#### KING COUNTY AGRICULTURE COMMISSION **MEETING NOTICE THURSDAY SEPTEMBER 12, 2024** 6:00-8:00 P.M. **ZOOM** VIDEO CALL CALL IN: One tap mobile: +12532050468,,82858273932#,,,,\*627288# Land line: +1 253 205 0468 US, Meeting ID: 828 5827 3932 LOG IN FROM A COMPUTER OR SMARTPHONE: https://us06web.zoom.us/j/82858273932?pwd=7Zc6xbyDBe3fLaGcNL8KzSX2IeDuRV.1 **MEETING AGENDA** 6:00 **Call to Order** Stacey Smith, Chair • For the public record, please sign in via the chat feature or announce yourself by name and whether you are a commissioner, staff or member of the public Approval of Agenda • Approval of Meeting Minutes: May Public Comment related to a specific agenda item 6:05 **Stacey Smith** 3 minutes/person 6:10 **Old Business** Jim Chan, Director, Permitting **DLS Permitting Update on Large Events in APD Division**, Local Services Q&A 6:20 **King Conservation District** Stacey Smith, Jessi Bloom, Matt Rate Renewal letter of programmatic support Mega, Patrice Barrentine Discussion • Motion/Vote **New Business** 6:30 Richard Martin, Manager AFI, and Strategic Climate Action Plan (SCAP): 2025 Update Carrie Lee, SCAP, Program Review of 2020 SCAP actions...brief status update Manager Greenhouse Gas • Emissions What we learned/heard during the past five years Guiding criteria for 2025 SCAP Emerging priorities • Discussion Impact: What actions related to forestry/ag would • have the most notable positive climate impacts/benefits? • Critical Path/Catalyst/Barrier Buster: Are there barriers stopping or limiting progress/actions? What can we do to address them: Urgency: What should be done ASAP? • Scalable/Replicable: what actions can serve as pilots for expanded work or work elsewhere? Climate Equity: how can we build climate equity into this work? Next steps/timeline 7:20 Field Trip Recap: Marzolf Meats Grand Opening Patrice Barrentine, Darron Marzolf, Stacey, Henna, Janet 7:30 **Updates** (approx. 3 min each) Commission Details, Policy, Ag Education & Events • Patrice Barrentine October Field Trip/in-person mtg

	<ul> <li>BESS update</li> </ul>			
	King County Ag Program	Richard Martin		
	<ul> <li>Ordinance 19762</li> </ul>			
	Local Food Initiative	Mike Lufkin		
	King Conservation District	Matt Mega		
	Washington State University CSANR	<ul> <li>Alyssa Bowers, Jordan Jobe</li> </ul>		
	King-Pierce Farm Bureau	Leann Krainick		
	Farm Fish Flood	Richard Martin		
7:50	General Public Comment 3 minutes/person	Stacey Smith		
7:55	Concerns of Commissioners	Stacey Smith		
8:00	Adjourn	Stacey Smith		
Next Meeting: October 10, 2024				



Department of Natural Resources and Parks King Street Center 201 South Jackson Street, Suite 5600 Seattle, WA 98104-3855 **206-477-4800** Fax 206-296-0192 TTY Relay: 711

# King County Agriculture Commission DRAFT Meeting Minutes Thursday, May 9, 2024 – 6:00 pm to 8:00 pm Zoom Video Conference Call

Commissioners Present (Y/N)							
Stacey Smith, Chair	Y Andrew Ely	Y	Leann Krainick	Ν			
Jessi Bloom Vice-Chair	Y Janet Keller	Y	Shelley Pasco	Ν			
Darron Marzolf	Y Henna Khan	Y	Kevin Scott-Vandenberge	Y			
Ex Officio Members Present (Y/N)							
Jordan Jobe, WSU	N Matt Mega, KCD	Y					
County Staff/Representatives Present							
Patrice Barrentine, DNRP	Richard Martin, DNRP	Richard Martin, DNRP		Mike Lufkin, LFI			
Guests Present							
	Nathan Sherfey						

#### **Meeting Summary**

- Actions: Approval of Agenda, May Meeting Minutes, and Kevin as an ex-officio member representing the Ag Commission for the Local Food Initiative's Food System Advisory Council.
- Tasks
  - Patrice will get back to the Selection Committee about the timeline for the recruitment process
  - Matt Mega and Jessi Bloom will further discuss KCD rate renewals
  - Matt Mega will provide info to the Ag Commission
  - Patrice will provide materials for a support letter regarding rate renewals.

