

U.S. Department of Homeland Security
Faith-Based Security Advisory Council Meeting
On-Site and Virtual Zoom Meeting
U.S. Coast Guard Ray Evans Building Conference Room B
2701 Martin Luther King Jr Ave, SE, Washington, DC 20593
Tuesday, June 6, 2023
10:00 a.m. – 12:00 p.m. EDT

The open session of the Faith-Based Security Advisory Council (FBSAC) meeting was convened on June 6, 2023, from 10:00 a.m.-12:00 p.m EDT. The meeting was open to members of the public under the provisions of the Federal Advisory Committee Act (FACA), P.L. 92-463 and 5 U.S.C. §552b.

The following individuals attended the meeting:

FBSAC Members:

Kiran Kaur Gill (Chair)
Rabbi Julie Schonfeld (Vice Chair)
Rabbi Jonah Dov Pesner
Rev. Jeffery Cooper
April Wood
Chief Issa Shahin
Curtis E. Jones
Deputy Chief Tracie Baker
Hyepin Im
Imam Mohamed Magid
Commissioner Kenneth Hodder
Kimberly Burgo
Mayya Saab
Michael G. Masters
Rabbi Moshe Hauer
Rev. Dr. Leslie Copeland-Tune
Rev. Naomi Washington Leapheart
Salam Al-Marayati
Sheriff Garry L. McFadden
Todd Richins

Virtual Attendees:

Chandru Acharya
Alberto Martinez
Imam Dr. Talib M. Shareef
Rev. Al Sharpton

DHS Participants

Alejandro N. Mayorkas, Secretary, Department of Homeland Security
John K. Tien, Deputy Secretary, Department of Homeland Security
Brenda Abdelall, Assistant Secretary, Office of Partnership and Engagement
Sameer Hossain, Director of Community Engagement, Office of Partnership and Engagement - Non-Governmental Organizations (NGO), FBSAC Designated Federal Officer
Nicole Rosich, Senior Director, Office of Partnership and Engagement - NGO
Rebecca Sternhell, Principal Deputy Assistant Secretary, Office of Partnership and Engagement
Shawn Hall, Special Advisor, Office of Partnership and Engagement
Chaplain Andrew Hoyle, U.S. Coast Guard Base National Capital Region Chaplain
Marcus Coleman, Director, DHS Center for Faith-Based and Neighborhood Partnerships
Nicole Wood, Deputy Director, DHS Center for Faith-Based and Neighborhood Partnerships
Yusuf Cheema, Student Intern, Office of Partnership and Engagement - NGO
Cori Dawson, Contractor, FBSAC
Rachel Kaufman, Contractor, FBSAC
Nadhira Al-Khalili, Contractor, FBSAC
John Williams, Executive Leadership Support Team, Office of the Chief Information Officer

KIRAN GILL: Today, we will be receiving the reports from the subcommittees including Information Sharing, DHS Grants and Resources and Building Partnerships.

SAMEER HOSSAIN: Thank you, Ms. Gill. I would now like to introduce chaplain Andrew Hoyle, who will share his opening remarks.

ANDREW HOYLE: I am Chaplain Andrew Hoyle, active-duty military chaplain. As an active-duty military chaplain, I have the privilege of living out my own faith and assisting others to live out their respective faiths all in the context of federal service. All of our military chaplains are religious ministry professionals, ministers, and clergy of their respective faiths. Our military chaplaincy is grounded in the First Amendment of the Constitution, which declares that Congress shall make no law respecting the establishment of religion or prohibiting the free exercise thereof. We military chaplains share the sacred responsibility of helping our uniformed members freely exercise their own faith whenever our nation may deploy them. We seek to provide agile and timely ministry and spiritual care, and chaplains are called to provide our own faith, facilitate the faith of all, advise commands, and care for all people. Our nation, although far from perfect, has a history of pursuing a course that seeks to balance government with individuals and communities of faith, while drawing from ethics of the persons and institutions that faith brings, all while seeking to protect and defend the free exercise of religion for all.

As far as our military chaplains, it was July 29, 1775, when General George Washington encouraged the Continental Congress to authorize one chaplain for each Regiment of the Continental Army. They established the Navy Chaplain Corps forty-five days after the creation of the Navy and eighteen days after the creation of the Marine Corps. I think the Continental Congress knew that the Marines needed chaplains.

On a practical level, we know that faith makes a difference in lives. Research demonstrates that those who attend religious services at least once a week are one third less likely to develop depressive disorders compared to those who never attend services. Seventy-three percent of

major studies noted that people who exercise their faith have a significant reduction in anxiety. Those who attend services at least twice a month have a 94% reduction in the likelihood of committing suicide. For veterans, those who practice their faith have a 54% reduction in the likelihood of having PTSD if they practice their faith.

Clearly, faith matters. Protecting the freedom and security to assemble or practicing faith matters. Religion and religious faith are part of the warp and woof of our nation and you are here today having an integral role in supporting our faith communities. Your service and commitment matters. As we minister to the military, they come from various faith traditions, which you represent. Next month, we will mark our nation's 247th birthday. Your involvement in this Security Advisory Council demonstrates that partnership between communities of faith and the federal government is still important, and perhaps even more important than ever, from my perspective.

SAMEER HOSSAIN: We will turn to the report presentations. I would like to first recognize the Information Sharing Subcommittee Vice Chair Mayya Saab.

MAYYA SAAB: All three taskings are intrinsically tied to one another. As is prevalent in the security space at this time in our history, issues of trust and information are intertwined. We found that trust building goes hand in hand with effective information sharing and that information sharing must be deliberate in order to build trust, especially with otherwise marginalized and previously maligned communities. Successful information-sharing models do exist within the faith-based community to include those that interact with and work with other stakeholders. Those models should be identified, and best practices shared and elevated. Each member of the subcommittee had a perspective on information sharing, and that was so important as we worked together to craft the report.

To start, we want to acknowledge that there have been improvements in information-sharing principles in general, but also confirm that further improvements can and should be made. In that light, we reviewed prior recommendations made to various officials under previous administrations. Upon review, we found that some of those recommendations are ones that the subcommittee is in agreement with and ones that we were planning on making recommendations on. Those prior recommendations were included in our report.

