



International Affairs and Trade Development Interagency Committee

Gavin Newsom
Governor

Dee Dee Myers
Senior Advisor and Director

Emily Desai
Senior Deputy Director

Governor's Office of Business and
Economic Development
1325 J Street, 18th Floor
Sacramento, CA 95814

Friday, November 15, 2024
10:00 AM-11:15 AM

California State Capitol – Room 127
1315 10th St.
Sacramento, California 95814

MINUTES

MEMBERS:

Eleni Kounalakis, Chair
Lieutenant Governor,
State of California

Dee Dee Myers, Vice Chair
Senior Advisor and Director,
Governor's Office of Business
and Economic Development

David Hochschild, Chair,
California Energy Commission

Karen Ross, Secretary,
California Department of
Food and Agriculture

Wade Crowfoot, Secretary,
California Natural Resources
Agency

Nancy Ward, Director,
Governor's Office of
Emergency Services

Yana Garcia, Secretary,
California Environmental
Protection Agency

Toks Omishakin, Secretary,
California State Transportation
Agency

Caroline Beteta, CEO,
Visit California

Samuel Assefa, Director,
Office of Land Use and Climate
Innovation



A. Call to Order and Roll Call

Chair Eleni Kounalakis, Lieutenant Governor, called the meeting to order at 10:01 AM. She stated that the Interagency Committee was established by [Executive Order N-08-19](#) to inform the public of recent international activity undertaken by state agencies.

Maria Onorato, Foreign Direct Investment Program Manager at the Governor’s Office of Business and Economic Development (GO-Biz), called roll:

Member	Agency	Present / Representative
Chair Eleni Kounalakis	Lt. Governor of California	Present
Vice Chair Dee Dee Myers	GO-Biz	Emily Desai
David Hochschild	CEC	Katerina Robinson
Karen Ross	CDFA	Present
Wade Crowfoot	CNRA	Jenn Eckerle
Nancy Ward	CalOES	Bridget Kolakosky
Yana Garcia	CalEPA	Lucy Levin
Toks Omishakin	CalSTA	Giles Giovinazzi
Caroline Beteta	Visit CA	Present
Samuel Assefa	Office of Land Use and Climate Innovation	Present
Liane Randolph	CARB	Courtney Smith

The [July 27, 2023 meeting minutes](#) were approved.

B. Chair & Vice Chair’s Opening Remarks

Lieutenant Governor Eleni Kounalakis welcomed the members of the committee and the audience, noting that this is an important and timely meeting so that the state can continue to inform and seek input from the public. According to a recently released Carnegie California Global Affairs Survey, Californians overwhelmingly believe that international affairs and domestic affairs are interconnected; the Survey finds that Californians support the state having a role in the complex web of relations that make up global affairs.

She reviewed some significant international engagements that have taken place since the previous Committee meeting, including:

- The APEC Leaders’ Summit in November 2023, which was hosted by President Biden in San Francisco. During the Summit, Governor Newsom held bilateral meetings with Prime Minister Trudeau of Canada, Prime Minister Albanese of Australia, and Singapore



Prime Minister Loong. He also participated in a fireside chat that highlighted California's efforts to lead the way on climate change. The Lieutenant Governor also participated in a number of related events, including a dinner hosted in honor of Chinese President Xi.

- A visit from Crown Princess Victoria of Sweden in February 2024, who witnessed the signing of a Memorandum of Understanding (MOU) and inaugurated a new Swedish Consulate General in San Francisco.
- A visit from Crown Prince Haakon of Norway in April 2024.
- A visit by Governor Kim of the Korean province of Gyeonggi in May 2024, who was welcomed by Governor Newsom and Lieutenant Governor Kounalakis.
- A visit by Premier Malinauskas of South Australia in May 2024, who signed a new Memorandum of Cooperation on climate cooperation.
- A visit by Prime Minister Luxon of New Zealand in October 2024, who met with Governor Newsom in San Francisco.
- Meetings between the Lieutenant Governor the European Union's Vice President and High Representative for Foreign Affairs and Security Policy, the Canadian Minister of Foreign Affairs, the Norwegian Minister of Justice, the Governor of Baja California, the newly elected president of Mexico, and the Ambassadors to the U.S. from Australia, Switzerland, the United Kingdom, India, Pakistan, Japan, and Iceland.

