

**Senator Chuck Grassley, Ranking Member**  
**Questions for the Record**  
**Mr. D. Paul Monteiro, Jr.**  
**Nominee to be Director of the**  
**U.S. Department of Justice Community Relations Service**

1. According to the Department of Justice Website, the Community Relations Service serves as “America’s Peacemaker.” The CRS mediates disputes, and works to help reduce conflicts and crime, including hate crimes. In your view, what role do police and law enforcement personnel play in keeping the peace and reducing crime in America’s communities?

**RESPONSE: Law enforcement officials are a vital partner in ensuring the safety of communities across the nation. As the brother of a police officer, I recognize that law enforcement is an indispensable part of efforts to prevent or reduce conflicts and crime, including hate crimes, and promoting public safety overall.**

2. Last month, news reports suggested that the White House is working with the Department of Justice to impose various police and criminal justice reforms on federal law enforcement, and possibly on state law enforcement. Along with my Republican colleagues on the Senate Judiciary Committee, I wrote a letter to President Biden expressing serious concern about these proposed reforms.
  - a. Please review the letter I wrote to the President, which is available here: [https://www.grassley.senate.gov/imo/media/doc/grassley\\_et\\_al.tobidenpoliceeo.pdf](https://www.grassley.senate.gov/imo/media/doc/grassley_et_al.tobidenpoliceeo.pdf).
  - b. Do you agree with the President that it is a good idea to reduce funding for police departments to obtain life-saving tools like safety and personal protective equipment?
  - c. Do you agree with the President that it is a good idea to reduce funding for non-lethal life-saving tools like stun and flashbang grenades?

**RESPONSE: I do not support defunding the police. There is an important place in our communities for law enforcement and in the work that CRS does. I have worked collaboratively with law enforcement throughout my career, including during my previous service as Acting Director of CRS.**

3. Please describe how the CRS would, under your leadership, work with the police and law enforcement personnel to make communities safer.

**RESPONSE: I have worked collaboratively with law enforcement throughout my career including during my previous service as Acting Director of CRS. If confirmed I would continue this collaboration. For example, CRS can work in conjunction with law enforcement personnel to provide conflict resolution or**

**mediation services, to conduct cultural awareness training, or to provide technical assistance in resolving conflicts.**

4. One of the CRS's focuses is on reducing hate crimes. Hate crimes against Asian-Americans have skyrocketed. According to one source, anti-Asian violence has increased by 339% nationwide during the past year.<sup>1</sup> If you are confirmed, what steps will you take to reduce crimes against Asian-Americans?

**RESPONSE: CRS has a unique mission in that it is the only federal agency dedicated to assisting state and local governments, private and public organizations, law enforcement agencies, tribal communities, and community groups to resolve conflicts and build local capacity to prevent and respond to hate crimes based on race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. To help communities address concerns regarding the rise in hate crimes CRS can facilitate Hate Crimes Forums to address these crimes within the community. CRS also works with local leaders and officials to devise an action plan focused on reducing community conflict and addressing community concerns.**

5. In your opinion, is there a difference between defunding the police and “the divestment/reinvestment” approach to policing? If so, what is it?

**RESPONSE: I do not support defunding the police. There is an important place in our communities for law enforcement and in the work that CRS does.**

6. Do you believe that we should defund or decrease funding for police departments and law enforcement? Please explain.

**RESPONSE: I do not support defunding the police. There is an important place in our society for law enforcement and in the work that CRS does. I have worked collaboratively with law enforcement throughout my career, including during my previous service as Acting Director of CRS.**

7. Do you believe that local governments should reallocate funds away from police departments to other support services? Please explain.

**RESPONSE: I do not support defunding the police. There is an important place in our communities for law enforcement and in the work that CRS does. CRS does not play a role in decisions local governments made about their police department budgets.**

8. In your opinion, what is the relationship between efforts to defund the police in large cities and the rise in violent crimes the country has witnessed over the past two years?