Members of the Subcommittee respectfully request that if those recommendations cannot be implemented that we learn the reason why so that we can adjust and perhaps modify any future recommendations should the opportunity present itself. Trust building is key to communitywide and inclusive adoption of collaborative information sharing. Not all faith-based organizations view or receive information in the same manner. DHS should continue to develop and implement policies and guidance to ensure adherence to best practices relative to civil rights and liberties in the intelligence and information-sharing space, since the role of civil rights, liberties, and religious freedoms are critical and perspectives and concerns of each are not uniform.

I would like to recognize my colleagues on the Building Partnership Subcommittee who addressed some of these challenging topics. As we all know, this is a critical community – a community that we lean on when disaster strikes and when those seeking refuge in our country

need assistance, when the un-housed need shelter, and when individuals seeking communal assistance knock on our doors.

Some of these activities align with the national preparedness goal. The mission of securing people and places that heed the call is critical. Formally designating the faith-based community as a sector of critical infrastructure will codify the goodwill relationships we are maturing at the federal level and lend itself to more consistent, pertinent information sharing, which will propagate to regional, faith, and local agencies, as well as public-private partnerships. We believe that most faith-based organizations want to be a partner with DHS. They find obstacles to that endeavor due to the decentralization of information-sharing efforts. Furthermore, we found that a more clearly constructed formal and uniform relationship between faith-based organizations and DHS is required.

We found that multiple DHS components share information with the faith-based community often in an uncoordinated and duplicative manner. It is our recommendation that threat-intelligence sharing is centralized with the Office of Intelligence and Analysis and that information sharing that includes resources for preparedness and prevention fall under the auspices of the Cybersecurity and Infrastructure Security Agency.

There is a need for DHS to embrace nimbleness and to adapt quickly to a changing dynamic threat environment. Protecting the country from ever-evolving threat requires a strengthened security enterprise that shares information across traditional organizational boundaries. Threat intelligence is highly coveted by the community, and yet access to threat information is often elusive. Faith-based organizations are unique, and while some have the capacity to receive and act upon information received, most faith-based organizations, and especially houses of worship, lack that capacity.

In that regard, there is a need to prioritize better outreach and information flow to faith-based organizations. Adoption of technology solutions that make it possible to share threat information in real time may enhance the community's ability to prepare for, respond to, and recover from threats and may contribute to trust building. Of course, the report before you details these findings in a thorough manner. We also recognize that some of the issues we identify are complex and ones that may require further deliberation. Our report is a start to what we believe can be a productive path forward solving some of the roadblocks that may exist.

SAMEER HOSSAIN: It's my pleasure to introduce Secretary Mayorkas for remarks.

SECRETARY MAYORKAS: I have two messages, if I may share with all of you. One is a message of gratitude. Thank you all for serving on this Advisory Council and for the work you've already invested in the reports. And two is a message of eagerness - an eagerness to implement the recommendations of the Council in the areas that you have focused on: Information sharing, the provision of resources to communities, and third, and so critical, the building of trust with the communities we serve. These are top of mind for me and for the Department; we are going to develop a very ambitious implementation schedule. Regrettably, the urgency is borne of what communities are experiencing right now across the country with respect to ever-increasing incidents of hate and violence borne of them. I think the strengthening

of partnerships and the building of trust and the provision of resources that will be embraced with trust is ever the more vital. Thank you very much. I look forward to hearing the other reports and the readouts.

SAMEER HOSSAIN: We will now turn to public comment. Members of the public or press may offer comments on this report for up to one minute to ensure we can get everyone who would like to speak. My colleague, Mr. Williams will call on those who have their hand raised in the Zoom webinar. Once he does, I would like to ask members of the public to please identify yourselves and briefly share your comment and then we will proceed.

JOHN WILLIAMS: Lance McCune has a question.

LANCE MCCCUNE: I noticed as I read the document, I didn't see anything about enhancing relationships with local law enforcement as well as emergency operations centers working with DHS to do that. Just a question. Is there a reason why there is not language like that in the report?

SECRETARY MAYORKAS: Would a member of the subcommittee like to address that? Certainly, I have some thoughts to share. Thanks very much for the question. The question is actually a very important one. This Advisory Council on Information Sharing follows the work of another council, the Homeland Security Advisory Council, that made recommendations with respect to how to strengthen and improve the information sharing paradigm.

And in that report, strengthening the relationships with law enforcement was a vital component of it. One member of this Council is also a member of the Homeland Security Advisory Council, Michael Masters of the Secure Community Network. That aspect of the relationship and the improvement in our information sharing mechanisms has already been addressed through another body. But a very important question in a very important line of effort implementation, which is already underway.

SAMEER HOSSAIN: Thank you, sir. Mr. Williams, do we have another public comment?

JOHN WILLIAMS: There are no other questions, sir. You may proceed.

SAMEER HOSSAIN: With that, I would now like to turn it over to member deliberations over the Information Sharing Subcommittee report.

Ms. Saab, I like to turn it back to you and your colleagues may raise their hand if they like to offer any comments or clarifying questions.

With there being no questions or feedback, is there a motion for the FBSAC to approve the draft final report and transmit to the Secretary of Homeland Security?

The Report was motioned and was approved unanimously via vote.

Members of the public who would like to provide questions or comments, and that includes the media, you may do so at FBSAC@hq.dhs.gov.

Now I would like to turn the meeting over to April Wood to provide the councilmembers and members of the public the findings on the DHS Grants and Resources Subcommittee.

APRIL WOOD: Thank you, Sameer, and greetings, Mr. Secretary on behalf of the Grants Subcommittee, which I've had the pleasure of chairing for the last several months. Thank you for your leadership in convening this diverse array of leaders in partnership with your Department.

It is exciting to see all of the work across the subcommittees being shared today as the Department works to better engage and support faith-based organizations and houses of worship across America. As you all know, it is critical that DHS programs are accessible and equitable for all, for faith-based organizations which vary drastically in size and resources. Grants programs like the Nonprofit Security Grant Program, often fill key gaps and provide lifesaving measures as houses of worship are faced with an ever-increasing threat environment.

We recognize and mourn the lives lost and remain committed to working alongside our partners to mitigate future risk. I'd like to first thank our subcommittee members and fellow FBSAC members who have worked so diligently over the past few months on these key findings and recommendations. Our vice chair Rev. Dr. Salguero cannot be with us today. We acknowledge his leadership and contributions in his absence as well. Thank you. It's been an honor to work with each of you.

