Oregon Invasive Species Council

October 27, 2016 Meeting Minutes

Date: 2016-10-27 9:00 am - 4:00 pm
Location: Montgomery Park, Portland OR

Introductions

June 2016 Meeting Minutes

Motion to accept June meeting minutes:
- Rian moved to approve the March meeting minutes
- All in favor, none abstaining

Coordinator Update

DPAP
- Jessica worked with Nicole to look at confiscated items at the airport
- Collating regulations into single document
  - Provide FAQ’s for international educators
- Second phase of Farm Bill funding was submitted, awaiting results

Summit Recap
- Useful feedback generated for the strategic plan
- Having directors stay throughout the day would be helpful, lots of other important activities going on throughout the state the same week

Regional Coordination
- Jalene has been coordinating with WA, MT and Idaho councils
- Partnership opportunities with WISC exist, Jalene is working with Justin Bush
  - Pet Expo - WISC paid for a table, OISC provided materials recently refined by the Promise intern
  - Opportunity to partner on a Gorge Summit with the CWMA
- California has been invited to participate in calls, perhaps have a one-to-one call?
- MT has sent out the draft of their strategic framework asking for support from OISC
• Educational content - how to share regionally, how to compile on regional campaigns, working with Cat's Invasive Species class, risk analysis on Columbia River
  ○ Questions arising: where to put data, who can access which programs
• WISC Partnership Opportunities
  ○ Squeal on pigs - since meeting two reports have been made to app and were useful, most have been domestic pigs that have escaped
    ■ Is there value in having a specific app for invasive pigs?
    ■ How do people find the squeal hotline?
      ● Figuring out where the data is and who's administering is cumbersome, perhaps having a streamlined reporting?
      ● The value of the app is emphasis on the particular species
      ● Great logo
      ● Few regional data sharing opportunities, pigs is one
      ● Any reports on pigs can be considered a success, they are difficult to find
      ● App developer is asking whether to shut it down or not?
        ○ Cost? Numbers of hunters/reports? Interest of other states?
        ■ Even if the app was discontinued, there is regional interest in keeping the campaign going
• DLIL
  ○ Pet Expo was a success, 10k people attended, DLIL booth was right at entrance, lots of good conversations
  ○ Spot magazine is interested/planning in writing about DLIL
  ○ Opportunity to participate in next year, OISC interested?
    ■ How to continue to engage?
  ○ Suggestion - Make postcard size adaptations of DLIL posters to hand out to pet store owners
    ■ Have pet stores put into bags into exchange for “recognition” or certificate from the Council - follow up at the educational outreach meeting
      ■ Anisha put together a proposal with budget
  ○ Two expos each year -
    ■ Reptile expo, often has violations
    ■ Aquarium expo/industry - few species that are prohibited, so may be ineffective
      ■ The user group may still be of benefit
    ■ Exotic Pet expo - alligators, sugar gliders
• PSU Class is looking at educational and outreach campaign analysis
• PNWER - 2017 Portland
Fall Coordinator Priorities

- Statewide Strategic Plan
- Governs Natural Resources Office Communication
  - A decrease in personnel within the Natural resources office, may have room for Council to sit at meetings bi-weekly
- Fundraising
- Website
- PNWER
- Partnership with WISC
- Class Projects
- Advisory Committee

Statewide Strategic Plan Development

Components

- 10 Year plan
  - 5 objectives
  - Strategies
  - Next Steps
  - Audience: Decision makers and general education or tool for buy-in
- 2-Year Action Plan
  - Intended as something the council can amend
  - Objectives
  - Strategies
  - Actions: lead/partners, cost
  - Not intended as work plans, rather a Statewide plan
  - Audience: Professionals and managers on the ground who implement plan
- Figure - invasive curve
- Share Invasion Curve video

Significance

- Use all economic, human health, ecological
  - Three key bullets with a figure associated
- Human health example?
  - Giant hogweed
  - Mosquitoes
    - West Nile, people have died from in Oregon
Pathways

- Defines what pathways are, simple and easy to understand
  - Pathway model maps for JB exist (Helmuth)
  - A number of ways to illustrate

Invasive Species Campions: Public and Private Leaders

- Put a page on Council website to illustrate the many people working in invasive species
  - A table of all people/community partners who have participated?
    - Put into document?
    - JB and AGM stakeholder list can be used
  - Rather than put who context into SP report, rather refer to on online catalogue/table/list?
  - As an appendix?
    - Help with institutional information sharing
    - Governor is keen on transparent government, the archive people at ODA are working at compiling documents
      - Helmuth will update after they receive upcoming archive training
      - Archiving records in future important
      - Different archive retention records
  - Point of plan is diversifying participation
    - How to balance?
  - Highlight award recipients from the past online?