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<sup>1</sup> Kimmy Yam, *Anti-Asian Hate Crimes Increased 339 Percent Nationwide Last Year, Report Says*, NBC News, Jan. 31, 2022, <https://www.nbcnews.com/news/asian-america/anti-asian-hate-crimes-increased-339-percent-nationwide-last-year-repo-rcna14282>.

**RESPONSE: I appreciate that violent crime rates have increased in recent years, but I have not looked carefully enough into the causes of that trend to have formed an opinion about how changes to police budgets in certain jurisdictions have or have not affected it.**

9. In your opinion, what is the relationship between decisions by progressive prosecutors not to prosecute entire categories of crimes and the rise in violent crimes the country has witnessed over the past two years?

**RESPONSE: I am generally aware that prosecutors exercise their discretion to prosecute some crimes instead of others, but I have not looked carefully into how those decisions may affect violent crime rates in particular jurisdictions.**

10. Is it legal for police to stop and frisk someone based on a reasonable suspicion of involvement in criminal activity?

**RESPONSE: My legal understanding of this issue is guided by the Supreme Court's decision in *Terry v. Ohio*, 392 U.S. 1 (1968) which held that a stop-and-frisk must comply with the Fourth Amendment.**

11. In your view, is America a systemically racist country?

**RESPONSE: I know that there has been racism in America's past and I believe that past discrimination can have present effects including in our legal system. I believe the vast majority of those involved in the legal system are working hard to ensure fair treatment for all.**

12. Do you have implicit bias? If so, what steps will you take to ensure your implicit bias does not negatively impact your performance as the Director of the CRS?

**RESPONSE: As Attorney General Garland testified at his confirmation hearing, having biases, "is part of what it means to be a human being." But as he further explained, it is important to examine any biases we may have in order to try and overcome them and treat people with fairness. That is how I try to live my life personally, and how I would approach my role as Director of CRS if confirmed.**

13. In your opinion, should biological male prisoners be housed with biological female prisoners? Why or why not?

**RESPONSE: I am not familiar with the regulations or policies referenced in the question. If confirmed as Director of CRS, this is not an issue I would expect to confront.**

14. Should Critical Race Theory be taught in America's public schools? Why or why not?

**RESPONSE: I believe decisions about school curriculum should be left to educators and school boards that represent their communities. I am a member of the Prince George's County School Board, but this is not an issue I have had to address in that role.**

15. Demand Justice is a progressive organization dedicated to “restor[ing] ideological balance and legitimacy to our nation’s courts.”
- Has anyone associated with Demand Justice requested that you provide any services, including but not limited to research, advice, analysis, writing or giving speeches, or appearing at events or on panels?
  - Are you currently in contact with anyone associated with Demand Justice, including, but not limited to: Brian Fallon, Christopher Kang, Tamara Brummer, Katie O’Connor, Jen Dansereau, Faiz Shakir, and/or Stasha Rhodes?
  - Have you ever been in contact with anyone associated with Demand Justice, including, but not limited to: Brian Fallon, Christopher Kang, Tamara Brummer, Katie O’Connor, Jen Dansereau, Faiz Shakir, and/or Stasha Rhodes?

**RESPONSE: No.**

16. The Alliance for Justice is a “national association of over 120 organizations, representing a broad array of groups committed to progressive values and the creation of an equitable, just, and free society.”
- Has anyone associated with Alliance for Justice requested that you provide any services, including but not limited to research, advice, analysis, writing or giving speeches, or appearing at events or on panels?
  - Are you currently in contact with anyone associated with the Alliance for Justice, including, but not limited to: Rakim Brooks and/or Daniel L. Goldberg?
  - Have you ever been in contact with anyone associated with Demand Justice, including, but not limited to: Rakim Brooks and/or Daniel L. Goldberg?