Meeting called to order by Chair Stacey Smith at 6:01 pm with quorum

**Roll Call/Announcement of Staff & Public (Stacey Smith)** 

Roll call of Commissioners and announcement of staff and public guests was completed via Zoom's chat function.

**ACTION: Approval of Meeting Agenda (Stacey Smith)** 

Moved by Janet Keller seconded by Kevin Scott and passed unanimously.

## **ACTION: Approval of Meeting Minutes (Stacey Smith)**

This was approving meeting minutes from May. Moved by Darron Marzolf, seconded by Janet Keller, and passed unanimously.

Public Comment – Specific Agenda Item (Stacey Smith)

There was no public comment at this time.

## **Old Business: Committee Updates (Patrice Barrentine)**

**Field Trip:** Darron Marzolf shared news that they passed their USDA inspection, which will help the local farmers in the area. An invitation from Patrice will be sent to RSVP for the Grand Opening of the USDA Meat Processing Facility at Marzolf Meats, culminating 10 years of King County, farmer, and processor partnerships. This event is sponsored by the Ag Commission, with John Taylor and Council Member Perry speaking. WSDA, Mike Lufkin, Patrice, Darron and Christeena Marzolf will also be speaking. Patrice says thanks to everyone who contributed to this project and the event

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will take place next Thursday. Some former Ag Commissioners have been invited to this event as well. If there are any other people Ag Commissioners want to invite, let Patrice know as soon as possible.

**Selection Committee:** Priorities have been set; the committee is a little behind on launching recruitment but should be back on track in the next week or so. Janet Keller needs to confirm if she will be having another term as a commissioner or if her seat will need to be filled. For the recruitment process, there is a need to have diverse skillsets and representation. There was a discussion on what each of the skillset categories meant, discussion over geographic diversity, and expertise required for commissioners to have. Janet mentions that having the commission meetings on zoom make representation for this recruitment much easier. In terms of identity diversity, Patrice links information on specific race/ethnicity and gender definitions. There were also some supplemental questions in regard to diversity, equity, and inclusion, which will help get to the heart of building a good team of commissioners.

Jessi Bloom adds that there should be a question about intentions/goals of joining the commission. She asks if there will be links to help with the search, which Patrice says yes to both. The timeline for this will change due to being behind, which Patrice will get back to the Selection Committee on.

## King Conservation District (Jessi Bloom, Matt Mega, Patrice Barrentine)

Jessi is the newest board supervisor for KCD, being in an appointed position for three years, also representing the Ag Commission. However, they need a new representative from the commission.

Patrice asks Matt Mega about adding another commissioner to represent in KCD, would it be best for a commissioner to be on the advisory board or in some other program? KCD is looking as to how to strengthen the advisory board, and he thinks it's a great opportunity. Jessi Bloom and Matt Mega will meet at some point to discuss?

Mike mentions that the interlocal agreement between the conservation district and county identifies a member of the Ag Commission as a part of the advisory committee.

Jessi mentions the meetings are interesting, but the timing is the challenging for her. She feels that she can't represent the Ag Commission due to that challenge. Matt talks about what the potential role of the Ag Commissioner(s) can be within KCD.

## Rate Renewal (Richard Martin, Matt Mega)

Matt Mega presented rate renewals in the last commission meeting. The Ag Commission should look at the Agriculture Programing in KCD and decide if they want to send a letter indicating continuing to support programs they do.

It will be submitted to council for consideration in the fall, taking effect in 2025. There's time to think about it. KCD is sending something to the executive? They're hoping early fall/fall to do this.

Matt can provide info to the Ag Commission for context and background.

Stacey Smith, Janet Keller showed support for creating a support letter. Patrice will prepare the materials.

## New Business: Introducing New DNRP Director, John Taylor!

John Taylor introduces himself to the commission, talking about his career and involvement within King County. He discusses the significant impact the Ag Commission has had and how the County and the ag community have worked hard to keep farmlands productive, especially so close to a metropolitan area. He praises the work ethic of farmers. He mentions how heartening it is to see how the Ag Commission operates now, especially in expanding perspectives, thinking about priorities, etc. He looks forward to seeing what else the Ag Commission will do and if people want to reach out to talk about any concerns, he's open.

