

Company: FBI ACS Only account

Conference Title: President's Commission on Law Enforcement and Administration of Justice

Conference ID: 8750597_1_k14MbL

Moderator: Dennis Stoika

Date: April 30, 20202

Operator: Good day everyone and welcome to the President's Commission on Law Enforcement and the Administration of Justice conference call. Today's call is being recorded. At this time I'd like to turn the conference over to Director Phil Keith. Please go ahead, sir.

Phil Keith: Thank you and good afternoon and thank you to all those that are joining us today on this call. I call the President's Commission on Law Enforcement and the Administration of Justice to order. On behalf of Attorney General Barr, we thank you for joining us today for this important commission teleconference meeting. This will be our last call of the week and today we will focus on grants and associated processes. And at this time I will ask our Executive Director Dean Keuter to conduct our roll call with commissioners.

Dean Keuter: Thank you Mr. Chairman and before I call the roll once again I'd just to remind everybody that today's call is open to the press and for any members of the media on the call if you have questions or need clarification on anything, please contact Kristina Mastrapasqua in the Justice Department's Office of Public Affairs.

And with that, I'll begin the roll call. Commissioner Bowdich. Commissioner Clemmons. Commissioner Evans. Commissioner Frazier.

Frederick Frazier: Present, sorry about that.

Dean Keuter: Commissioner Gaultieri. Commissioner Hawkins.

Gina Hawkins: Present, thank you.

Dean Keuter: Commissioner Lombardo.

Woman 1: Director Lombardo is joining momentarily.

Dean Keuter: Commissioner MacDonald.

Erica MacDonald: Good afternoon, present.

Dean Keuter: Commissioner Moody.

Woman 2: Good afternoon. General Moody is on a call with the White House along with other attorney generals. She will be joining this call shortly.

Dean Keuter: Commissioner Parr.

Nancy Parr: Present.

Dean Keuter: Commissioner Price.

Craig Price: Good afternoon, I'm present.

Dean Keuter: Commissioner Ramsay.

Gordon Ramsay: Here.

Dean Keuter: Commissioner Rausch.

David Rausch: I'm here.

Dean Keuter: Commissioner Samaniego.

John Samaniego: I'm here.

Dean Keuter: Commissioner Smallwood.

James Smallwood: I'm here.

Dean Keuter: Vice-Chair Sullivan.

Katharine Sullivan: Here.

Dean Keuter: And Commissioner Washington.

Donald Washington: Here.

Dean Keuter: Mr. Chairman that concludes the roll call.

Phil Keith: Thank you, Dean. Are there any other announcements to be made today?

Dean Keuter: Yes sir. Two today. One just to remind everybody, the commissioners and witnesses, that your lines are active and open at all times so please use the mute function. And the second, just like to remind the commissioners that we are aware that some of the account invitations are bouncing back because of the size of the attachments and we are working to address that. And we will have smaller attachments to your account invitations going forward so that you should get those in a timely fashion. And that is all today Mr. Chairman, we're good to go.

Phil Keith: Thank you. And as Dean mentioned we were a little late getting some of the information out. So we apologize for that inconvenience and we will certainly make every effort possible to make sure that doesn't happen again.

Some of you did receive testimony invites for the panel. And just as a reminder we will be posting all these materials on the Law Enforcement Commission website as they become available. And once again we'd be remiss if we didn't acknowledge all the commissioners and the working group members were making substantial sacrifices to meet the demands of this commission's work. And on behalf of Attorney General Barr, we thank each of you.

As noted on previous calls we encourage commissioners to take notes during the testimony of the panelists. And we will then open for questions after the last witness. Our first distinguished panelist today is Jennifer Brinkman who is the Director of the Criminal Justice Programs at the Tennessee Department of Administration and Finance. Ms. Brinkman has over 20 years of professional experience working in Grants Management in the Criminal Justice field. She is responsible for obligating over \$65 million in federal funds for criminal justice initiatives on an annual basis. She oversees 11 different federal program areas. We're appreciative of you being here with us today, Director Brinkman, and you are now recognized.

Jennifer Brinkman: Thank you. Commissioners thank you all for your time today and for inviting me to speak on the topic of grants and their impact on state and local criminal justice intervention. I am Jennifer Brinkman, the Director of the Office of Criminal Justice Programs and I will refer to my agency as OCJP from this point on.