**RESPONSE: No.**

17. Arabella Advisors is a progressive organization founded “to provide strategic guidance for effective philanthropy” that has evolved into a “mission-driven, Certified B Corporation” to “increase their philanthropic impact.”
- Has anyone associated with Arabella Advisors requested that you provide any services, including but not limited to research, advice, analysis, writing or giving speeches, or appearing at events or on panels? Please include in this answer anyone associated with Arabella’s known subsidiaries the Sixteen Thirty Fund, the New Venture Fund, the Hopewell Fund, the Windward Fund, or any other such Arabella dark-money fund.
  - Are you currently in contact with anyone associated with Arabella Advisors? Please include in this answer anyone associated with Arabella’s known subsidiaries the Sixteen Thirty Fund, the New Venture Fund, the Hopewell Fund,

the Windward Fund, or any other such Arabella dark-money fund that is still shrouded.

- c. Have you ever been in contact with anyone associated with Arabella Advisors? Please include in this answer anyone associated with Arabella's known subsidiaries the Sixteen Thirty Fund, the New Venture Fund, the Hopewell Fund, the Windward Fund, or any other such Arabella dark-money fund that is still shrouded.

**RESPONSE: No.**

18. The Open Society Foundations is a progressive organization that “work[s] to build vibrant and inclusive democracies whose governments are accountable to their citizens.”
- a. Has anyone associated with Open Society Fund requested that you provide any services, including but not limited to research, advice, analysis, writing or giving speeches, or appearing at events or on panels?
  - b. Are you currently in contact with anyone associated with the Open Society Foundations?
  - c. Have you ever been in contact with anyone associated with the Open Society Foundations?

**RESPONSE: No.**

19. Fix the Court is a “non-partisan, 501(C)(3) organization that advocates for non-ideological ‘fixes’ that would make the federal courts, and primarily the U.S. Supreme Court, more open and more accountable to the American people.”
- a. Has anyone associated with Fix the Court requested that you provide any services, including but not limited to research, advice, analysis, writing or giving speeches, or appearing at events or on panels?
  - b. Are you currently in contact with anyone associated with Fix the Court, including but not limited to: Gabe Roth, Tyler Cooper, Dylan Hosmer-Quint and/or Mackenzie Long?
  - c. Have you ever been in contact with anyone associated with Fix the Court, including but not limited to: Gabe Roth, Tyler Cooper, Dylan Hosmer-Quint and/or Mackenzie Long?

**RESPONSE: No.**

20. During your selection process did you talk with any officials from or anyone directly associated with the organization Demand Justice, or did anyone do so on your behalf? If so, what was the nature of those discussions?

**RESPONSE: No.**

21. During your selection process did you talk with any officials from or anyone directly associated with the American Constitution Society, or did anyone do so on your behalf? If so, what was the nature of those discussions?

**RESPONSE: No.**

22. During your selection process, did you talk with any officials from or anyone directly associated with Arabella Advisors, or did anyone do so on your behalf? If so, what was the nature of those discussions? Please include in this answer anyone associated with Arabella's known subsidiaries the Sixteen Thirty Fund, the New Venture Fund, or any other such Arabella dark-money fund that is still shrouded.

**RESPONSE: No.**

23. During your selection process did you talk with any officials from or anyone directly associated with the Open Society Foundations, or did anyone do so on your behalf? If so, what was the nature of those discussions?

**RESPONSE: No.**

24. During your selection process did you talk with any officials from or anyone directly associated with Fix the Court, or did anyone do so on your behalf? If so, what was the nature of those discussions?

**RESPONSE: No.**

25. Please describe the selection process that led to your nomination from beginning to end (including the circumstances that led to your nomination and the interviews in which you participated).

**RESPONSE: I interviewed with Justice Department officials in March and May 2021, and I had a conversation with White House Presidential Personnel Office (PPO) in early August 2021. I provided biographical information. I communicated with the DOJ ethics and financial disclosure attorney assigned to my potential nomination. The ethics and financial-related communications took place principally in August through September 2021. The nomination was announced on December 17, 2021.**

26. List the dates of all interviews or communications you had with the White House staff or the Justice Department regarding your nomination.