The primary focus of our task was to develop recommendations on how the Department can ensure equity in DHS grant awards, and most effectively and appropriately address challenges when applying for DHS grants. In addition, we were tasked with providing recommendations for how the Department's existing resources can better meet the need of diverse, faith-based institutions. As part of our task, we focused on assessing challenges when applying for DHS grants and worked to identify solutions mitigate those obstacles. We evaluated how the Department can better meet the needs of faith-based organizations and assessed what resources and best practices currently exist.

We held numerous internal and external meetings and based on the input from these experts, supplemental research and the expertise and experience of its members, the subcommittee worked to support and enhance substantive and meaningful recommendations for the DHS grants and resources opportunities with faith-based partners. Throughout our work, there was a clear theme that faith-based organizations face challenges and inequities in accessing the grants programs.

Before I jump into recommendations, I wanted to share areas of commendation we identified as a subcommittee.

Commendation Number One: the subcommittee commends DHS for the use of data to create bonus points for first-time sub applicants and those in areas of high social vulnerability.

Commendation Number Two: the DHS offices focused on faith-based outreach, such as the Office of Partnership and Engagement and the DHS Center for Faith-Based and Neighborhood Partnerships, have been instrumental in serving and connecting key networks and local faith and

community leaders to the ongoing work of DHS. Their efforts are notable and worthy of further investment and expansion.

Commendation Number Three: support of DHS and affiliated agencies has helped to thwart or lessen the impact of potential or actual incidents.

Commendation Number Four: the budget increase for administrative funding up to five percent has helped organizations and institutions carry out the grants program.

Commendation Number Five: the Non-Profit Security Grant Program (NSGP) form was simplified in 2023, which was a huge success. Thanks to all who played a role in those successes, and let's move on to the remainder of the briefing.

The Grants and Resources Subcommittee identified six key findings with supporting recommendations.

Key Finding Number One: adjust application deadlines. Sub applicant deadlines and guidelines vary greatly by state, which often causes confusion. Some state deadlines and guidelines leave little to no time between the release of FEMA guidelines and state administrative application deadline. The recommendation is the Department should support legislation to extend time in which time sub applicants can apply and have minimal time periods of no less than 60 days to apply.

Key Finding Number Two: create greater accessibility to grants. Marginalized and minority houses of worship encounter difficulty accessing DHS resources and grants. In addition, underserved communities have difficulties completing grants processes due to financial challenges within the existing reimbursement model and lack of access to critical data documenting threat. Our recommendations for this key finding include expanding resource accessibility through increased translation services, networks, and outreach. This includes leveraging existing networks, such as interfaith networks, volunteer organizations active in disaster, or outreach to ethnic and religious media.

We also recommend conducting an audit of grantees and sub applicants to identify and highlight which committees are underserved and disconnected from the grants process. Invite successful sub-applicants to address and share best practices for applying and switch from a reimbursement model to a grants up front model for all sub applicants. For example, create a waiver program for sub applicants whose financial resources may prohibit the use of a reimbursement model and address the shortage and in excess ability of data pertaining to hate crimes and heightened threat levels to support telling the story of why funds are needed when applying for DHS grants.

Key Finding Number Three: improve response to acts of violence. When acts of terrorism or threats of violence occur, local underserved communities in their response and recovery efforts are often disconnected from the broader system. Our recommendation is to leverage and coordinate the relationships between the faith-based offices and community-based networks including proactively invest resources in DHS offices focused on faith-based outreach in building networks and establishing points of contact with underserved community leaders before an event occurs. Coordinate a rapid response with state, local, and tribal leadership to bring

greater resources and coordination, using a multiagency approach. Leverage and coordinate data-driven efforts to help underserved communities in building capacity, such as technical assistance, direct service or disaster response training in terms of successful grant applications.

Key Finding Number Four: increase funding for Nonprofit Security Grant Program. While the NSGP funding has increased, the overall grants management system remains underfunded. For the NSGP, the 5% devoted to grants management and administration is simply not enough. Low staffing and lack of redundancy in the FEMA grants program directorate increases risk and a lack of continuity. The current needs heavily outweigh the resources available. Our recommendation is to support legislation to increase the budget, implement a capacity building component in grant applications and create a process to address feedback to sub applicants whose applications were rejected.

Key Finding Number Five: improve the evaluation system for the Nonprofit Security Grant Program. There does not appear to be a continuous data-informed quality improvement system for the NSGP. Our Recommendation is to create and implement a data-driven process of continuous quality improvement consistent with periodic evaluation of the DHS grants.

Finally, Key Finding Number Six: provide more equitable resources. Many faith organizations lack capacity and the NSGP grant application process is often cumbersome and difficult to navigate for new and emerging sub applicants. This is primarily due to the technical language which creates barriers for sub applicants that need it the most. For under-resourced and socially vulnerable organizations, especially new and emerging grantees, the lack of equitable access to resources such as consultants or comparable technical expertise and support is a disadvantage when applying for NSGP grants. Our Recommendations include support legislation to increase funding for additional outreach efforts to support under-resourced and socially vulnerable communities, optimize the use of the Protective Service Advisors (PSAs), and continue to reduce the complexity of the application process while proactively reaching out to under-resourced and socially vulnerable groups.

In summary, for those who have been able to access the grants program, it has been instrumental in supporting faith-based organizations to reduce potential threats and develop lifesaving safety procedures and protocol. The Committee commends these notable efforts of an under-resourced Department, even as it calls for needed growth and expansion in key areas moving forward. Thank you for the opportunity to share key findings and recommendations with you today.

SAMEER HOSSAIN: Thank you very much, Ms. Wood. We will now turn to the public comment section. Members of the public may offer comments on this report for up to one minute each to ensure we can get everyone. Mr. Williams, do we have any hands raised?

JOHN WILLIAMS: No, sir. You may proceed.

SECRETARY MAYORKAS: Sameer, thank you. Can I ask a couple questions? This is yet another area of intense focus of ours and we have a lot of work underway to improve the grants process. I have one question with respect to the different deadlines. The states have different deadlines because states are a necessary pass-through. Does it require legislation for us to

achieve consistency in the deadlines or can we be prescriptive with respect to the states setting one deadline?

APRIL WOOD: Mr. Secretary, it was our understanding and research that it does require legislative change.

SECRETARY MAYORKAS: Thank you. Secondly, with respect to access, we're in an environment now where the threat landscape has changed dramatically. We used to have institutions of high-profile that were the primary targets and it's been a much more dispersed threat landscape where we have target-rich resource for faith-based institutions, whether they be places of worship, schools, and the like. Achieving equity and access to our grants program is vitally important.