## **ACTION/Local Food Initiative (Mike Lufkin)**

In May, Mike gave an overview of the LFI refresh. He's giving an update on work since then- specifically stakeholder engagement and the Food Systems Advisory Council (FSAC). Kevin may be joining the FSAC.

Mike gives a presentation on this refresh. There's a need for sectoral diversity, geographic diversity, and more within this council. He shares a list of the FSAC members and information on what they do. In terms of updates, they hired an engagement partner (Withinsight Consulting). They also started doing stakeholder mapping and have been identifying

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priority stakeholders. Next steps are continuing feedback from FSAC, NVA and Withinsight Consulting codesigning the community engagement strategy, and refining questions for engagement.

See presentation online.

Darron asks about plans for community engagement- especially for engaging many people. Mike says they will use different tools, reaching people through different means (surveys, events, meeting people where they are, etc.)

Kevin got to sit in on LFI meetings and would like to continue doing so for the commission and LFI.

Motion to support Kevin as ex-officio member of the FSAC group: moved by Janet Keller, seconded by Henna Khan, passed unanimously. Kevin can start to share stuff about the engagement strategy starting in the September commission meeting.

## **Meeting Minutes Research (Lyn Tampi)**

Lyn Tampi, the intern/temporary worker, gave a presentation on how other commissions, committees, and advisory boards in King County do their meeting minutes and gave recommendations. The main recommendations are including a list of tasks, being more concise, and having people provide a summary of updates before the meeting to reduce workload for whoever is taking notes.

See presentation online.

## Updates (Patrice Barrentine, Matt Mega, Leann Krainick, Richard Martin)

# Commission Details, Policy, Ag Education & Events (Patrice Barrentine)

Policy updates

- Advisory letter protocol: continuing to finalize this, should be ready by September's commission meeting.
- Ordinance 19762 (Proposed Substitute Ordinance 2023-0310.2) sets a minimum wage of \$20.29 in unincorporated King County. Amendment 4 indicates providing recommendations to strengthen support towards the ag sector in unincorporated King County.
- KCC Budget and Fiscal Management Committee 7/10 Meeting: Striking Amendment S1 would add or restrict \$250,000 for DNRP to complete the report required in Ordinance 19762
- BESS Proposed Ordinance 2023-0263, KCC Local Services and Land Use Committee 7/17 meeting (9:30am hybrid): working on language that is more in line with some of the concerns raised by the commission. Commissioners can testify if they'd like (as commissioners or just as members of the public). There was no action taken for the Ag Commission to testify.
- Farm King County website revision: will need commissioners' input on using the website.

Events

- WSDA Ag Viability and Competitive Conference in May: Mike Lufkin and Patrice Barrentine attended, Patrice presenting on two panels.
- Written update provided by Jim Chan. DLS Permitting Director and read by Patrice Barrentine.
  - Remlinger Farms: enforcement case is still pending. An agreement would set a timeline for all cited violations to be legally permitted/removed.
  - BrodieNation Music Festival: holding events without required permit, noncompliance order. Appeal deadline is 7/22/24.
  - Carnation Farms: permitting received written confirmation that they no longer will pursue a TUP for expanded events. They will allow smaller events though.

See presentation online.

## King County Ag Program (Richard Martin)

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There's an offer in place to fill the Permitting Regulatory Specialist position. DNRP just signed a contract with Highline college's Sustainable Ag Program. There's a pilot project close to launching- protecting farmland infrastructure while renewing land use (example: salmon habitat). They are working to move certain structures rather than demolishing them.

## King Conservation District (Matt Mega)

They are looking to hire a new Americorps Intern, helping with the community gardens and other related items. They did a farm tour, highlighting the discovery farms works, wrapping up a research project. A new field technician was hired to help Liz Stockton. Liz is also looking at two new drain tile projects to do this year. There are three new cover crop projects going forward, some helpful and some spendy, being in the \$20,000 range that they help provide cover crop for folks in the fall. There are also two new waste storage facilities that have been approved.

# Public Comment – General (Stacey Smith)

There was no public comment during this period.