**RESPONSE: Please see my answer to the previous question.**

27. Please explain, with particularity, the process whereby you answered these questions.

**RESPONSE: The Department of Justice received these questions on February 23, 2022. I worked with Department attorneys, conducted research, and answered the**

**questions. I finalized answers to the questions and authorized their transmission to the Committee on February 28, 2022**

**Senator Marsha Blackburn**  
**Questions for the Record to Paul Monteiro**  
**Nominee to be Director, Community Relations Service**

1. You have served as a member of the Prince George's County school board since 2018. In 2020, a committee of the board voted to end its relationship with the county police department and remove all officers from schools, but the decision was blocked by the full board after backlash from the community. At the time, you were reported as saying that more data and input from schools, the police, and the public was needed and that removing police officers from schools would require a more thoughtful approach. As the nominee to lead the Community Relations Service at the DOJ, your views on the role of the police are incredibly important. Could you clarify whether you support removing the police from public schools?

**RESPONSE: I opposed efforts to remove School Resource Officers (SROs) from the Prince George's County Public Schools because we had an effective program based on feedback from principals and students themselves. As a school board member, I believe that SRO programs should be judged on the specifics of the program. When that proposal was put to a vote before the Board, I voted against it.**



**Nomination of Paul Monteiro  
to be Director, Community Relations Service, United States Department of Justice  
Questions for the Record  
Submitted February 23, 2022**

**QUESTIONS FROM SENATOR COTTON**

1. Since becoming a legal adult, have you ever been arrested for or accused of committing a hate crime against any person?

**RESPONSE: No.**

2. Since becoming a legal adult, have you ever been arrested for or accused of committing a violent crime against any person?

**RESPONSE: No.**

3. Please describe with particularity the process by which you answered these questions and the written questions of the other members of the Committee.

**RESPONSE: The Department of Justice received these questions on February 23, 2022. I worked with Department attorneys, conducted research, and answered the questions. I finalized answers to the questions and authorized their transmission to the Committee on February 28, 2022.**

4. Did any individual outside of the United States federal government write or draft your answers to these questions or the written questions of the other members of the Committee? If so, please list each such individual who wrote or drafted your answers. If government officials assisted with writing or drafting your answers, please also identify the department or agency with which those officials are employed.

**RESPONSE: No.**

## **SENATOR TED CRUZ U.S. Senate Committee on the Judiciary**

### **Questions for the Record for Paul Monteiro, to be Director of the U.S. Department of Justice Community Relations Services**

#### **I. Directions**

Please provide a wholly contained answer to each question. A question's answer should not cross-reference answers provided in other questions. Because a previous nominee declined to provide any response to discrete subparts of previous questions, they are listed here separately, even when one continues or expands upon the topic in the immediately previous question or relies on facts or context previously provided.

If a question asks for a yes or no answer, please provide a yes or no answer first and then provide subsequent explanation. If the answer to a yes or no question is sometimes yes and sometimes no, please state such first and then describe the circumstances giving rise to each answer.

If a question asks for a choice between two options, please begin by stating which option applies, or both, or neither, followed by any subsequent explanation.

If you disagree with the premise of a question, please answer the question as-written and then articulate both the premise about which you disagree and the basis for that disagreement.

If you lack a basis for knowing the answer to a question, please first describe what efforts you have taken to ascertain an answer to the question and then provide your tentative answer as a consequence of its reasonable investigation. If even a tentative answer is impossible at this time, please state why such an answer is impossible and what efforts you, if confirmed, or the administration or the Department, intend to take to provide an answer in the future. Please further give an estimate as to when the Committee will receive that answer.