One barrier is, of course, many institutions that are resource strapped don't have the professional grant writer and the like. One thing we need to look at, and we are looking at, is what is our capacity and what is our ability under the law to provide advice to those institutions? We have to be very careful because it's a competitive grant program and we're in a precarious position, whether we can provide it or not.

We just have to have an equal playing field in terms of access and capability. I was in Dearborn last year speaking with community members and there were some institutions that were very well versed in the grants process and others that just were not.

Is the language of the application process a barrier?

APRIL WOOD: Yes, sir. We believe it is.

SECRETARY MAYORKAS: You know, one instinct I have upon hearing that continuous concern is plugging the technical language into a generative AI machine and directing it to simplify the language and seeing what we get.

[Laughter]

And I bet you we would have within a matter of a couple hours at most a good starting place to simplify our application process. So, I may experiment. That should be easily cured.

SAMEER HOSSAIN: Thank you, sir.

REBECCA STERNHELL: I have a comment if I may.

We were just out in Minnesota last week, meeting with a number of different religious groups, including with a number of imams. It was heartening to hear that there are groups -- Jewish groups are meeting with Muslim groups are meeting with Christian groups -- to share best practices and to help them with the grants and to provide them with that technical assistance. I'm appreciative for these recommendation because we are seeing this organically throughout the country, but I think us in our convening power can really sort of multiply these efforts to make sure that everybody really has an opportunity to attain funding.

SECRETARY MAYORKAS: Rebecca, thank you. I wonder if some or all of you can use your convening power to drive that best practice in information sharing.

SAMEER HOSSAIN: Thank you, sir. Mr. Coleman?

MARCUS COLEMAN: Good morning, April. So, I know there are a number of non-governmental organizations, faith-based institutions that are first-time applicants. As you all were going about providing your recommendations, did you have anything that came up for a faith institution that maybe wasn't in a position for other reasons to manage a federal grant, on things that might be helpful for them to take steps towards improving their security and safety that we should consider?

APRIL WOOD: That aren't currently covered under the guidelines?

MARCUS COLEMAN: Yes.

APRIL WOOD: I'd like to open it up to other subcommittee members if they remember from the conversations.

MARCUS COLEMAN: Sure. Basically, for any faith-based institution for reasons outside of what was mentioned here wouldn't be able to apply for a federal grant, so within the next grant cycle. We are looking for practical steps they can do for safety and security.

Was there anything you all found that would be helpful in the way of additional technical assistance to help those of particular faith institutions?

HYEPIN IM: So again, Secretary Mayorkas, I just want to say thank you. I know you are big on the goal of fostering partnership. I think your actions and the assurances that this will be implemented is very trust building. The second piece is that even in the recent period, even as I visit here meeting with different faith organizations yesterday, when I said, "Do you know there's a nonprofit security grant that some of these grantees can get up to \$200,000?"

They're going "What?". The excitement that is in their voice tells me that the good news of this opportunity still needs a lot of outreach by using denomination gatherings, intermediaries, and working with your office about being intentional. As the sheriff mentioned, maybe (the Department can) utilize us for this kind of invitation to do these kinds of convenings with the best practices.

For me, we applied and I think I have some capacity, but still, it was intimidating. Thankfully, a security company had been reaching out to us, and that gave me an idea that I don't have to start from scratch. The security company could do an assessment for free because this is a business opportunity. That was a very helpful tool in terms of putting together our grant submission. More examples, practical examples, how organizations with zero infrastructure have been able to leverage those kinds of models to submit a grant will be really helpful.

I think also, between the federal office and state offices, there is a disconnect. I ultimately found out I applied for the state grant, not the federal grant. There is that kind of confusion because a lot of organizations are running 100 miles an hour, so having that clarity in the state office and

coordination I think will be really helpful. And I hope there's more of those faith-based gatherings that used to be under prior administrations before as well.

DEPUTY SECRETARY TIEN: Sameer if I could, I thought in response to your question, not all organizations necessarily have the resources or potentially the community for which they can apply. There are two things that the Department of Homeland security has recently published.

First is online – preventionresourcefinder.gov. While it's around grants, it goes beyond. The Department of Homeland Security has about 100 different resources across the federal government. That is one that is pretty recent, over the past 30 days.

The second is an organization well known to all of you, the Cybersecurity Infrastructure Security Agency published a joint investigation with the “FBI Places of Worship, Six Steps to Enhance Security Against Targeted Violence” fact sheet. There are other examples of that as well. Rebecca and the team can certainly point you towards those. Thanks.

SAMEER HOSSAIN: Thank you, sir.

To recap where we are in the agenda, right now we are in the public comment period of the DHS Grants and Resources Subcommittee. I do want to quickly ask Mr. Williams if anyone has raised their hand in the Zoom webinar.

JOHN WILLIAMS: Sir, there are no hands raised. You may proceed.

SAMEER HOSSAIN: What I will do is I will now read one of the comments that came in writing, which I shared with members in advance, but I will read it for the record as well and then we will turn to deliberations where I will turn to the members for their input.

SECRETARY MAYORKAS: I think there are a few other comments as well from members.

SAMEER HOSSAIN: For the benefit of people joining virtually, I'll recognize who is speaking. So, Imam Magid will be speaking now as a member of the council.

MOHAMED MAGID: You know, in terms of capacity building, maybe have a video that goes through the application plan and somebody answers the frequently asked questions, so that the community can just listen to the video. While they go through the application, the person will explain so that communities that don't have somebody, they can do a workshop on grant writing and watch that video.

The other suggestions I have is that maybe a community that has applied for grants can “adopt” a community that has not applied for a grant. That can be also a connection on the grassroots level. A mosque can reach out to a synagogue, a synagogue can reach out to a mosque to say, “Did you apply for the grant?” and this can create that kind of network among faith-based organizations.

SAMEER HOSSAIN: Thank you. We have the chair, Ms. Kiran Gill.

KIRAN GILL: First, thank you. I think that was a great report with really strong recommendations. I have comments on the recommendations in the report. For my community and in recent discussions that has come up, your recognition to switch from a reimbursement

model to the grant forward model either, across-the-board or at least for applicants that have certain financial needs.

I was in conversation the last couple of weeks with two gurdwara in the California area and one of them did have a security threat. The other one had received a grant, but they had issues with the reimbursement process, and because of that, they were sort of lukewarm on sharing whether it was worth applying for the grant. And I know, you know, having those resources upfront, there are still difficulties to begin. I did want to uplift that. I think the recommendations are great. I really appreciate the emphasis on marginalized and vulnerable communities, so thank you.