## **Concerns of Commissioners (Stacey Smith)**

Andrew Ely asked about updates from King County's lawsuit with Friends of Sammamish Valley and the Adult Beverage Ordinance (there has not been any legislative action seen regarding this topic). Janet Keller will follow up with Richard about employee housing and the amendment.

#### Meeting adjourned at 8:01 pm

Next Meeting(s) September 12, 2024, 6:00 pm to 8:00 pm (Zoom Video Conference Call) Ag Commission Advice regarding King Conservation District Rates and Charges Renewal September 12, 2024 Page 1



King County Agriculture Commission 201 South Jackson Street, Suite 5600 Seattle, WA 98104-3855 206.477.4800

September 12, 2024

The Honorable Dow Constantine King County Chinook Building 401 Fifth Avenue, Suite 800 Seattle, WA 98104

Dear Executive Constantine:

I am writing on behalf of the King County Agriculture Commission (Commission) regarding the King Conservation District (KCD) rates and charges that are up for renewal in 2025. The Agricultural Commission provides the agriculture sector with the opportunity to take an active role in the development and evaluation of policies, regulations, and programs that affect commercial agriculture in King County. The Commission is made up of representatives within the agricultural sector, including commercial producers, agricultural real estate, food and feed processing, wholesale and retail marketing, produce buying, direct marketing, supply and finance.

The Commission strongly supports KCD's request for an increase, and at a minimum no decrease, in their current rates and charges which would allow continuation of KCD's valuable programs that benefit agricultural landowners and residents in King County. KCD has been a tremendous partner supporting the Agriculture Commission's work on a wide spectrum of our efforts, in addition to serving as a resource for organizations and individuals across the county.

KCD staff have participated in several actions that have helped our agricultural sector directly. Staff serve as ex officio members of this Commission, participate on the Farm, Fish, and Flood Ag Caucus and Ag Strategic Plan Task Force. KCD is also a key member and funder of the County's Local Food Initiative Refresh. This critical King County/KCD partnership will ensure investments and activities remain focused on our local food system and its overall long-term sustainability.

Through the Agricultural Drainage Program, KCD has helped return farmland to productivity and viability, improving approximately 2 miles of farm drainage per year over each of the last 10 years and putting 1,000 farm acres back into production. This is important work that expands the county's capacity to grow food locally, betters our sustainability efforts, provides affordable produce for our communities, and ensures we are making the most of our natural resources. Ag Commission Advice regarding King Conservation District Rates and Charges Renewal September 12, 2024 Page 2

KCD further builds on this effort through their Regional Food Program, which through grants, resources, and other capacity-building mechanisms has increased local food production, access to King County agriculture, and participation in farmers markets and sustainability efforts. These programs are incredibly impactful for seniors and low-income individuals, helping put fresh and locally grown produce in the hands of those that otherwise couldn't find or afford it.

And, KCD has made rural farmland stewardship a foundation of their work, ensuring a majority of King County's farmers have assistance from a non-regulatory organization and can steward their land and natural resources for today and future generations. KCD specifically works to maintain and improve water quality, soil health, and natural habitat, all crucial to our collaborative and core efforts to build a more sustainable and resilient county.

The King County Council has the opportunity now to ensure KCD continues leading these programs and projects — and more — for the next five years. Supporting a renewal and additional resources for KCD is one of the most important things the County Council can do to help the residents and landowners in King County preserve our local environment, wildlife, and habitat; invest in local agriculture and farming, improve the private forests that play such a critical role in our regional tree canopy, and take local action to address climate change. KCD is one of very few technical assistance services for land use planning for farmers and in some instances, the primary service provider.

In closing, the Commission strongly supports KCD's request for an increase, and at a minimum no decrease, in their current rates and charges which would allow continuation of KCD's valuable programs that benefit agricultural landowners and residents in King County. Thank you for your consideration. KCD is one of our strongest partners, and we hope they can count on your continued support.