- Who can work in google for document sharing/editing?
  - Tania, Michelle, Nicole
  - Permission issues for some

- Word only/preference:
  - Rian, Shawna, Wyatt, Rick

- Track changes challenging, Jalene will continue to balance access and editing conflicts

Strategic Objectives

- The structure and nomenclature are settled and provide a good foundation for the document

Prevention

- 2. Perhaps the wording can be changed, as laws can only be created by legislature
  - Law enforcement difficult, without funding
  - Reword: “Increase and enhance”
    - Jas recommendations

- 3. Anything that can be enhanced?
○ Consensus, no changes recommended
○ We cannot evaluate every species, that's why we're moving towards the pathway approach
○ The timing of listing species - by time listed, often too late for eradication
● Focus on pathways first, then species
● We're not losing species risk assessments, just focusing on pathways
● Nomenclature - Why not vector instead of pathway?
  ○ Pathways was identified as more popular with agencies
  ○ Pathway is larger than vector
    ■ To understand how species are transferred we need to understand the pathways, different things with different management objectives
    ■ Pathways determined to be the nomenclature for use in this document
● Create a glossary for SP

Prevention popout stories
● Japanese Beetle - pay now or pay more later
  ○ If we had traps out, the problem wasn't identified earlier
● Things we don't have in state and have prevented
● Zebra and Quagga Mussels
● Kudzu
  ○ A good EDRR story
  ○ Pairing with Weed Watchers
● Clean Drain Dry
● Shipping Pathway
● Firewood - emerald ash borer prevented
● Ballast water management - prevent zebra/quagga mussels
● Recreational boating inspections
● Pick one or two that includes the most involvement
  ○ AGM example, many agencies
● What is it impacting?

Create a survey that allows members to vote on their top three species and where they would like to see those examples appear

Rian - Like the idea of popouts; it provides structure and context. Jas recommended just a couple of sentences (to reduce the amount of editing needed) with links and images.

Early Detection, Rapid Response
● Early detection and rapid response are two different ideas
● Mixed Feasibility: just the breadth of the work that needs to be done; all taxa focus
● Michelle: I like the break out of the last strategy; need to have a way to have a broader view
● Local concern: Feds have a specific list of concerns, we might need a tiered approach; there’s a difference between nationwide, statewide, and local
● Shawna: we run into that issue all the time; independently they don’t work, so there needs to be coordination; Alaska has a great example for prioritization; mention both scales
● Shawna: add cooperative or coordinated needs to be mentioned (don’t want to take a static tiered approach) fluid situation
● Wyatt: we are “attentive” to local concerns; we are not strategizing for local
● Local needs to be defined
● Add local and statewide
● Why do we use the word local? Maybe geographic is better? Local in a geographic sense. What’s wrong with using “on-the-ground”
● “Cooperating/Coordination across multiple scales”
● Widespread/targeting: consistency with statewide goals and priorities; targeted effort but have looked at the bigger picture
● Jas punctuation issue: early detection and comma instead of &?
  ○ Go through document for consistency

Control & Management

● Not a lot of data on effectiveness, therefore not included
  ○ Most feedback came on implementation of action part
  ○ Feasibility ratings are not planned for inclusion in final document
  ○ No changes have been made in this section

Education & Outreach

● 4. Feedback came back as not feasible - reasons why?
  ○ What currently is possible and being done?
  ○ Shawna - Council as a whole has no ability to measure impacts, but we can contract an economical analysis
  ○ Change “measure” to “communicate”
    ■ Consensus communicate works better

Coordination & Leadership

● One strategy crossed out based on feedback
● 4. Was rated not feasible - reasons why?
  ○ Weariness of reality fundings played factor in rating
  ○ Change “control” to “seek”
● 7. & 8. Are very similar, jargony based on feedback
  ○ Combine?
○ Comprehensive or collaborative?
  ■ 7. Main concept is collaboration
  ■ Michelle - Coordination at local and regional level should be added
    ● Add in with #3?
    ● Already took out widespread, to better get at intention on being inclusive, but not overly heavy
  ■ Michelle - Scale local to regional coordination should be on its own
    ● Potential actions
      ○ Local to local coordination
      ○ Summits
      ○ Some coordination being done
  ■ Example: Garlic mustard working group has super local stakeholders at the table, talking about regional strategies
  ■ Lump together and drill down the actions to get at
  ● 5. Has prioritization as a focus, seems like it’s important but also difficult
     ○ Especially with “measureable”
     ○ Scale aspect could possible come into #5
     ○ Cat - Coordinate prioritizing efforts would make the goal easier
     ○ Rian - someone has to make choices, every agency has their own perspectives, and agendas, but ultimately someone needs to make the decisions
       ■ Jas - OISC is the agency to come up with a statewide plan