SAMEER HOSSAIN: Next, we have FBSAC member Mr. Salam Al-Marayati.

SALAM AL-MARAYATI: Thank you. I wanted to also point to the 2019 report that we did where there was an obvious problem of faith-based communities not being aware who their Protective Service Advisors (PSAs) are. In fact, we were in Poway, where the attacker attacked the synagogue and mosque ten miles apart and we had a meeting in the mosque and the PSA who attended the meeting, even local law enforcement did not know who that was.

So, raising the profile of these PSAs is important not just for this process, but for helping underserved communities because it's a free service to help them do the assessment and prepare them for the reporting for the application.

This leads to a second issue, and that is there are many communities, not only lacking the capacity to report, but have a lack of reporting for their own members for fear for various reasons. We have immigrant communities who don't trust law enforcement based on experiences from where they came, and a number of other reasons. So, I think we need to look more into underserved communities who have lack of reporting from their own members as well. The PSAs as well as CRCL can play an instrumental role in bringing those communities some more equity in this process.

SECRETARY MAYORKAS: Is a great point. I think we can also use more PSAs. Yep. That's great.

SAMEER HOSSAIN: Mr. Michael Masters.

MICHAEL MASTERS: First of all, I agree with Salam, not surprisingly. I wanted to follow-up on a comment, Mr. Secretary, relating to the State Administrative Agencies (SAAs). While I'll defer to the findings of the Committee as to the legality of the required change, I think that there is an ability for the Department to strongly point out some of the inconsistencies related to access and equity that come when states have deadlines that actually predate the debt release of the grants, as we've seen in certain states, or that provide for such a short period of time that only the most enfranchised organizations that have resources at their disposal can apply.

I think that's an important point and I also wanted to answer Marcus's question directly, which is that a number of us around the room have coordinated efforts to do grant webinars to include FEMA, SCN, EOU, other partners, Todd Richins and others. We work together and I think there

is an opportunity to coordinate even more closely, to Rebecca's point, of expanding that network and using this body to get the word out so everyone is aware of the grants and resources and to answer the questions, as the imam put it, appropriately.

SAMEER HOSSAIN: For the benefit of the virtual participants, noting that Ms. Mayya Saab is currently speaking.

MAYYA SAAB: I just want to reiterate the role of the PSAs. I think they do a fantastic job and are highly valued in the community.

I can pivot back to Marcus's question, what can we do, in absence of a grant? Awareness is, I think, a very big step in recognizing what your vulnerabilities are. If you know where you are weak, then you can automatically improve your security posture.

And the PSAs, when they go out and do their site visits really contribute to that awareness, right, of bringing to light those weaknesses that might make a facility vulnerable. So, I just wanted to say, yes, we need more PSAs, Mr. Secretary.

SAMEER HOSSAIN: Ms. Hyepin Im.

HYEPIN IM: I just wanted to highlight again the importance of utilizing ethnic media. It's free, so no more resources need to be added, but I just want to also reinforce that a lot of times the powers that be who come in during disaster, they're often, again, disconnected with the targeted community that is been impacted.

Pastor Gabriel mentioned Florida that it was actually a Hispanic community, it was LGBTQ night at the club, but it was Hispanic. There were many facets going on within the community, but not connected into the broader system. I can say the same thing with Monterey Park. I really want to say that there should be intentional coordination to reach out to the ethnic media, who probably knows a lot more what's going on and be able to connect the system.

The other part of lesson learned, again, from Monterey Park, was that someone, a pastor, who was doing this without pay really was doing all the heavy lifting was finally able to get in touch with the local county supervisor, and their staff was then able to coordinate a lot of the key players to come on board to connect the dots.

You don't have the power, per se, to call in the state of emergency, but something where there's that intentional coordination of all the different agencies to connect with the targeted community. So I want to emphasize that.

The second piece is, as mentioned earlier, a lot of times our experience with reporting to law enforcement is that we're dismissed. Our experience doesn't meet that threshold of what a hate crime is, and there isn't then a process, so people get discouraged – and everyone is nodding their head. They get discouraged from reporting. I would say the serious level of underreporting comes from that effort if and when they even bother to make that report, right?

So again, whether it's, making the Protective Service Advisor more available that can equip communities how to articulate their experience so that it reaches and gets elevated. I think that is

a very critical piece that the current reports probably don't reflect the reality of the number of incidents that are occurring across the country.

Earlier I think it was Michael mentioned, maybe you might not have the legislative power to do it, but maybe the bully pulpit or persuasive power to be able to do that. Earlier in the Information Sharing (subcommittee's presentation), I noticed that the DHS Center for Faith-Based and Neighborhood Partnership should be elevated outside of FEMA, even to the Secretary-level. I would like to emphasize that because, again, when acts of terrorism disaster occurs, a lot of people do go to their faith leaders. If that office had a little bit more visibility platform and attention, I think it would allow for greater focus.

SAMEER HOSSAIN: Thank you, ma'am.

I think we have a very quick comment from Mr. Curtis Jones and we will turn to the next presentation.

CURTIS JONES: I just want to touch on the PSAs again. In California, the (PSA) has California, Orange County, San Diego, Pacifica. It's one guy and he has 16 critical infrastructure areas, and then he gets pulled into more of the Department of Defense side of the street, so he doesn't get to do things that we would like to see happen.

When I get information, as Secretary Tien said, I send that to the Law Enforcement Coordination Center and their resource guys and gals and they get that information through their network, and they actually conduct assessments as well.

My recommendation to add to everything is to get this information out to the Community Resources Officers or community police officers so that when they are doing their things they can pass that information off. That would be like a force multiplier for your PSAs until you get them staffed up or if that will ever happen. Those are very big territories for one person with 16 areas to cover.

SAMEER HOSSAIN: Thank you, sir.

I will read briefly, a comment that came in writing for your awareness, and then also for the record and then we will move to voting on this report.

This comment came in from Georgette Bennett.