OCJP is the state administering agency or SAA for 11 different federal grant programs that are focused on crime reduction, victim services, criminal history records, and trauma and addiction treatment. These programs include multiple Department of Justice programs such as Byrne JAG, and Boca. The Byrne JAG Grant is the most flexible of our grant programs and it allows OCJP to meet the myriad needs across the criminal justice system.

Federal funds are integral for introducing new ideas and then, if successful, educating other practitioners in the state on the success of those programs and then expanding that innovation. Tennessee regularly sees success in using federal grant funds as pilot funds and then having the innovation picked up across the state.

The purpose of my testimony today is to share the innovation that federal grants inspire in states and local communities while also sharing some of the challenges associated with these awards. Federal grant funds are a key and necessary building block for states and local communities to respond to public safety needs by allowing practitioners to test new ideas and access equipment and technology that can enhance their ability to respond to crime.

The process of applying for federal grants can be arduous and confusing for some agencies and the time required to oversee the grant requirements can take away from the direct public service. To assist local agencies with the ability to access federal funds I have the following

recommendations.

They are: streamlining the application and reporting process across federal agencies and federal grant programs. Reduce requirements on grant programs where possible. Use the SAA as a partner who can foster the collaboration, strategic planning, and sustainability planning in local communities. Bring back conferences so that, as much as possible, the sharing of lessons learned and promising practices statewide can occur. And allow the SAA to continue to coordinate the federal, state, and local funds and make it easier to do so.

I'll now go into some detail in these recommendations. First on the topic of streamlining the application and reporting process across federal agencies and federal grant programs. Simplification would assist local law enforcement agencies and their partners in applying for and overseeing more federal grants. Most criminal justice and victim services' agencies are small agencies with few staff. Staff who are focused on their mission of safety and public service.

Eighty percent of law enforcement agencies in Tennessee have 25 officers or less. This means that for the majority of law enforcement agencies in Tennessee to apply for a grant an officer is taken out of the field to write the grant and then every time an amendment or report needs to be submitted the officer again is taken away from protecting the public to complete the grant needs.

The complexity of the federal application process and PMT reporting system inhibits smaller agencies from applying for direct federal awards. And therefore they rely heavily on the SAA to access formula awards. The SAA can provide more administrative support for these formula funds. These funds are limited, however, and with over 425 law enforcement agencies in Tennessee competition is high due to limited funds.

My second recommendation. Reduce requirements on grant programs where possible. The SAA and local agency staff spend a significant amount of time overseeing special conditions, uniform guidance requirements, and other specific requirements of various grant programs. While some requirements are necessary to ensure that we are all good stewards of taxpayer funds, requirements could be reduced. Instead, requirements are added with each award. As an example, special conditions for the JAG Award have increased from 42 in 2015 to 72 in 2019. For the same time period, Boca has increased from 30 to 41.

Feedback from some Tennessee local grantees has been that, while grateful for the funds and opportunities, managing the grants are more work than they anticipated. I've even had local grantees request to terminate grant contracts after they fully understood all that was required of them.

Third recommendation. See the SAA as a partner who can foster collaboration, strategic planning, and sustainability planning in local communities. SAAs have a unique position. We are at the state level but we work daily in local communities across our state to address gaps in resources and foster collaboration and strategic planning.

Federal departments engaging with SAAs on discretionary local projects in the beginning will foster better sustainability plans. OCJP regularly plans for sustainability with our grantees. We have leveraged federal grants to create multi-disciplinary collaborative responses and then assist in planning for the sustainability of them. In doing this we look for other resources to leverage when the federal funds run out.

One example is the Targeted Community Crime Reduction Program. One program implemented in this group was a day reporting center in Johnson City. This project demonstrated great success

and had partnered closely with the court's jail and probation. OCJP brought state leaders from the Tennessee Department of Corrections or TDOC to planning meetings to learn of the project's success.

TDOC absorbed this Byrne JAG pilot Project and then initiated six more day reporting centers across the state based on the Johnson City model. All seven are now supported with state funds by TDOC.

Fourth recommendation. Bring back conferences so that as much as possible the sharing of lessons learned and promising practices statewide can occur. Grant-funded programs deliver lessons all the time. Annual conferences paid for with federal funds were once regularly used by states to share information on the successes of these programs.