She mentioned that a number of the committee members sent staff to the meeting on their behalf because they are representing California at the COP29 UN Climate Conference in Baku. She remarked that their work will become more challenging, but also more vital, in the years ahead.

Emily Desai, Senior Deputy Director at the California Governor's Office of Business and Economic Development (GO-Biz) provided a readout of major global events and key federal engagement that occurred since the previous committee meeting, including:

- Governor Newsom's climate-focused mission to China in October 2023, which made him the first U.S. governor to visit the country in over four years. The MOUs that were signed during that visit have sizable work plans and have led to many ongoing engagements with Chinese partners.
- The APEC Summit in San Francisco, where GO-Biz hosted a "California Pavilion" to market the state's diverse economy and had high-level bilateral meetings with heads of state from Singapore, Canada, and Australia.
- Traveling to Mexico City for the inauguration of Claudia Sheinbaum, Mexico's first female and Jewish president. GO-Biz Director Dee Dee Myers met with a number of Mexican partners and U.S. Embassy officials, and joined Governor Newsom for meetings with the Governor of Baja California and the incoming Secretary of Foreign



Affairs for Mexico. Director Myers also spoke at a major conference on business engagement.

She summarized the recent activities and outcomes of the GO-Biz International Affairs and Trade Unit, particularly related to its core functions of export promotion, investment attraction, and immigrant integration. This included:

- Several major successes related to export promotion, including California's first maximum award for the State Trade Expansion Program (STEP), which is administered with funding from the U.S. Small Business Administration. Since taking on the program, GO-Biz has supported 320 California small businesses with funding to take on new trade opportunities, which has in turn resulted in over \$105 million dollars in sales.
- Leading delegations of small businesses to global trade shows, such as ReBuild Ukraine, which is being held in Poland to focus on energy and construction. The USA Pavilion at ReBuild Ukraine showcased 12 California businesses.
- Awarding over \$1 million in funding to eight California organizations to develop and implement export training programs tailored to new-to-export businesses, with an emphasis on supporting those in underserved communities.
- Launching a new industry- and market-specific training program to offer small businesses insight into targeted markets for their sector. This program will include virtual foreign buyer pitches, providing a valuable, low-risk pathway for these businesses to enter global markets.
- California's largest ever delegation to the SelectUSA Investment Summit in Washington DC, with 28 economic development partners from across the State, all working together to showcase California as an unparalleled place to do business.
- GO-Biz staff traveling to global markets to proactively recruit international companies. In addition to U.S. Commercial Service-hosted conferences in Canada and Mexico, staff traveled with Department of Energy officials to Norway, Denmark, and Germany to market opportunities in California under the Inflation Reduction Act. Team members will also be traveling to Mexico for an investment attraction conference in February.
- The administration of a one-time, \$8.2 million Local Immigrant Integration Inclusion Grant program to enhance immigrant integration initiatives and bolster the local government's ability to serve California's immigrant communities. Through this program, GO-Biz funded 22 counties and 19 nonprofits that have provided services to 5,000 individuals across the state to boost economic development by supporting immigrant entrepreneurs.
- Leading California's efforts to join the Southwest Border Regional Commission (SBRC), a federal-state partnership dedicated to reducing poverty and driving economic development across the border states. California has secured \$3 million in SBRC



funding, which will be used to advance California Jobs First initiatives focused on renewable energy, infrastructure, broadband, and workforce training.

Senior Deputy Director Desai provided an overview of the agency's upcoming international priorities, particularly with the recent election of Donald Trump. She highlighted that California has received major wins from federal incentive programs, including \$1.2 billion for ARCHES, our renewable hydrogen hub, and our selection just two weeks ago as the headquarters for the National Semiconductor Technology Center. She committed to doubling down on longstanding partnerships with allies and new initiatives with key partners like Mexico and India, focusing on trade, investment, and climate.

She also shared that California will be bringing up to 19 California aerospace companies to the upcoming Paris Airshow, which resulted in more than \$6 million in sales for California small businesses in 2023. Aerospace remains a strategic sector for California, which is why GO-Biz is proactively engaging with industry to understand the challenges they face to protect and grow the hundreds of thousands of California jobs supported by the sector.

She pointed out that California Jobs First is intended to broadcast to California stakeholders and the world that California is not resting on our laurels. GO-Biz will remain proactive in protecting and growing an economy that serves all Californians, and that work is inherently global.