She writes: "Although a laudable effort is being made to increase and regularize the reporting of hate crimes by all law enforcement agencies, the reports will still be inaccurate. That's because they rely on reports of crime to those agencies. Many such crimes go unreported. Among other reasons, many of the communities most vulnerable to hate crimes come from cultures where police are feared and mistrusted. However, there's also a level of arbitrariness to how local agencies classify crimes, which can skew reports. The most accurate way to measure the actual incidents of any crime is victimization surveys because they don't rely on reports to law enforcement agencies. Rather, they go directly to victims. The Bureau of Justice Statistics has been doing victimization surveys since 1973. However, as currently constructed, there is no

direct question about hate crimes or threats due to one's identity. It would be important at this category to the survey.”

With that, this concludes the public comment portion.

I would now like to turn to asking if there is a motion for the FBSAC to approve the draft final report and transmit to the Secretary.

NICOLE ROSICH: Sameer, I'm sorry, I think there is an additional comment on Zoom we have not addressed.

SAMEER HOSSAIN: Mr. Williams?

JOHN WILLIAMS: We have one panelist that has his hand raised.

SAMEER HOSSAIN: One panelist. Yes, please.

CHANDRU ACHARYA: Thank you, Mr. Secretary.

This is Chandru Acharya from the Hindu American community and I appreciate the efforts, but I just have an observation that a very small section of the Hindu temples and faith houses are actually aware of the NSGP programs or the PSAs. In terms of outreach, we feel it's an easy way to make an outreach, but the database is not there with the state agencies. There was a one-time effort to bring in all the smaller marginalized communities into the network then the designation would be a lot easier, and we don't have to go over the same process year after year.

Thank you.

SAMEER HOSSAIN: Thank you.

With that, again, I would like to ask if there's a motion from the FBSAC to approve the draft final report and transmit the draft to the Secretary.

The report was motioned and was approved unanimously via vote.

We will now turn to Mr. Salam Al-Marayati and Reverend Leslie Copeland-Tune to provide the council members and members of the public their finding on Building Partnerships report. Reverend Copeland-Tune.

LESLIE COPELAND-TUNE: It's great to be here and hear these reports after many weeks of long meetings on Zoom and trying to make sure we got here, navigating the way to get into this this room, this morning. So it's great to be here.

Our task was to look into how the Department can build trust with the faith community stakeholders to better understand their concerns, including real or perceived threats from violent actors or groups and how the Department can empower local leaders to mobilize resources to mitigate and respond to threats.

We, as other Subcommittees, went through a process of meeting with 10 representatives from eight different Department of Homeland Security components: from Office of Strategy Policy

and Plans, Office for Civil Rights and Civil Liberties, the Office of Intelligence and Analysis, the Office Immigration Statistics, the Office of Partnership and Engagement, and the U.S. Immigration and Customs Enforcement.

The Subcommittee also met with non-DHS stakeholders, two private citizens and one local law enforcement official. On our committee was Kiran Gill, Curtis Jones, Rabbi Hauer, Chief Shaheen, Rabbi Pesner and Reverend Naomi Washington Leapheart, just so you have an idea of who has been working on this.

Trust is an interesting thing. As a faith leader, clergy leader, we know that is hard to build trust and easy to lose it. As we met and tried to do a deeper dive into what actually would build trust, we came out with many recommendations, some of which I think may be harder to do a deeper dive, but I think important for the process of actually building trust.

Some of the things that we found that came out was that there was a lack of faith in DHS's ability and desire to serve their communities. There was a lack of knowledge of DHS and a lack of accessibility to DHS resources. Truly, it been mentioned a few times that the three Subcommittees there really is a lot of overlap in terms of how they function and what will drive help for the other.

A lot of the themes that we heard included accountability and transparency, which are always hard to matter where you are. When holding one another accountable, as well as the transparency it takes to help build trust are always difficult, but definitely necessary, and we felt like necessary underpinnings of ways to build trust.

One of the recommendations we had was that DHS should commit more resources to empowering local leaders and building partnerships with faith-based communities through various actions that we outlined, including creating a proactive communication plan similar to its other campaigns, such as If You See Something, Say Something.

Again, PSAs that will help educate the public about the kinds of incidents the agency investigates and encourage individuals to report all incidents of hate experienced by members of faith communities, which we already touched on in some ways.

Build trust in local communities by having more of an active local presence in those communities in response to incidents or accumulations of incidents. Share relevant detailed information with the community and make it more easily accessible. And formalize the Department's outreach work. This can come in the form of legislation. I say that recognizing how hard it is, as you know, or an order from the Secretary that creates an office that oversees DHS outreach.

The second recommendation that I want to talk about before turning over to Salam is finding ways to diminish the fear of DHS. Embracing more diplomacy, engagement, and again, transparency to diminish fear of DHS through actions, such as demonstrating the Department's commitment to transparency by first issuing an unequivocal acknowledgement and condemnations of wrongs committed in the past - some way of repairing the breaches that have

happened. Acknowledging the reality that bad behavior by one component can and does stain the national perception of all Department components, as a very important part of trust building.

Creating a single website, an online portal that provides data on what information the Department collects across all components pertaining to faith-based communities, with whom that information is shared and how collection of information aligns with DHS's overall mission and goals.

Better educating the public about DHS's policies regarding information sharing, which entities have access to the data DHS collects, and whether the information is subject to a public records request by an individual or information.

Simplifying the Homeland Security Information Network process and train faith leaders to better utilize HSIN information so they can share it with community members, such as security personnel and houses of worship. As you know, many churches have security personnel and other houses of worship.

And give firm assurances that any interactions it initiates with faith-based community stakeholders in outreach should not and will not be used for surveillance or data collection. Data should be firewalled from enforcement agencies under DHS like CBP and ICE, as ways to ensure that as people are engaging with DHS, they are engaging in a way that they know that it won't come back to bite them or haunt them. They must trust that as they go to community events or otherwise engaging DHS officials that the interaction is what it is at face value and not some underlying thing happening that they can't trust.

With that, I will turn it over to Salam to finish and close us out.

SALAM AL-MARAYATI: Thank you again, Mr. Secretary, to your commitment to engagement and building trust. We feel as a committee it's going to go a long way, not only for government, but for the country and for our faith-based communities so, thank you for that.

I just wanted to add to what Dr. Leslie Copeland-Tune has provided. During one of our meetings, we tested the outreach process. We sent an email to ICE outreach in Los Angeles and we said would like to have a meeting with you. The response was, please explain the nature of what you want in the meeting, and then we said would like to discuss the redress process. And the response was, please define what you mean by redress.