To the extent that an answer depends on an ambiguity in the question asked, please state the ambiguity you perceive in the question, and provide multiple answers which articulate each possible reasonable interpretation of the question in light of the ambiguity.

## II. Questions

1. If confirmed, what will your top priorities be for the Department of Justice Community Relations Services (“CRS”)?

**RESPONSE: The troubling rise of hate incidents and hate crimes must be CRS’s top priority. If confirmed, I will address that and other priorities by establishing benchmarks to expand the range of stakeholders engaged by CRS and reviewing the services and training modules provided to ensure that they are informed by current community needs and subject matter experts. I will also prioritize proactive outreach, collaboration, and partnership with faith-based organizations, non-profits, law enforcement, and other organizations committed to protecting the safety of all segments of a community.**

2. Last year, Grande Lum, the former CRS director from 2012 to 2016, and Grace Flores-Hughes, the former CRS director from 1988 to 1992, wrote an op-ed explaining that President Biden should make the CRS his “secret weapon.” The authors argued that the Biden administration should first restore staffing and funding “to levels adequate to the challenge at this moment of national racial reckoning.” Then they argue that “[s]tep two will be to nominate a CRS director with the stature and savvy to bring credibility and confidence to key areas,” namely use of force by police, hate crimes, and racial violence.
  - a. If confirmed, do you plan to make the CRS into President Biden’s “secret weapon”?

**RESPONSE: CRS is an impartial agency focused on conflict resolution. CRS would more properly be described as a “toolbox” or resource for local communities.**

- b. Do you believe that the DOJ should promote approaches that would defund local law enforcement or redirect their efforts to alternative methods?

**RESPONSE: I do not support defunding the police.**

- c. Do you believe that instances of excessive force by police are typically motivated by racial animus?

**RESPONSE: I understand that instances of excessive force vary in their nature and motivation, and each must be assessed on a case-by-case basis. I do not make generalizations about what typically motivates an instance of excessive force.**

- d. What factors do you believe are most to blame for racial violence in the United States?

**RESPONSE: Violence or criminal acts against people because of their race, or any other characteristic protected under law, can be motivated by any number of factors, including inherited beliefs or a misunderstanding of people of different races or backgrounds. CRS supports communities across the United States and its territories as they respond to race-based tension and conflict, and in doing so can work to prevent hate violence.**

3. What role do you think the CRS should take to address use of force by police, hate crimes, and racial violence in the United States?

**RESPONSE: CRS has a unique mission in that it is the only federal agency dedicated to assisting state and local governments, private and public organizations, law enforcement agencies, tribal communities, and community groups to resolve conflicts and build local capacity to prevent and respond to hate crimes based on race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. In my experience, CRS works best when law enforcement is a partner in its efforts to address conflict in communities. Working with partners including the Fraternal Order of Police, International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, and others, CRS should maintain frequent communication and collaboration to develop training modules and programs to share best practices and resources with officers.**

4. Does or will the CRS participate in law enforcement efforts and investigations to address alleged threats against school boards by concerned parents?

**RESPONSE: No. CRS is prohibited from in engaging in investigations of any sort.**

- a. Should investigations into concerned parents who protest about school policies be handled as federal criminal investigations?

**RESPONSE: CRS is prohibited from in engaging in investigations of any sort, and if confirmed I would not expect to have any role in federal criminal investigations.**

- b. Do parents have a First Amendment right to protest school board policies regarding mask or vaccine mandates, curriculum offerings, transgender policies, and critical race theory in the classroom?

**RESPONSE: Yes. All Americans have a First Amendment right to engage in non-violent protest.**

5. How will you handle a circumstance in which you encounter a disagreement or conflict in approaches with a United States Attorney's Office?

**RESPONSE: CRS coordinates with United States Attorneys within its statutory and policy obligations. It is important to respect the important role played by the U.S. Attorney's Office as a representative of the Justice Department in the states.**

6. In March 2018 you tweeted support for the March For Our Lives Campaign. You tweeted "Today's March to defend our children's right to live and go to school without fear should be embraced by all of us. Frederick Douglass had it right: power concedes nothing without a demand. #MarchForOurLives #EndGunViolence #solidarity".