Sincerely,

Stacey Smith, Chair King County Agriculture Commission

cc: King County Councilmembers

 ATTN: Stephanie Cirkovich, Chief of Staff
 Melani Hay, Clerk of the Council
 King County Agriculture Commission Members
 Karan Gill, Chief of Staff, Office of the Executive
 Penny Lipsou, Council Relations Director, Office of the Executive
 John Taylor, Director, King County Department of Natural Resources and Parks (DNRP)
 Katherine Taylor, Government Relations Administrator, DNRP
 Josh Baldi, Division Director, Water and Land Resources Division (WLRD),

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## DNRP

Ashley Evans, Policy Director, WLRD, DNRP Joan Lee, Manager, Rural and Regional Services (RRS), WLRD, DNRP Richard Martin, Manager, Agriculture, Forestry, and Incentives Unit (AFI), RRS, WLRD, DNRP Patrice Barrentine, Staff Liaison, Agriculture Commission, AFI, RRS, WLRD, DNRP

#### Strategy 1: Help expedite the agricultural sector's adaptation to a changing climate

#### **Supporting Actions**

#### Carry Forward: Keep Doing (and Do More!)

- 1. Provide technical assistance, grant funding, and policy changes to support and incentivize adoption of practices that reduce on-farm GHG emissions and increase carbon sequestration.
- 2. Reduce risk to food system from climate change.
- 3. Support development of farm plans that fully integrate regenerative, climate-smart agricultural practices, and incentivize implementation of best management practices, including those focused on soil health, irrigation water efficiency, and ecosystem enhancement..

#### **Big Moves: Most Strategic and Meaningful**

- 4. Complete a feasibility study, secure funding, and initiate construction on necessary repairs and system upgrades to ensure reliable delivery of recycled water from the Brightwater Treatment Center to farms in the Sammamish APD; initially explore opportunities for beneficial use of recycled water elsewhere in King County.
- 5. Support existing compost producers to generate higher-quality, near plastic-free product and help establish a compost facility that can produce organic compost locally; explore financial incentives to increase agricultural demand for compost.
- 6. Create a network of "demonstration farms," which includes university, private, and county owned farms, to demonstrate regenerative, climate-adapted agricultural practices.

#### **Equity Outcomes**

- Increase farmland access for beginning and BIPOC/Immigrant/Refugee farmers.
- Improve food security and availability of culturally relevant foods.

## **Aligned Plans and Strategies**

- Clean Water Healthy Habitat
- Local Food Initiative
- Snoqualmie Valley Agricultural Strategic Plan

## Strategy 2: Continue to accelerate protection of priority farm and forestland via the LCI

#### Supporting Actions

#### Carry Forward: Keep Doing (and Do More!)

- 1. Accelerate rate of protection of priority farm and forestland identified in the Land Conservation Initiative.
- 2. Continue King County Rural Forest Carbon Project to support County acquisition of high-priority forestland

3. **Focus additional resources on CUT/PBRS** to provide short-term protection of LCI-identified lands that are targeted for fee or easement acquisition and to provide long-term protection for lands with lower risk of conversion.

## Big Moves: Most Strategic and Meaningful

- 4. Explore opportunities to **significantly scale up Rural Forest Carbon Program** (e.g., acquire large block of working forestland, partner with WA-DNR, etc.); revenue from carbon credit generation and timber sales dedicated to acquisition and management.
- 5. **Support NGOs/CBOs to build staff and financial capacity** to secure grants, acquire land, and achieve desired site conditions through active management.
- 6. Develop and launch a focused marketing campaign to **increase enrollment of LCI priority properties in CUT/PBRS** within historically underrepresented regions and communities.
- 7. Assess the strategic importance of "old growth" and "mature" forest stands on lands owned by King County and WA DNR; develop management plans to retain existing carbon stock, enhance potential for long-term carbon sequestration, and contribute to overall ecosystem health.

## **Equity Outcomes**

- Opportunity area acquisition and investment / urban heat island benefits
- NGO/CBO self-determination
- Greater equity in CUT/PBRS program access/participation

## Aligned Plans and Strategies

- LCI, including opportunity area acquisitions
- CWHH
- 30-Year Forest Plan
- Extreme Heat Mitigation Strategy

## Strategy 3: Continue to improve forest health and climate resilience

## Supporting Actions

## Carry Forward: Keep Doing (and Do More!)

- 1. **Increase rate of forest restoration on KC-owned lands** and ensure that there are sufficient resources for long-term monitoring and maintenance.
- 2. **Support private forest landowners** with enhanced levels of education, technical support, and financial assistance to ensure they can implement best management practices for forest health improvement, wildfire risk reduction, and climate resiliency.
- 3. **Complete initial phase of climate adapted seedling trials** and ensure study findings are distributed to forestland managers throughout King County and the region.