California will have the opportunity with several upcoming sporting events to welcome the international community to California: the FIFA World Cup in 2026, the Super Bowl in 2027, and the Los Angeles Olympics in 2028. Director Myers and Visit California CEO Caroline Beteta met yesterday with the FIFA Host Committees from LA and the Bay Area to discuss opportunities for economic development and tourism related to these events. She noted that these events will be important opportunities not only to celebrate our athletic leadership, but also to champion our values.

C. Updates from Committee Members on International Engagement & Priorities

Karen Ross, Secretary of the California Department of Food and Agriculture (CDFA) began her remarks by reminding the audience that exports are a vital component of California's agricultural industry, given that our state grows over 400 commodities, many of which are not grown in any other states or countries. Key markets for California ag exporters are countries with rising middle classes.



She shared that because CDFA receives minimal state funding, the agency is highly dependent on the federal Farm Bill, with most of its funding coming through a bloc grant with the Western U.S. Agricultural Trade Association (WUSATA).

The California brand is unique and valued, signaling quality as well as high standards for growing and food safety. That is why California is still the leading agricultural exporter among all U.S. states, with top export commodities including dairy, fruits, and tree nuts. CDFA aims to show that every business can export, and that this can be a risk management tool for ag producers when there are fluctuations in the domestic market. As part of these efforts, they organized 10 trade buying missions in 2024, which brought foreign buyers to fields and processing plants to see the food production system. They also hosted foreign delegations from Latin America, Canada, Europe, and Australia that traveled to California to learn best practices.

Since the last interagency meeting, CDFA has accomplished the following:

- Leading two trade missions, to Canada and Mexico.
- Organizing Zoom meetings with Mexico's incoming agricultural minister to discuss water management strategies.
- Leading a delegation to the Gulf Food Show in Dubai.
- Secretary Ross joined USDA trade missions to South Korea, India, and Vietnam, which together account for approximately 10 percent of California ag exports.
- Leveraging federal funding to generate \$399 billion in exports from 275 unique companies, including \$20 million from first-time exporters.
- Leading a delegation on climate-smart agriculture to Peru, which is investing heavily in specialty crop production with support from China.
- Holding a webinar with New Zealand's new Minister of Agriculture on methane emissions from livestock, an issue on which California is recognized as a global leader.
- Collaborating with Western Growers on the annual Biological Summit, which was held in Salinas in June. The 2025 edition will likely be held in Woodland.
- Attending FIRA USA, an ag robotics show in Woodland that was very successful.

CDFA is looking forward to a wide array of upcoming events in 2025, many in partnership with Visit California, that showcase California's hospitality sector and unique flavors. So far, events have been planned with partners from Japan, India, and the Middle East.

Caroline Beteta, CEO of Visit California thanked Secretary Ross for her partnership, noting that the number one activity for visitors to California is eating and drinking. Food and wine are "destination-drivers" and upwards of 30 percent of visitors to the state consider themselves foodies and value our farm-to-fork culture.



Visit California is still working to recover from the pandemic, expecting a 2-4 percent growth in tourism over the next four years. They continue to grow their presence internationally, with foreign visitors accounting for \$27 billion in spending last year – overall tourist spending totaled \$155 billion, making California the number one travel destination in the U.S.

Visit California has several initiatives focused on international travel recovery and is continuing to grow its presence in Mexico, Canada, and South Korea. China remains an important market with limited post-pandemic recovery; airlift from China to California is down by 69 percent, compared to 90 percent recovery in lift from China to Europe. Prior to the pandemic, Chinese visitors spent over \$2 billion in California annually.

International Partnership Week was held in Los Angeles, in partnership with Brand USA, marking the final time that it will take place in California until 2030. The event draws attendees from over 70 countries, generating \$5.5 billion in sales in only three days. During the event, Visit California partnered with 30 local communities to build a \$4 million, 80,000-square foot “California Plaza” showcasing California’s travel destinations.

Beteta observed that national policies have the ability to really help or hurt California, particularly when it comes to three key issues:

- Increasing staff at customs. There are currently 2-3-hour wait times for inbound travelers, costing millions of dollars. This has led to airports turning away new flights because they cannot accommodate the processing.
- Reducing visa wait times, which can sometimes take over 500 days to process. Attendees of the 2026 FIFA World Cup have already been unable to secure visas for the event, which is expected to drive billions in spending.
- Funding from last year’s bipartisan agreement on FAA reauthorization. Air infrastructure drives economic activity, but 70 percent of air traffic control towers are understaffed.

