
Performance Measure: Workload	Cases Jurisdictional under the 1964 Civil Rights Act (FY17 targets are baseline targets)		NA		NA		236				
Performance Measure: Workload	Cases Jurisdictional under the Hate Crimes Prevention Act of 2009 (FY 17 targets are baseline targets)		NA		NA		176				
Performance Measure: Workload	Alerts Closed to Resource Constraints (FY 17 targets are baseline targets)		NA		NA		52				
Performance Measure: Output	CRS Outreach (FY 17 targets are baseline targets)		NA		NA		164				
Performance Measure: Output	CRS Trainings (FY 17 targets are baseline targets)		NA		NA		68				
Performance Measure: Output	CRS Mediation (FY 17 targets are baseline targets)		NA		NA		12				
Performance Measure: Output	CRS Facilitated Dialogues & Consulting Sessions (FY 17 targets are baseline targets)		NA		NA		444				
Performance Measure: Outcome	Community Agreements (FY 17 targets are baseline targets)		NA		NA		20				

PERFORMANCE MEASURE TABLE												
Decision Unit: Conflict Resolution & Violence Reduction Activities												
Performance Report and Performance Plan Targets		FY 2012	FY 2004	FY 2006	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016		FY 2017	FY 2018
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Performance Measure	Tension Level Ratio (discontinued in FY17)	This measure was implemented in 2013				34.50%	58.75%	37%	35%	37.25%	N/A	N/A
Performance Measure	Services Accepted Ratio (renamed in FY17 to Community Interest in CRS.)	This measure was implemented in 2013				99.50%	93.50%	92%	99%	95.75%	96%	This measure will be discontinued in FY18.
Performance Measure	Response Ratio (discontinued in FY17)	This measure was implemented in 2013				78.25%	100%	100%	75%	91.50%	N/A	N/A
Performance Measure	Awareness Level (discontinued in FY17)	This measure was implemented in 2013				19	28.25	28	20	19.25	N/A	N/A
Performance Measure	Customer Satisfaction Survey (discontinued in FY17)	This measure was implemented in 2014.					86%	92%	80%	92%	N/A	N/A
Performance Measure: Workload	Cases jurisdictional under the 1964 Civil Rights Act	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	236	
Performance Measure: Workload	Cases jurisdictional under the Hate Crimes Prevention Act of 2009	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	176	
Performance Measure: Workload	Alerts closed to resource constraints	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	52	
Performance Measure: Output	CRS Outreach	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	164	
Performance Measure: Output	CRS Trainings	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	68	
Performance Measure: Output	CRS Mediations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12	
Performance Measure: Output	CRS Facilitated Dialogues & Consulting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	444	
Performance Measure: Outcome	Community Agreements	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20	

2. Performance, Resources, and Strategies

a. Performance Plan and Report for Outcomes

The Conflict Resolution and Violence Prevention Activities program contributes to prevent Crime, Protect the Rights of the American People, and Enforce Federal Law.

Each region, composed of two to four Conciliators and one Regional Director, provides conflict resolution services to resolve disputes and disagreements based on race, color, and national origin in order to reduce community tension. CRS conducts conflict assessments in collaboration with community, state, and local officials, to identify communities that require immediate attention and demonstrate the greatest need for inclusion in a work plan for resolving community conflict or violence. Annually, the work plan addresses those communities within each region that require conflict resolution services on an annual basis. A significant portion of the region's workload is direct crisis response services. Working to develop relationships with stakeholders and other influencers, and helping them to develop their local capacity to prevent and respond to tensions and conflicts, accounts for another significant portion of the work conducted by regional staff. CRS also prevents and responds to alleged hate crimes committed on the basis of gender, gender identity, sexual orientation, religion, or disability, in addition to race, color, and national origin.

In FY17, CRS developed new performance measures to more accurately capture CRS' impact on communities in conflict. During FY17, CRS is using baseline targets and will adjust FY18 targets based on FY17 actuals. CRS' new measures include workload, output, and outcome measures to not only provide a better picture of CRS caseload, but also the results from CRS services.

b. Strategies to Accomplish Outcomes

CRS focuses on bringing leaders from parties on opposite sides of a conflict together to begin the problem-solving process. This is done through the provision of conciliation services that can generally be categorized as including mediation, facilitated dialogue, training, and consultation services. CRS' goal is always 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.

Given that it can be challenging to get parties talking, CRS often relies on trainings as a starting point. Over the years, CRS has found that getting parties in conflict to

receive training related to the issues stemming from the conflict is easier than getting parties to begin with dialogue. As a result, all CRS trainings include all of the parties in conflict and serve as a venue to start or build upon the broader problem-solving process. These strategies are specifically designed to assist states, local communities, and tribal governments in resolving violence and conflict. CRS works 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, the FBI, other components of the Department of Justice, the Department of Housing and Urban Development, the Department of the Interior, the Department of Homeland Security, and the Department of Education; (3) schools, colleges, and universities; and (4) community groups and other organizations.

CRS develops strategies that focus on bringing together the energy of community leaders, organizations, and citizens to work towards preventing crime 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 in confidence 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, may escalate to violent hate crimes.

To serve all of CRS' jurisdictional areas, CRS must continue to monitor hate crimes, conduct outreach work, and provide services. Given the continuing technology revolution and the need to serve youth, CRS continues to utilize different technology platforms to meet its mandate. CRS also continues to utilize and develop innovative conflict resolution approaches to meet the changing needs of the communities we serve.

In order to fulfill the strategic goals of the Agency, the CRS management team will continue to stress contemporary mediation skills development, conflict resolution tools, education, programs, outreach, technical assistance, accountability, adherence to performance work plans, and affirmation of a merit award system for outstanding work. CRS' 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 Agency's success, always aiming to improve upon its service delivery to American communities.

V. Program Increases by Item

Not Applicable

VI. Program Offsets by Item

Not Applicable

VII. Exhibits