Extensive requirements have now been placed on conferences when paid for with federal funds. And the requirements are arduous and time-consuming. Annual conferences were a dedicated time to meet others in the field and learn new things. And the requirements that have been placed on conferences could be reduced or modified.

Last recommendation. Allow the SAA to continue to coordinate the federal, state, and local funds, and make it easier to do so. The leveraging of funds and avoiding of supplanting of federal funds is the primary function of the SAA. Without the SAA and the federal system of transparency, it would be difficult to determine if the federal funds received are being used to support or supplant state and local funds already in place.

Progress has been made on the sharing of information in federal discretionary grants that have been awarded each state. But the details describing this project is not always readily available.

Without this information overseeing projects and resources in the state is made difficult and can lead to some communities receiving awards for duplicative projects or resources.

These recommendations are made in the spirit of collaboration and continuous improvement. I thank you for the invitation to speak and the time on this panel. Tennessee is grateful for the federal grant programs that it administers which allow the state to innovate and collaborate at both the state and local level with criminal justice and victim services practitioners. I look forward to answering any questions you may have. If anyone wants to contact me with questions after today you can reach me at 615-353-2037. Thank you.

Paul Keith: Thank you, Director Brinkman, for your testimony, and for your service in the criminal justice field. Our next distinguished panelist is Sheriff A.J. Louderback from Jackson County, Texas. Sheriff Louderback has over 40 years in law enforcement and is a recognized leader by his peers, NSA, and others. He has served in multiple leadership roles in Texas as well as on national initiatives for NSA. He is serving his fourth term as Sheriff of Jackson County. And he is a veteran of the United States Air Force. Sheriff Louderback thank you for joining us today. You're recognized.

A.J. Louderback: Many thanks to Attorney General William Barr, Phil Keith our Chair, Assistant Director Kate Sullivan, Dean Keuter our Executive Director, working group commissioners, and working group members.

Let's discuss grants this afternoon and making them better. A critical aspect for law enforcement is the grant system. It's truly a lifeline, that's probably the best way that I could say, critical for rural law enforcement for sure. The first discussion and what I have as a key priority here is to simplify the grant system. The simplification has played such a role especially for rural agencies

here in the United States. Many times a skill level, experience, the knowledge, and in some cases even the technology from scanners to proper bandwidth, computers and laptops and things are just not present here in the United States.

Let's address what I see as a growing issue here especially here in Texas is something that we've experienced here and see right now is how do we reward innovative forward thinking in ideas. How do we capitalize on reasonable crime-fighting concepts? How do we avoid and move from a silo mentality that affects our agencies? How do we promote innovation? And I believe this is a new area that grants could look into from the federal government's side and see if we can't come up with a positive response there.

Our grant system should have timely grant funding. All too often in my time here I've seen the need is just not met simply because we're putting in a grant for a specific reason many times and eight months to a year is not going to meet the need. And critically other, you know, things are just not done. And something else that bothers me on a daily basis is the emergency issue. And I kind of look at the terrorist issue, the COVID-19 issue. How could we put in a grant in an emergency situation that's not of that magnitude? But how can we get to a point where funding could possibly be done 30 to 60 days, 90 days? Something to consider as we move forward in the system.

Our grant system must remove the complexity. The key issue something that's always bothered me and I know when I put in for a school violence grant that we were stymied by multiple websites, tremendous reporting requirements. I believe that we can shorten the application on the grant system. I believe all of those things can work in concert to improve our grant system quite a bit.

I'd like to see a return to equipment purchase. And I'll tell you commissioners, working group members, without this aspect included especially rural law enforcement will continue to use outdated sometimes non-functioning equipment. Not being able to purchase any equipment is a yearly occurrence for smaller agencies. When you're in the 3-man, 10-man below agency here and you're dealing with local government, we've got to find a positive way to approach local government in order to get this equipment and to maintain it and not have the rest of their budget affected by it.

And clearly, our grant system must achieve a fair playing field. Correcting the above issues I've talked about want to ensure a better outcome for law enforcement. A key aspect of this I'd like to see reestablished would be field visits. Field visits to me are so critical. They would identify and solve and provide the information needed for a fluid, quick change when needed in our business.