She also shared that she recently spoke with the CEO of the U.S. Travel Association, who asked her to serve as Vice President for an additional two years, which she accepted.

Visit California has a number of upcoming activities planned, including:

- A mission to China and Korea in November 2024, with a large delegation of California tourism providers.
- A CEO mission to Australia in January 2025.
- Travel to DC for meetings of the U.S. Travel Association.



She closed by noting that there will be a lot of hard work ahead, particularly with the shifting political tides in Washington, DC.

Giles Giovinazzi, Senior Advisor at the California State Transportation Agency (CalSTA), said that 2024 has been a busy year for CalSTA's international efforts, which have included:

- A climate delegation to China, co-led with Secretary Garcia of CalEPA.
- A battery swap electric truck forum at UC Davis, where they learned from leading Chinese experts about technology being pioneered in their country. The final report is expected to be published in the coming weeks.
- The establishment of a green shipping corridor between Southern California and Shanghai, in partnership with CEC, CARB, the Ports of LA and Long Beach, and a commission from Shanghai. There will be an event at the Port of Long Beach in March 2025 to continue this effort.
- A letter of intent to cooperate with Japan's Ministry of Land, Infrastructure, and Transportation (MLIT) on rail and transportation decarbonization efforts. This is the basis for a rail decarbonization forum in May 2025 focused on hydrogen and zero-emission vehicle technologies.
- Secretary Omishakin attended UN Climate Week in New York City, where he highlighted California's climate efforts at a meeting of the Clinton Global Initiative.
- Bilateral discussions with several African leaders to deepen engagement with those countries.

Key upcoming initiatives for the agency include:

- A climate and trade delegation to Kenya, Nigeria, and possibly Ghana in 2025.
- Close collaboration with Mexican partners on the Otay Mesa East Port of Entry. Mesa de Otay II is nearing completion, and Caltrans and SANDAG are ready to start construction on the California side of the border pending final federal approval. Staffing issues are still being resolved, but facility construction should continue as planned, with a target opening date of 2027.

Jenn Eckerle, Deputy Director for Oceans and Coastal Policy at the California Natural Resources Agency (CNRA), shared a readout of CNRA's engagement at October's COP16 UN Biodiversity Conference in Colombia:

- The agency sent a delegation of five staff members, in addition to the over 100 representatives in the broader California delegation.
- The event resulted in a global commitment to protecting 30 percent of lands and waters by 2030.



- CNRA joined COP16 to showcase California’s leadership in biodiversity protection and strengthen international partnerships.
- At the event, California joined the Advisory Committee on Subnational Governments and Biodiversity, which directly advises the UN Commission on Biodiversity.
- The High Ambition Coalition, a subnational task force led by California and Quebec, welcomed four new members.
- California participated in meetings of the Mediterranean Climate Action Partnership, which consists of 15 members across five continents that are working to address drought, wildfire, and extreme heat in Mediterranean climates.
- CNRA held bilateral meetings with representatives of the UN, Canada, Mexico, Rio de Janeiro, Catalonia, Beijing, Sierra Leone, and Quebec, among others.

Eckerle stated that biodiversity, conservation, and climate change must be part of international discussions due to the nature of these issues, and reminded the group that there is an urgent need to take ambitious action to address biodiversity loss. Part of this effort will involve “getting creative” with regard to financing, in partnership with the private sector.

Next steps for CNRA include knowledge exchange and collaboration with Chile, with a focus on the 30 by 30 initiative, as well as continued collaboration with Quebec, particularly on best practices for tribal-led conservation.

Courtney Smith, Principal Deputy Executive Officer at the California Air Resources Board (CARB), noted the importance of AB 32, landmark climate legislation that directed CARB to engage with international partners. She said that the anticipated federal retreat from the global stage with the incoming administration makes this work especially important now.

She shared a summary of CARB’s attendance at UN Climate Week in NYC, where Chair Randolph spoke at over 20 events and highlighted the importance of bilateral and multistate cooperation.