- a. Does the right to own a firearm receive less protection than the other individual rights specifically enumerated in the Constitution?

**RESPONSE:** In *District of Columbia v. Heller*, 554 U.S. 570 (2008), the Supreme Court of the United States held that, “[t]here seems to us no doubt, on the basis of both text and history, that the Second Amendment conferred an individual right to keep and bear arms.” *Id.* at 595.

- b. Does the right to own a firearm receive less protection than the right to vote under the Constitution?

**RESPONSE:** Please see my response to the previous question.

- c. What was the holding of *District of Columbia vs. Heller*?

**RESPONSE:** My understanding of *District of Columbia vs. Heller* is that the Supreme Court concluded the District’s ban on handguns and requirement for individuals to keep their guns nonfunctional and/or locked violated the Second Amendment.

- d. Have you ever personally owned any firearms?

**RESPONSE:** No.

- e. Have you ever used a firearm? If so, when and under what circumstances?

**RESPONSE:** No.

- f. Is the ability to own a firearm a personal civil right?

**RESPONSE:** In *District of Columbia v. Heller*, 554 U.S. 570 (2008), the Supreme Court of the United States held that, “[t]here seems to us no doubt, on the basis of both text and history, that the Second Amendment conferred an individual right to keep and bear arms.” *Id.* at 595.

7. Is the criminal justice system systemically racist?

**RESPONSE:** I know that there has been racism in America's past and I believe that past discrimination can have present effects including in our criminal justice system. I believe the vast majority of those involved in the criminal justice system are working hard to ensure fair treatment for all.

8. Explain your understanding of what distinguishes an act of mere "prosecutorial discretion" from that of a substantive administrative rule change.

**RESPONSE:** While I am generally aware that prosecutors make decisions on which cases to bring based on the facts of each case, resources, and other factors, I have never served as a prosecutor and have not considered this question. CRS does not serve a prosecutorial function at the Department of Justice, so I would not expect to be included in or make these kinds of decisions if confirmed.

**Senator Ben Sasse**  
**Questions for the Record for Paul Monteiro**  
**U.S. Senate Committee on the Judiciary**  
**Hearing: “Nominations”**  
**February 16, 2022**

1. Since becoming a legal adult, have you participated in any events at which you or other participants called into question the legitimacy of the United States Constitution?

**RESPONSE: No**

2. Since becoming a legal adult, have you participated in any rallies, demonstrations, or other events at which you or other participants have willfully damaged public or private property?

**RESPONSE: No**

3. How would you describe your judicial philosophy?

**RESPONSE: I have not engaged in the practice of law nor have I served as a judge so I do not consider myself as having a judicial philosophy.**

4. Would you describe yourself as an originalist?

**RESPONSE: I understand “originalist” to refer to a method of legal analysis or interpretation. Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved this kind of legal analysis or interpretation.**

5. Would you describe yourself as a textualist?

**RESPONSE: I understand “textualist” to refer to a method of legal analysis or interpretation. Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved this kind of legal analysis or interpretation.**

6. Do you believe the Constitution is a “living” document whose precise meaning can change over time? Why or why not?

**RESPONSE: I believe the Constitution is an enduring document and I know it constitutes America’s supreme law.**

7. Please name the Supreme Court Justice or Justices appointed since January 20, 1953 whose jurisprudence you admire the most and explain why.



**RESPONSE: I most admire Thurgood Marshall who, like me, received his law degree from Howard University School of Law (Class of 1933). I admire his pathbreaking career working to dismantle the framework of legal segregation leading up to Brown vs. Board of Education and his overcoming of barriers to become the first African American Solicitor General then later Associate Justice on the U.S. Supreme Court.**

8. In the absence of controlling Supreme Court precedent, what substantive factors determine whether it is appropriate for appellate court to reaffirm its own precedent that conflicts with the original public meaning of the Constitution?