We find that particularly odd that we are the ones that must define redress and somebody within DHS not knowing how to define it or present a definition to us to say this is what we need to talk about. It just illustrates the problem of lack of engagement that creates misunderstandings and fear of engagement, and that is what is eroding trust with DHS.

So, just to start with that example is where we are in terms of trying to correct these problems, that leads to Key Finding Number Three that there is a trust deficit because of a lack of redress within the Department and our recommendation is for more transparency, community oversight that would help enhance a redress process. Of course, with every error, mistake that is made, the community needs to receive corrective action that is implement it, and then we as faith-based

communities can communicate that to the community and that will help build trust in the process.

Key Finding Number Four is that there's a lack of knowledge of DHS. What is its mission? What are the goals? And what are the practices? This lack of knowledge erodes trust and people then are misinformed because you create vacuums that other people then fill with conspiracy theories, with conjecture, with using maybe an anecdote that builds a larger problem. There's a monolithic perception of DHS that it is a law enforcement and intelligence-gathering agency. That needs to be corrected and trust can be built with trustworthy actions.

Key Finding Number Five: there is a lack of trust due to negative interactions with DHS based on a lack of cultural competency with religious rights and articles of faith-based communities that are taken away thinking they may be a problem, when in fact it is the person's religious freedom to have those religious articles with them.

(We recommend) increasing cultural competency through more education and trainings by members of this committee, for example, with DHS, in particular CBP and ICE, because they do engage the community more than not on negative circumstances. Having that cultural competency will be important. Also make sure there is RIFRA compliance by all agents. That is something we found is very important as well.

Key Finding Number Six: there is difficulty accessing DHS resources because of so many different departments. For example, in TVTP and NSGP, there's difficulty understanding not only how to apply and if you did not get the grant, why you don't get the grant, and what you can do to reapply for those grants. (We recommend) more transparency and resource allocation and making it more easily accessible.

Finally, Mr. Secretary, we feel that the faith-based communities are a critical channel in trust building and partnerships as we form a two-way communication in this process. Right now, there's a feeling there's only one way. We're getting information or providing information without getting the necessary information we can convey to our communities.

Again, we applaud you for this effort and we support all who continue developing this relationship. I want to end with a quote that Chief Shaheen provided in the report, and that is we need to change policing from a warrior mindset to a guardian mindset. The warrior mindset is based on conflict and using force as necessary to protect officers and others. The guardian mindset emphasizes the role of police as protectors and community members.

The more we see representation of our communities within DHS, within law enforcement, then we feel that is going to transform the relationship to a guardian mindset and have more representation.

We want to take it upon ourselves as well as faith-based communities that we have a responsibility. We have a responsibility communicating to the religious communities that this relationship and this partnership and this interaction is happening. It's very healthy for our country. It can help transform us as faith-based communities as well, to empower faith-based

organizations to provide services that are much-needed for our communities and to show and demonstrate that DHS is part of delivering those services to our communities.

So, thank you.

SAMEER HOSSAIN: I'd like to thank the Chair and Vice Chair of the Building Partnerships Subcommittee for their presentation.

I will now turn to public comments, then we will do member deliberations, and then the vote.

Mr. Williams, are there any public comments?

JOHN WILLIAMS: There are no comments, sir. You can go ahead.

SAMEER HOSSAIN: Thank you. To the chair and vice-chair, you are welcome to receive feedback from your colleagues on your report.

SECRETARY MAYORKAS: This, to me, is the foundation because with no trust, we're in a lot of trouble. I mean, we just have to build it, to your point. So much else flows when we trust one another.

This is not specific to this report, but all of them. I think what we will do is we will develop an implementation plan for the recommendations and then share the Implementation Plan with all of you within the construct of an advisory council, for a number of reasons.

Number one, it's very important that you understand that we act on these recommendations; they are really important to us. Two, your feedback on our implementation plan is critical. Three, if you see our implementation planning and you endorse it, then you can identify how we can all partner together on that implementation plan. To all of this, we can't do it alone. We need one another.

SAMEER HOSSAIN: Thank you so much. Any hands in the room? For the benefit of those on video, Rabbi Hauer.

MOSHE HAUER: Thank you, Mr. Secretary.

I want to thank the chairs of our subcommittee. I just want to highlight something which is there in the report and which has come out in conversation here as well this morning and that is something I know you are keenly aware of -- that is trust. As we experienced it on the committee, the lack of trust comes in two forms. There are people who are afraid of the Department and people who are afraid of various bodies of law enforcement for good reason -- difficult histories of experiencing negative interactions with law enforcement.

Then there are those who were not afraid or do not have confidence and their lack of trust comes from the feeling that we've just watched this environment of hate grow and we haven't effectively addressed it. People raise concerns or experiences of hostility and hate and they don't get responded to in a meaningful way. Those are both huge issues and experienced differently in different communities. Hopefully we will be keenly focused on addressing each piece as we go forward.

NAOMI WASHINGTON LEAPHEART: Thank you and thank you to our awesome co-chairs.

I want to emphasize also something in the report, really in terms of the tone of the report. We tried to make trust building complicated and nuanced and so I hope that our trust-building efforts subsequently are not standardized in a way that loses the nuance. Every single relationship builds trust in a different kind of way, right? My daughter and I are trust building differently from my spouse and I, right? Each faith-based community defines trust differently, judges the evidence of trustworthiness differently given past experience, given cultural norms embedded in that community.

I just wanted to emphasize again that it's really going to take time and nuanced energy and effort, and I think sometimes the impulse might be to create a trust-building plan that is one size fits all that then falls apart when you get in front of a nuanced community that doesn't like that standardized way. It's in the report, but I wanted to say it out loud.

SAMEER HOSSAIN: I'll recognize Rabbi Pesner first and then Imam Magid.

JONAH PESNER: First of all, sharing the gratitude expressed over and over again, Secretary and Sameer. I have a question and then I went to propose a motion for a friendly amendment. The question is for the incredible chairs of this committee. As the least engaged member of the Committee, I'm grateful to them. We were all brought into the Trust-building Committee; somehow the final report became the Building Partnerships Committee. I want to ask the question given that we've all highlighted trust and, Secretary, you said the crux of the matter is trust: why isn't trust in the final report on the cover and in the title? My motion would be a friendly amendment to say let's include trust and say "Building Trust and Partnership Subcommittee".

SECRETARY MAYORKAS: I'm not allowed to second a motion, so I'm going to wait.

[Laughter]

SAMEER HOSSAIN: We've noted that, thank you. Imam Majid.