And in summarizing for the group. If we simplify and shorten we create innovation. We provide timely funding. We remove the complex steps that we have to deal with. We provide equipment. We level the playing field. We reestablish field visits. I think we can accomplish the goals that this historic commission set out to prove.

So with that again A.J. Louderback. I can be reached quickly at 361-781-4468. It's my cellphone. Please reach out. I'd be more than happy to answer any questions you may have from this perspective. Thanks again.

Phil Keith: Thank you, sheriff, for your testimony and for your distinguished law enforcement service as well as service to your country. Our last panelist today is Chief Keith Kauffman. He's from the Redondo Beach, California, Police Department. Chief Kauffman started his career with the Hawthorne Police Department in 1994. He received the Medal of Valor not only once but twice in

1995 and '96 while serving as a patrol officer. Chief Kauffman has served in numerous leadership initiatives, including the L.A. County [Police] Chiefs' Association as well as the L.A. Impact Initiative. Chief Kauffman thank you for joining us today. You're recognized.

Keith Kauffman: Thank you, Director Keith. Also thank you to Vice Chair Katharine Sullivan and the rest of the commissioners. It's an honor to be able to testify today on grants. I'd like to talk to you from the perspective of a police officer who has spent the vast majority of my career writing grants and now overseeing them as a chief of police. That perspective may be a bit different than someone that is maybe a grant analyst or someone that works throughout the system day in and day out.

It's already been said but the truth is that the cloud that casts a shadow over me and my entire career with respect to grants is that it constantly pulls me away from my day to day law enforcement duties. It also helps propel me because of the necessity of grants, and successful grant writing is one way to make the police agencies in America respond to their communities even better.

Larger agencies have dedicated grant writers. They have dedicated grant analysts. And therefore they have an edge. These systems are so complex that when you are a police sergeant like I was with an ancillary duty of writing a grant or if you're an assistant to somebody and you're tasked with seeking granting funding, you just don't understand the process and the language that it takes to get this done.

A lot of people assume that grants are as easy as going to a website, like, grants.gov, applying, managing, and closing out a grant. It just doesn't work that way. When you go to grants.gov on the federal website it's, like, walking into a Home Depot and searching for a cautery pen but there's nobody in an orange apron to help you. You have to know what it is you want and where it

is you can find it and be able to speak the acronym language of the government or else you're not going to be able to get this done.

To help you understand this and just throw a few of those acronyms out there I can tell you the experience of an agency, like, mine applying for a port security grant. You log onto grants.gov and the first thing you do, it asks you to create a workspace. If anyone in the history of your agency has already created a workspace you're going to be told to find the workspace owner to get the passwords.

And then from that password, you have to go to a SAM website. And that's the systems for awards management. And enter that number. From there you'll be asked for another number. By the time you track down everybody that you need to find these different logins, user names, and passwords a lot of people will just give up.

Now the BJA grants as described before and Director Keith especially the COPS grants they're much better. You've made a real difference in simplifying them. When I talked to my analyst about the BJA grants and the COPS grants she made sure to remind you especially Director Keith that you have an employee there named Elaine Vanlandingham and she is a godsend. And that's because her level of customer service helps us navigate the system. That's where we get it right - the customer service.

Where I think we get it wrong is when it still takes three different systems to navigate one website or to navigate one grant. So in the BJA realm, you have the grants management system, you have the PMT system, and then you have the grant payment request system where you draw funds down.

Each of these individually works fairly well. But they don't all work together which leads me to my first recommendation. The federal government must standardize and streamline the federal grant-making process and systems. Now some of the larger grants - pass-through grants I call them those are the ones that will go from FEMA to the state down to the county and the city. These get so convoluted by the time each of these entities places their own rules on them, that when the grants come to fruition they're almost obsolete.

If the commissioners remember anything from what I say today please remember this. I'm involved with the L.A. County Chiefs of Police. I sit on the Homeland Security Grant Board for us and I write 22 grants for individual agencies. I do that because they're so difficult to navigate that if we ask each of those agencies to do their own we'd never get it done.

In 2017 we were awarded a grant for portable radios; we still do not have the money. How is it possible for the federal government to secure our nation against our agile enemies and our ever-changing threats if we are still waiting for reimbursement that's more than four years in arrears?