CARB has had many recent successes with its bilateral partnerships, including:

- The 10-year anniversary of its joint cap-and-trade program with Quebec, which is estimated to have generated \$27 billion in investment in California.
- Climate and air quality discussions to support CARB’s seven active MOUs with Chinese jurisdictions; this included a visit from China’s Special Envoy for Climate Change to CARB’s Riverside office.



- Inbound delegations from China, Sweden, Norway, and other key partners.
 - Traveling to Australia to provide guidance to federal policymakers as they crafted their landmark air quality regulations.
 - Sending representatives to India to share lessons learned on zero-emission freight, trucks, and other vehicles.
 - Visits to several Canadian provinces to discuss zero-emission freight, low-carbon fuels, and emissions trading systems.
 - Support to partners in the Baja California border region on zero-emission goods movement and air quality management.
 - Traveling to the EU to hold discussions on hydrogen and zero-emission transportation.
- These engagements give CARB the opportunity to export California's successful policies and, in turn, learn from innovative partners around the globe.

CARB has also been actively working to support international coalitions focused on specific climate issues, such as:

- The Climate Action Partnership, for which California completed its five-year co-chair term in 2024.
- The International ZEV Alliance.
- The Governor's Climate and Forest Task Force, of which CARB is a founding member.
- The Subnational Methane Action Coalition.

Lucy Levin, Climate Policy and International Relations Supervisor at the California Environmental Protection Agency (CalEPA), mentioned that Secretary Garcia was excited to be attending COP29 in Baku, where she was scheduled to speak on important issues such as methane emissions reduction, circular economy, carbon capture, and transportation decarbonization. She then thanked the state boards and offices present for their partnerships in advancing California's climate policy priorities.

CalEPA's international engagements since the previous committee meeting have included:

- Policy cross-pollination and technical exchanges with partners in Canada, Australia, Mexico, New Zealand, China, and others.
- A new Memorandum of Understanding (MOU) with Baja California's Secretariat of the Environment and Sustainable Development, signed in September 2024.
- Convening the California-Mexico Border Relations Council in San Diego, to discuss investments in equity actions and share updates on the Tijuana River.
- A visit by CalEPA's undersecretary to China in September, where there were three bilateral meetings held with MOU partners.



- The launch of the Subnational Methane Action Coalition (SMAC) in late 2023, which has since welcomed new members and initiated technical assistance.

At the end of November, CalEPA representatives will be in South Korea for a meeting of the International Negotiating Committee on Plastic Pollution (INC-5), which is anticipated to be the final round of negotiations on legally binding regulations to end plastic pollution.

Katerina Robinson, Chair to Governor Hochschild of the California Energy Commission, (CEC) thanked the Lieutenant Governor for her leadership in international affairs and the continued support from her office. She also welcomed Elsa Beljean, the CEC's new international affairs advisor, who came from GO-Biz; this is an important connection, since the energy sector and the economy are intrinsically linked.

A key area of focus for the CEC has been determining how to export California's leadership in clean energy development to the rest of the world. Working with foreign partners is a major priority for the agency, because international collaboration helps to drive down the overall costs of energy supply chains. China remains a crucial market, having produced more solar PV in 2023 than the entire world did in 2022.

In pursuit of these goals, the CEC has engaged with a variety of international partners in the last year, including:

- Attending UN Climate Week in New York City, where the CEC attended a meeting of the Global Offshore Wind Alliance; California joined this group at COP28, which was the first time that subnational entities were able to participate.
- New Memoranda of Understanding (MOUs) with Norway, China, Denmark, and Mexico.
- A visit by the Crown Prince of Norway in April 2024, during which Chair Hochschild visited the Larkspur Ferry Terminal and signed an MOU focused on clean energy, zero-emission transportation, ports, and carbon removal.
- New MOUs with Baja California focused on cross-border clean energy solutions.
- A Letter of Cooperation with South Australia focused on climate collaboration.

Moving forward, the CEC will be especially intent on collaborating with partners in China, India, Norway, Denmark, Japan, and Mexico. Because climate change does not respect national borders, international engagement continues to be a priority for the CEC and its sister agencies.



Bridget Kolakosky, Deputy Director of Legislative and Governmental Affairs at the California Office of Emergency Services (CalOES) stated that CalOES is responsible for coordinating and facilitating the security of major upcoming events such as the Los Angeles Olympics, FIFA World Cup, and others; they have been doing this in partnership with federal counterparts, Baja California, Baja California Sur, and local partners, who need to be apprised of incoming international crowds.