#### **Big Moves: Most Strategic and Meaningful**

- 4. **Significantly increase availability of climate-resilient tree seedings** by expanding the county's nursery and/or through creative partnership with local agencies, partners, and private nurseries.
- 5. **Develop forest management framework for KC-Owned forestland** that documents current health, establishes desired future conditions, and identifies timeline for achieving restoration benchmarks; incorporate adaptive management and plans for long-term monitoring and maintenance.
- 6. **Develop King County policy for assisted migration** to guide large-scale planting and restoration projects, require that the County maintain a list of acceptable plant species to be used in mitigation and restoration projects, and provide information to forest managers throughout King County and the region.
- 7. **Consult with Tribes to identify opportunities to incorporate traditional cultural practices** into management plans for KC-owned forestland.

## **Equity Outcomes**

- Better incorporating traditional practices and species in forestry practices
- Supporting longer-term resilience of culturally important species (e.g., climate adaptive red cedar)

## **Aligned Plans and Strategies**

- CWHH
- 30-Year Forest Plan

## Strategy 4: Expand Urban Forestry Program

## **Supporting Actions**

## Carry Forward: Keep Doing (and Do More!)

1. **Continue Urban Forestry Forum:** Convene Urban Forestry Forum to share best practices and build county-wide expertise, capacity, and momentum.

## 2. Implement "Extreme Heat Mitigation Strategy" priorities:

- (9) **Private property tree care and planting:** Develop technical, educational, and financial assistance to help private property owners
- o (10) Maximize tree survival: Research, share, and promote best practices
- (11) **King County tree code tool kit:** Support local efforts to identify, track, and achieve tree canopy goals
- (12) Track equitable canopy cover: Support local efforts to identify, track, and achieve tree canopy goals
- o (13) **Open Space Access:** Protect, increase, and maintain especially in heat islands

3. Enhance tree canopy in public lands and rights-of-way: Identify approaches (e.g., code updates, KC interdepartmental work group) and initiate one or more pilot projects to understand regulatory and operational challenges to expanding occurrence of street trees in areas most lacking in canopy cover.

#### **Equity Outcomes**

• Greater investment in opportunity areas and urban communities where tree canopy / green space is needed most

#### Aligned Plans and Strategies

- LCI opportunity area acquisitions
- CWHH *Quality* greenspace within 0.25-mile or urban residences
- Extreme Heat Mitigation Strategy Various
- 30-Year Forest Plan Especially "Urban forest canopy" section

#### **Strategy 5: Proactively address wildfire risks** (cross-cutting with Lara's work?)

#### **Supporting Actions**

#### Carry Forward: Keep Doing (and Do More!)

- 1. **Expand education and technical support** for private forest landowners and rural communities to reduce wildfire risk to homes and other structures within and adjacent to KC lands.
- 2. Fully participate in developing Community Wildfire Protection Plan (CWPP), encourage active participation by rural communities and community organizations, and ensure resources available to implement priority strategies.
- 3. **Examine KC code to minimize barriers** to implementing wildfire risk reduction practices to protect forestland and infrastructure.

## Big Moves: Most Strategic and Meaningful

- 4. Match forest management activities and practices across KC/private land boundaries.
- 5. Grow regional understanding of best forestry practices to inform actions related to wildfire.
- 6. **Increase monitoring and control of invasive species** that increase wildfire risk in wildland-urban interface.

## Aligned Plans and Strategies

• Wildfire Risk Reduction Strategy

**Strategy: Reduce Adverse Health Impacts from Extreme Heat and Wildfire Smoke** (Belongs elsewhere / cross-cutting with Lara's work?)

#### **Supporting Actions**

## Carry Forward: Keep Doing (and Do More!)

1. **Increase urban tree canopy** in geographies and communities subject to high levels of heat and pollution

## Big Moves: Most Strategic and Meaningful

- 2. Educate isolated communities and farm/forest workers about health issues due to wildfire smoke exposure.
- 3. Work with public health specialists and farm and business owners to **enhance forest and farm worker safety** and support guidelines for issues related to extreme heat and wildfire smoke.
- 4. **Develop and implement a system to notify farm and forestland workers** when unhealthful smoke / heat thresholds are met.

#### **Equity Outcomes**

• Mitigates impacts for potentially vulnerable frontline community workers.

#### **Aligned Plans and Strategies**

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