My second recommendation: Create a system that works with states, counties, and cities to expedite grant funding. There's been some talk about training and about conferences. I do think that's a good idea. However, the problem is the more complex these systems get the more training they require. Training takes time and it requires money. I think we need to take a fresh look at this and we need to develop a system that is intuitive and that can train the user as they go.

I sat in a meeting one time with a tech CEO. A bunch of chiefs were badgering this person about how long it was going to take to train officers on how to use the system. He pulled the cellphone out of his pocket - an iPhone and he looked at one of the chiefs and he said do you have one of

these? The chief said yes. I remember the CEO saying well did you get trained on it or did you just turn it on and start pushing buttons because with good technology that's what one can do.

That's my third recommendation. Create a system that is user friendly and does not require an expert to use.

I'm going to back the sentiments of Sheriff Louderback in this next statement. Funding. When COVID-19 hit it was emergency and I knew I needed money. So what did I do I turned to grants. I logged on the computer. I filled out a two-page application. The next day I was on a Zoom call with nine members. I explained the need. They voted to fund my grant. The following day they gave me access to an account with \$35,000. That put me in a position to have COVID testing for my officers, antibody testing, and to put us at the forefront so I could keep my cops on the road.

Now that wasn't a federal grant. That was a foundation grant. And maybe that's an oversimplified look. But we should look at that. If we were able to create profiles for each of our agencies in a user-friendly system, we might be able to cut down the time so that agencies don't have to wait for reimbursement, especially in the time of an emergency. That's my fourth recommendation.

Examine funding models and improve accessibility by removing the need for matching funds or extended reimbursement times. A quick summary of my recommendations is to make sure that we standardize and streamline. We've got to be able to have agencies create a profile so that grants can be sent to them that fit their needs. Not that they walk into a website to find what it is they're trying to look for.

Number two. We have to create a system that expedites grant funding. Remove the delays that are making some of these grants obsolete by the time they're fully reimbursed to the applicant.

Number three and maybe most importantly, we have to create a user-friendly system that does not require an expert. This system should have a subsequent app that makes the grant process mobile and facilitates real-time reporting and managing.

And the fourth and final recommendation is examine these funding models and improve accessibility by removing the need for matching funds and extended reimbursement times. Make the system equitable and never - and also realize that the power of funding something quickly should never be underestimated.

I thank you very much for your time. I can be reached by email keith.kauffman that's K-A-U-F-F-M-A-N@redondo.org. Thank you very much.

Phil Keith: Thank you, Chief Kauffman, for your testimony, and thank you for your distinguished service to our country. Just for the record Chief Kauffman referred to Elaine Vanlandingham. She's actually an employee of BJA. I'd like to take credit for her but she is a great employee and she works for BJA in Vice-Chair Sullivan's Office of Justice Programs.

Commissioners, we're now open for questions for the witnesses. Commissioners with a question please state your name prior to your question and direct the question to a specific panelist or if a response from the entire panel is your intent, please state so. Just as a reminder to commissioners your mics are hot at all times. Thank you and now we entertain questions from commissioners for our panelists.

Craig Price: Director Keith this is Craig Price.

Phil Keith: Yes you're recognized, commissioner.

Craig Price: I don't necessarily have a question. But Chief Kauffman, I've been responsible in different parts of my career for being over many, many grants - federal grants and otherwise. And I really appreciate the input that you had and your recommendations I think are right on point. So I appreciate that and wanted to let you know, thank you.

Keith Kauffman: Thank you, commissioner.

Phil Keith: Other commissioners with questions or comments.

Katharine Sullivan: I actually - this is Katie, hi can I ask a question?

Phil Keith: Yes ma'am you're recognized.

Katharine Sullivan: Thank you. I just want to say that the COPS Office is incredible. And I know that their customer service is remarkable and we at OJP look to them as an example. So everybody, really, I do think is as customer service centered as they can be. I just also wanted, just for the Commissioners' knowledge. OJP is developing a new database system that is going live this year. Meaning in 2020, that we're hoping takes care of a lot of the things that have been testified to. So, the only reason I bring that up is because the working group's spending a lot of time on that recommendation. We really are trying to develop something that addresses all of those issues and complaints and they are duly, duly, duly noted.