CalOES is a global leader in responding to climate catastrophes and manmade crises. As such, they hosted over 15 international delegations since 2023 to share best practices and showcase California's leadership in law enforcement and emergency response. The agency's international collaboration since the previous interagency meeting has also included:

- Multiple cross-border Memoranda of Understanding (MOUs) with Baja California and Baja California Sur.
- Developing MOUs with France and the German state of Baden-Wurtemberg.
- Providing emergency situational awareness, as needed, to California's consular corps and the U.S. Department of State.
- Coordination of mutual aid delivery to Israel, Gaza, and Acapulco, Mexico.

She reminded the committee members that the State Threat Assessment Center (STAC) remains available to support agencies with receiving inbound foreign delegations and can provide information on how to effectively handle these requests.

Kolakosky concluded by affirming that the state's commitment to international cooperation remains strong, and that safeguarding community wellbeing worldwide continues to be a major priority for their office, particularly as climate-related disasters strain global resources.

Samuel Assefa, Director of the Office of Land Use and Climate Innovation (LCI), shared that the Office of Planning and Research (OPR) had changed its name for the first time since 1970; as LCI, they will continue to prioritize land use as a critical component of climate and economic development.

In the last year, LCI has had significant international engagement related to their focus areas of land use and climate innovation, such as:

- Signing a Letter of Cooperation with the Noord Province of the Netherlands on sustainable air mobility and its impact on land use, equity, and economic development. This facilitated a sustainable air mobility innovation mission from Noord in April 2024, during which they met with representatives from NASA.



- Joining Governor Newsom to host the President of Armenia, where land use and emergency response are important areas of ongoing cooperation.
- Hosting the first Local Democracy Forum in Yerevan, Armenia in June 2024, which Director Assefa attended alongside the Mayors of Pasadena and Glendale. At this event, they discussed opportunities for international collaboration on land use, urban planning, and economic development.
- A meeting with the new Consul General of Sweden in San Francisco in October 2024, to discuss urban development and climate impacts in high-density areas.

Upcoming international initiatives for LCI include:

- Joining Secretaries Garcia and Crowfoot in Baku to enhance California's presence at the event. Director Assefa has meetings scheduled with representatives of Japan, Kenya, China, the Netherlands, and South Australia.
- Regional summits on climate resiliency in 2025, as a follow-up to the 2024 Vatican Climate Summit, which was attended by Governor Newsom. The first summit will be held in California in February, with 60 mayors and county executives invited; this will be followed by another convening in Massachusetts, then 10-12 international events.
- At the Vatican Summit, California signed a Call to Action to double down on climate resiliency and response, and this will involve creating and implementing a blueprint for this work by 2026.
- A visit to the Noord Province in April 2025 as a follow-up to their 2024 sustainable air mobility mission, where LCI representatives will meet with experts and stakeholders in air mobility.

Director Assefa finished his remarks by sharing that his office is already receiving a lot of questions regarding California's leadership in climate engagement, due to anticipated absence in leadership from the incoming federal administration.

D. Closing Comments from the Chair

Lieutenant Governor Eleni Kounalakis expressed renewed optimism that California will continue to make progress on climate change, regardless of federal priorities, with our state's investments and innovation continuing to be the "tip of the spear" in this space.

She closed the meeting by stating that California must show that it can compete, but that we must also prioritize cooperation, because there is too much to lose by not investing in open lines of communication and identifying mutually beneficial ways to work with federal partners.



E. Public Comment

Alicia Rockwell, Chief Government Affairs Officer at Blue Diamond Growers, introduced Blue Diamond as a grower-owned cooperative of over 3,000 almond growers statewide, from Bakersfield to North of Chico. She shared that Blue Diamond is sold in over 100 countries and is therefore dependent on California and the United States maintaining strong trade relationships with foreign partners. She also highlighted that low prices and other difficulties have made this a challenging time for small growers, who cannot tolerate much more.

F. Adjournment

Lieutenant Governor Eleni Kounalakis reaffirmed that in 2025, meetings of this Committee will be held quarterly, which she hopes will facilitate more regular engagement and a need for fewer updates in each meeting. She also thanked the senior agency staff in attendance for providing their updates, emphasizing that their contributions are just as important as those of the agency principals.

The meeting was adjourned at 11:37 AM.