**RESPONSE: Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved applying or considering principles of appellate review.**

9. In the absence of controlling Supreme Court precedent, what substantive factors determine whether it is appropriate for an appellate court to reaffirm its own precedent that conflicts with the original public meaning of the text of a statute?

**RESPONSE: Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved applying or considering principles of statutory interpretation.**

10. What role should extrinsic factors not included within the text of a statute, especially legislative history and general principles of justice, play in statutory interpretation?

**RESPONSE: Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved applying or considering principles of statutory interpretation.**

11. If defendants of a particular minority group receive on average longer sentences for a particular crime than do defendants of other racial or ethnic groups, should that disparity factor into the sentencing of an individual defendant? If so, how so?

**RESPONSE: Since graduating law school, I have not engaged in the practice of law and have not worked in jobs that have otherwise involved applying or considering laws and guidelines related to criminal sentencing.**

**Questions from Senator Thom Tillis for D. Paul Monteiro, Jr.**  
**Nominee to be Director of the Community**  
**Relations Service (CRS), Department of Justice**

1. The CRS'S mission is to be "America's Peacemaker" for communities facing conflict based on actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability.

- a. What do you think CRS can do better to address allegations of discriminatory practices? How would you work to prevent and respond to alleged hate crimes?

**RESPONSE:** It is important for CRS to expand its stakeholder base and proactively build relationships with trusted community members. This would allow for a better understanding of the needs of each community (identifying trends, areas of concern, sources of tension, etc.) and engagement to chart a course that addresses root causes or drivers that could potentially lead to a hate incident or hate crime.

- b. What are the challenges you see to fulfilling the mission of balancing public safety with CRS?

**RESPONSE:** CRS does not enforce the law, investigate potential violations of the law, or prosecute cases. Rather, CRS provides facilitation, mediation, training, and consultation services that improve communities' abilities to problem solve and build capacity to prevent and respond to conflict, tension, and hate crimes, and provides programs designed to strengthen community and law enforcement partnerships, as well as school-based programs that improve problem solving between students. In this way, CRS can help improve public safety by reducing tensions and building relationships of trust. Some challenges may include educating stakeholders on the unique role played by CRS at the Department of Justice such that candid conversations may be had to address and mitigate community tensions.

2. What do you think is the top issue that the CRS should address?

**RESPONSE:** The troubling rise of hate incidents and hate crimes must be CRS' top priority. Proactive outreach, collaboration, and partnership with faith-based organizations, non-profits, law enforcement, and other organizations committed to protecting the safety of all segments of a community must be a top concern given the increase in hate incidents and hate crimes.

3. What projects or priorities will you commit to pursuing as CRS director?

**RESPONSE:** If confirmed, I expect to prioritize assessing the agency's current capabilities and addressing gaps that may be identified; establishing benchmarks to

**expand the range of stakeholders engaged by CRS; reviewing the services and training modules provided to ensure that they are informed by current community needs and subject matter experts.**

4. If confirmed, you will have to do administrative work as well and you would have to lead internal staff, work with various agencies, and work with local government. How has your work experience prepared you for the CRS director position?

**RESPONSE: While serving as acting director of CRS (2015-2017), collaboration was a hallmark of my tenure in both elevating the voices of all CRS staff, working more closely with other components in the Department of Justice (OJP, Faith-based and Neighborhood Partnerships Office, OJJDP, etc.), and creating new partnerships with other federal/state/tribal/local organizations and leaders. During my time as director of AmeriCorps VISTA, I demonstrated an ability to work in cross-functional teams as several of our larger programs were in concert with other federal and/or state agencies. As chief of staff at Howard University, I coordinate initiatives across the 14 schools and colleges that make up the institution.**