I always laugh, when I came into the Federal Government, I said, "it's like learning a foreign language." So, I identify with that testimony very deeply and just that hits the nail on the head. It

should not be that way. We are serving you, you are our customers. So, you know, really work on that, changing that culture every day but I have a question and it might be a little bit controversial. So, I would like to hear from all three panelists if you could. So, it's interesting to hear that some of the state grants. So, the state grants are not utilized in or getting out as efficiently as what would be, what theoretically they should be.

The idea is, you get the money to the states, and then the states know best where their needs are but I hear a complaint about that system. We have a State Administrator on the line so I'd like to hear their side of things. I really do believe that one recommendation could be that we back down from Block Grants and we do more grant-making directly from the offices in the Federal Government which has pluses and minuses. I also worry about rural communities with Block or Formula Grants, are rural communities being served?

So, those are, I mean, that's a lot but from a recommendation standpoint, I would love to hear your expertise on making Formula or Block Grants to the states. I've heard two sides of that coin so if you guys want to debate it, that would be great.

Jennifer Brinkman: This is Director Brinkman. I'll start and then let others jump in. I think part of what you're hearing, Commissioner Sullivan, that there is a difference among states. So, what Tennessee does is going to be different from what Texas does and is going to be different from what California does.

So, I think that it's first and foremost important that for SAAs because every SAA is different. I am a unique SAA because I am embedded and I am, while I am appointed, I'm not in the Governor's Office. So, I'm not politically motivated, I'm motivated by the state, and the state needs, and what the locals need. So, for my state, I do a lot of under 10K grants, and I do the equipment grants

that both the Sheriff and the Chief spoke about as being very important.

But those smaller agencies need those things and those local county governments can't support those needs. I have with my JAG funding bought patrol cars for small departments, I'll buy bulletproof vests, and I buy guns. But that's because how my state is set up and I have a lot support from organizations like the National Criminal Justice Association who, kind of, worked with all SAAs on, kind of, what our mission is.

But I think there's not enough time for SAAs to come together and to learn and so we have political appointees whose job kind of depends on what's going on in their state. Those appointees have to have education and so I think the Federal Government could give us more guidance on what you want us to do. But I felt fairly strongly that in my state -- I can only speak for myself -- in my state, I believe that my law enforcement know that I give as much money out to the locals as I can and I do it on a regular basis. And when I give it to state agencies, I give it to Commissioner Rausch is on the phone.

We give it to TBI because TBI and the Department of Safety and State Troopers help support some of those rural communities. So, we'll do equipment grants with Tennessee Bureau of Investigation. They'll get equipment in but that's to help the locals and they get that out. Now, there might be complaints and we address that because we're in the field on a regular basis. So, I think each state is different and I think you'll get three responses from this call but it's different.

And I think for states like me to lose the funding, we're going to hurt those under 10K's even more if you give that to directs. Because the under 10K won't be able to write the grants. We have to administer those funds. We do their PMPs because their systems don't allow them to complete and get into all the systems necessary. So, I think it just depends on the state. Sheriff and Chief, I

open it to you.

Sheriff Louderback: Chief, I'll...

Phil Keith: Thank you.

Sheriff Louderback: I'm ready to go.

Phil Keith: Yes, Sheriff, you're recognized.

Sheriff Louderback: Commissioner, thank you for the question. Clearly the disparity between the states are an issue that Director Brinkman talked about is admirable. There's a clear distinction and a disparity between what states do. I think probably Block Grants have a role and a purpose and do well but without a direct access or percentage of dollars that are set aside to direct access. I believe we're still missing unless we do that, we're still going to miss, in the State of Texas, we're not going to be as fulfilled as we should be.

I don't know enough about the, you know, how much money's involved with Block Grants and so forth. I don't do many of those but I do know that real needs, especially in the rural aspect of Texas of which 254 counties, 190 counties, are 50,000 population and below. And that's where the real challenges lie in the State of Texas. Thank you.

Chief Kauffmann: Hi. This is...

Phil Keith: Chief Kauffmann?