MOHAMED MAGID: Since you talk about trust, in my counselling, I tell people that trust is about transparency and consistency, and I would add to it now that this is managing expectations. If people know what to expect, managing their expectations and consistency would create trust. The other things I want just to say, and I can be corrected if it's wrong, but there is 19,000 law enforcement in America.

Only 12,000 of them report to a headquarters. It's about six or seven thousand that don't and that came from a discussion we had during a summit held at the White House. I would like to see how we can reach those law enforcement on the issue of reporting of hate crimes.

The other thing I want to say in building trust, is that in my Muslim community, for example, you can transfer trust. If ADAMS Center builds trust with Homeland Security, they can bring other mosques into meetings with the Secretary of Homeland Security or other officers or representatives of the Department. I would like to suggest that we identify the person who is the point of trust and see how we can bring other people to the table in those communities.

SAMEER HOSSAIN: Are there any other comments?

HYEPIN IM: In one of the recommendations, it says that there is not enough staff to build the relationship, so again, I'm always being mindful to achieve that by budget or legislative procedures. I know that for the White House initiative and AAPI, what they did was work with regional administrators to create subcommittees or regional committees, and I'm just wondering could that be a potential possibility?

As mentioned earlier, that this kind of small exercise where you are getting a push back instead of a collaborative response is more almost like top-down kind of dismissive communication relationship which doesn't foster trust. Again, having those kinds of people on the ground, additional staffing if it's possible or leveraging existing resources to be intentional in the outreach, in the communication, in the training I think could be really helpful.

SECRETARY MAYORKAS: I think there are some opportunities for existing resources. I jotted down a few things. We have the SES, Senior Executive Service. Making community engagement a core activity for a greater number of our personnel is a force multiplier.

I also think we have some opportunities here: how much is cultural competency weighed in the curriculum that we administer at our federal law enforcement training center, which trains not only federal, but a lot of state law enforcement? We've got some really key opportunities here. We look forward to sharing them in the Implementation Plan.

I think we have two motions. We have one to amend the title of the report, and then a motion on the potentially amended report.

SAMEER HOSSAIN: Thank you, sir. Mr. Coleman?

MARCUS COLEMAN: I just want to say, Mr. Secretary, it has been a long time coming for this convening and I'm so grateful to be surrounded by very thoughtful and well networked folks. I had a question about one of the recommendations essentially, looking at trust building through acts of service.

I know for FEMA this year we leveraged some of the generosity of the Secretary to help encourage leading by designating hours for every FEMA employee to do community service in their community between I think it was Martin Luther King and we did the end of March. It was an opportunity to do I think it was a recommendation that talks about participating in faith community events and things like that. Are there particular types of activities? Because DHS is not the sanitation department.

SAMEER HOSSAIN: Mr. Coleman, I'm so sorry. I think we will have to continue that after the public meeting, but right now since we are close to time, I would like to see if there's a motion for FBSAC to approve the draft final report.

There's a motion for the title change.

The title change was motioned and was approved unanimously via vote.

Okay. The title change passes. Okay, now is there motion to vote on the report?

The Report was motioned and was approved unanimously via vote.

SECRETARY MAYORKAS: Thank you so much for keeping us on time. Marcus, can you finish your thought?

MARCUS COLEMAN: Sure. The bottom-line question is what kind of service activities would be most useful for the nexus of our mission and the things you want to show up in the community to do? PSAs provide the surveying of facilities, but I would welcome any other recommendations. Maybe that will be part of the implantation plan, Mr. Secretary. We can identify specific service projects, and leveraging some of the authorities we have to designate hours for us to do community service in addition to what our core mission is.

SALAM AL-MARAYATI: Can we email suggestions to you?

SECRETARY MAYORKAS: I know there are processes that need to be followed, but quite frankly informing our implementation plan would be terrific; it will be an iterative process.

SAMEER HOSSAIN: This concludes the presentations of the reports.

We are now at the closing section. Mr. Secretary, if you would like to say a few words and then we will also hear from the chair and vice-chair.

SECRETARY MAYORKAS: Just again, and especially thanks to all of you. The ball is in our court to act, and that we will.

SAMEER HOSSAIN: Thank you, sir. I would now like to turn it over to the chair and vice-chair.

KIRAN GILL: I just wanted to thank again all the FBSAC numbers, the chairs and vice-chairs of the subcommittees, FBSAC staff, and everyone that contributed to the reports and recommendations. I know we all felt the weight of coming into this council and making sure our experience and perspectives of our community were addressed and highlighted. I really see that coming through in the Recommendations, so thank you.

I would also like to thank the Secretary for your willingness to put together this FBSAC and hear our recommendations. I think all our ears perked up several times when you talked about implementation plans.

We would really like to see these recommendations implemented. It's important for our community and important for the functioning of partnership between DHS and building secure communities across America, so thank you.

JULIE SCHONFELD: Thank you, Secretary, and thank you to so many friends I had the pleasure of making in this process. I just want to quickly amplify two very important things that came out of this process.

One is the recognition that faith-based processes are part of the country's critical infrastructure, and across the entire government though, structurally, often we are part of the critical infrastructure that has a lot of unfunded mandates and doesn't have a line, so kind of holding up

the creation of a line for us. Faith-based organizations deliver \$1.2 trillion of value every year into our economy. I also want to hold up that in Key Finding Two of the Information Sharing report they specifically note that faith-based organizations play a critical role in every aspect of the national preparedness goal.

And then on the sort of spiritual philosophical level, if you will allow me, around the world, everywhere you see a resilient democracy there is a robust faith and community sector in that country. Many, many brave people around the world have tried to form democracies, and in the absence of these kinds of institutions and organizations and relationships they struggled to do so.

I really express my gratitude to you, Mr. Secretary, to Deputy Secretary Tien, to the entire remarkable staff and team that you have for allowing us to run this exercise and to remind ourselves within our subcommittees that much more unites us than could ever divide us and for allowing us to be in a very dynamic partnership with you.

I hope that one of our next taskings will be for people around this table to be able to see through some of the work through these previous reports, so thank you.

SECRETARY MAYORKAS: Thank you. My hope is for our next tasking is for you to request us to slow down.

[Laughter]

That is my hope. Thank you all.

SAMEER HOSSAIN: Thank you for joining us today. This meeting is adjourned.

Meeting adjourned.

A handwritten signature in black ink, appearing to be 'S. Hossain', with a horizontal line extending to the right.