Chief Kauffmann: Yes. Thank you and thank you for the question. You know I'm sure that the way that this operates from state to state varies and I'd be willing to bet that California probably has one of the most convoluted systems. I don't know where we should point for the blame because we're all responsible. My city alone has a set of rules that can cause delays to the point that sometimes I'll write a grant to the Police Foundation instead of looking for funding through the city because I don't want to wait and abide by all those rules

But in, in California, the example that I gave you is, these are major Homeland Security Grants that passed through the state. So, for us it goes to Cal OES, from Cal OES down to the counties, and then from the counties to the city. The problem is, my opinion is, that each of those entities has their own set of rules. And when they, when things get more complex they have to put more rules in place and every time this happens, it causes a delay. Here's the example I'll give you.

These grants are being delayed so long, like the one I told you about from 2017, I have yet to have reimbursement from. That now in 2019 and 2020, and you can see this in my written testimony, the County requires Police Chiefs to come up with what it is they would like to have grant-funded in the following year based on a funding model from the year prior. Create those workbooks and submit them so that the County can submit them to the State before the Federal funds are ever released. It's crazy.

Law enforcement changes quickly. Look what just happened over the last couple of months here. I mean, by the time ink is dry on all the paperwork grants are sometimes obsolete which causes further delay. So, if it took me four years to get reimbursed for radios and I had to find them in another mechanism. By the time I'm ready to buy radios, I may have to do what's called a "modification" and those are horrendous. So, it just, it's a very difficult system. I don't know if it should go direct. I'm not, I don't know, but I know it needs to be examined and changed.

Phil Keith: Thank you, Panelists. Were there other questions from the Commissioners for our Panelists?

David Rausch: David Rausch.

Phil Keith: Yes, sir. You're recognized.

David Rausch: Thank you. So, I do want to add a little on that. And so, some of the challenges we see as well at least at the agency level come from those that don't go through the state. So, that the grants that are being handled by SAAs, at least in Tennessee, as Director Brinkman was saying are well-managed and we have consistency in who we are dealing with. The problems with some of the federal grants are that the contact that end up working changes so frequently that the rules change on us as well because that person then is learning about their role. And then they interpret the rules differently, we've run into that.

They have a different focus on what they thing is important in the grant. And so, so it adjusts to how we're supposed to report and it just becomes really convoluted and complicated at times. And so, having that consistency when it comes to a SAA, I think, and again, I know that they're not all the same. So, we're blessed to have a great system in Tennessee but I'd be curious to hear the, from Director Brinkman, the challenge of when those contacts at the federal level change and the complexity of the challenge that it causes.

Jennifer Brinkman: Thank you, Commissioner Rausch. Oh, sorry, I was going to answer his question. I apologize.

Phil Keith: No. You're recognized Director Brinkman.

Jennifer Brinkman: I do think that there is a lot of issues with continuity at the federal level with turnover and it does cause issues. Because you will have one analyst that tells you, "all of this is okay" and they do it this way and this is how they interpret the uniform guidance or the program requirements. And then you get a new program and policy analyst, I think they're called. And when we get our new policy analyst, all of a sudden the things you were doing under one becomes unacceptable under the other or we get questions on our reporting differently.

And so, there, there's a lot, I think, internally at the federal level around onboarding and training and I'm sure that there are already processes. But I think that there's some benefit to reaching out to grantees across the spectrum and getting a little more information on how that affects what is helping us, or what's hurting us, in getting the information as it's needed and having that continuity.

Because if we had the continuity, there would be less questions from us and there would be less frustrations from us when we're getting those federal funds. And there would be less fear when we're giving out to the locals that we're going to do something wrong. So, I'm not sure if that answers the question but, essentially, every time that there's turnover because of lack of continuity and there's a lack of continuity between federal funding sources.

So, the uniform guidance, I actually asked a question of all of my federal fund sources probably three or four weeks ago that was a result of COVID and the small business loans. And I had three different answers based on the uniform guidance from three different federal departments on how those small business loans would impact my federal grants. Three completely different answers. So, there's that break down that happens.

Chief Kauffmann: Director Keith, this is Chief Kauffmann. Can I add to that, please?

Phil Keith: Yes. You are recognized, Chief.

Chief Kauffmann: One of the additional problems in this exact same scenario is not with the Federal Government but it's with all of the applying agencies. Here's the way it works. You get stuck in an administrative position and the next thing you know, you're tasked with writing a grant. Once you figure out how time-consuming and burdensome this is, the minute you can change assignments, you drop that like a hot potato. And then the next person comes in with a new set of user names and passwords and training and then the next person and then the next person.

This is what happens in these agencies. Nobody wants to do it so it just keeps getting passed on and on and you always lose your expertise. I think a solution, a possible solution is, stop relying on the user and their level of training, and start relying on the profile of the agency. If we had a system where you logged in as "Redondo Beach P.D." and I entered a profile for my agency. How many officers, demographics, city populations, crime rates, programs, initiatives, all of those things that pertain to my particular city.

And then that system promulgated what is important to me, you could vet the city as the applicant -- the city or the entity as the applicant -- instead of this specific user. And we might be able to streamline things a lot more. It's insane, when we logged onto the Grant Management System, I did this with my analyst a couple days ago in preparation for this. We had four user names and passwords. You should see her paperwork just to log into these systems.

I told another story in there, for security reason she tried to log into the - to the Grant Drawdown System and it asked for her mother's maiden, or her mother's middle name. Her mom didn't have

a middle name. So, she wrote "none" and it locks out. But if we created an agency profile with security measures, it might be better than an individual profile because the individuals change just like they do in the Federal Government.

Phil Keith: Thank you Chief Kauffmann. Other Commissioners with questions or comments?

James Clemmons: Chairman Keith, this is Commissioner Clemmons just letting you know I was on the line and that I wanted to thank the presenters for their conversation today.

Phil Keith: Yes sir. Thank you, Sheriff, appreciate you joining us today. I'll let the records show that Commissioner Clemmons is on the call. Any other questions or comments from Commissioners?

Frederick Frazier: This is Frederick Frazier. I'd like to just make a comment real quick?

Phil Keith: Yes. You are recognized.

Frederick Frazier: All right. I want to say this to Sheriff Louderback because I've worked around him, during our legislative sessions for the last decade. And I know how passionate he is about this and the subject matter he is an expert in. So, having him on here today and having all these Panelists on here today opens up some of the things that many of us overlook. And I just want to show Sheriff Louderback how much I really appreciate what he brings to law enforcement and what he does every single day when he's out there. So, I just want to make sure he heard that. He doesn't get enough of it.

Sheriff Louderback: Thank you, Commissioner.

Phil Keith: Thank you, Commissioner Frazier. Any other questions or comments from the Commissioners?

David Bowdich: Hey Chairman Keith, this is Dave Bowdich. I just wanted to kind of foot stomp what Sheriff Louderback talked about earlier which is the how do we incentivize or how do we promote innovation, rather. I think this profession just continues to require us to adapt and evolve and be much more agile than we used to have to be just based on technology and the stress that comes with that and the challenges that come with that quite frankly.

And I just wanted to foot stomp that point, I thought that was a really good point. That is something we struggle with in the Federal Government. When it comes to grants, I'm outclassed, I have never written a grant so I would have to defer on that. But I think that's a really good point and it might be worthy of a little more on that as far as some ideas of how we can promote innovation through the grant process.

Phil Keith: Thank you, Director, for joining us today. Thank you for your comments. Other Commissioners with comments or questions? Hearing no further questions, let me close by thanking our Panelists once again for your time and most valuable testimony and responses to the questions from our Commissioners. On behalf of the Attorney General and his leadership team, (Rachel Bissick) and (Jeff Leyda), and all the Commissioners. Your contributions provided today are most sincerely appreciated and will assist the Commission in the deliberations and work.

Next week, we'll focus on the Juvenile Justice topic. We'll be sending out calendar invites with testimony as we receive them and bios hopefully by tomorrow afternoon to the Commissioners. We're also planning a Commissioners Executive Session and we will follow-up on that as soon as we have that information confirmed.

Also, please check the President's Commission page for additional updates of documents and information on the Main Justice website as we will update it regularly as we receive information and post it. If there's no further business before us today, the President's Commission is adjourned, and thank you Commissioners and our Panelists for being here today. And thank you for your dedication and commitment.

Male 1: Thank you very much, Director Keith.

Male 2: Thank you, Director Keith.

Male 3: Thanks, Phil.

Female 1: Thank you, Phil. Take care, everybody.

Male 4: Thanks, Phil.

Phil Keith: Thank you.

Male 5: Have a great weekend. Take care.

Operator: And once again, that does conclude today's meeting. We do thank you for your participation.

You may disconnect at this time.