Pathways Approach

● #2 Increase or enhance the ability of Oregon agencies to respond and prevent the establishment of (new) invasive species
● Jas - If we take the approach of using pathways, then maybe we don’t want to list the vectors?
● Rian - maybe have a table that lists a pathways, and examples of concern for those pathways
  ○ We want to be clear on what we mean by pathways, succinctly
  ○ Cat - We want to say why we care about pathways, rather than species as has commonly be used
  ○ Helmuth - more general terms and giving a few examples works best as it’s a statewide plan
  ○ Jalene - Table is to demonstrate the thinking behind the pathways approach
  ○ Everyone is given paper, on which to illustrate what pathway means to them
    ■ Will be used to create illustration examples
    ■ Draw an example of a table that could be used
    ■ Wyatt - certain times the pathway is considered the ship, with AGM example, the pathway begins with the mining of the steel, we can even import the supply and demand economics - pathways incorporates all of these potentials
Jas - an arrow that lists the pathway coming to Oregon, with examples
Michelle - One graphic with arrow towards OR with what types of pest
  - Can broaden the area based on the impact of the pest
    - Rian - Could get a bit comprehensive
Jas - an arrow with a picture of the pest
Tania - Illustrates the points where we have critical entry point and where we can make a difference
  - When thinking of pathway, I also consider spread, people are the major vector, but it’s animals that spread
Craig - We’re talking about two different things, who something gets in and a map that shows the action
  - Jas - one of the most effective illustrations i’ve seen was on immigration, may not be doable in 10 year plan, but as educational project may be useful
  - Rian - a large map with arrows showing things coming in, as one way to show pathways
    - Jas - with a max of four
    - Rian - I’d think we’d do 9-10
      - Everyone keep their pathway example
      - Try and capture and categorize this, perhaps by sector? Multiple pathways for a given sector?
      - A third column for species of concern
        - A row for trade, with a variety of different pathways
        - A row for recreation
  - Buy in from around the table
    - A list of pathways under each section
    - Jas - An approach of our pathway approach around sectors
      - Helps a wide variety of stakeholders
  - Rian - ways to categorize the pathways?
Shawna - Pathways can be looked at a variety of scales, but are are all still pathways, for the SP we are working on identifying pathways so they can be intercepted. What we’re after is identifying how IS arrive and how to intercept?
  - Jas - A good definition: The ways in which IS get into Oregon and how they move around
  - Helmuth - Do we want every inclusive pathway
  - Rian - We want people to understand where we are coming from and what we mean by pathways, one or two figures may best communicate the pathway idea
  - We want laypeople to understand what we mean, we want the concept to be intuitive and conceptual
    - Tania - Graphics onto webpage
    - Jalene - We will want to get it down to that scale and collaborate
Prioritizing Actions

- Two or Four Year plan decision today
- Jas - Do we need to do in two years because things change. Starting with a Two Year plan allows us more flexibility
- Michelle - A four year plan may be effective enough, and not require a whole new planning process
- Shawna - If we can work on the plan more than we work on creating the plan may be more effective, but new members
- Wyatt - A two year plan can be renewed 5 times within the 10 year plan, but a four year plan would not fit neatly into the 10 year plan
  - Governor's term is four plan, a four year plan could match the governor's plan
  - Craig - A two year plan can allow for that as well
- Rian - A two year plan will be much more of a guiding document, while a four year plan has a greater tendency to be shelved

**Motion** to accept a Two Year Action Plan for Strategic Planning:

- Rian moved to approve a Two Year Action Plan for Strategic Plan
- All in favor, none abstaining

Scoring

- An electronic and a hard copy of the Strategic Plan action items will be circulated for council scoring on actions, required by tomorrow, October 28th

Next Steps:

November 2: Text and Photos to design Working Group meeting TBD the week of November 14th to review and recommend final

Council Member Updates

Rian with DEQ:

Rian - Engaged in ballast water prevention rulemaking, just closed the third public comment period. DEQ will be reviewing public comments and making a determination of the proposed rule package they will be taking to the rulemakers.

Thanks to: ODF, USFS, Jas Adams, Port of Portland!

The director of DEQ resigned 9 months ago, the interim director stepped aside, a new national recruitment effort has begun. In the meantime, Richard Whitman of GNRO has accepted an interim directorship with DEQ. Richard has no intention of seeking the full time position. In the meantime, Rian has access to the GNRO communication through Richard.
Jas - DEQ and Rian have worked very hard to develop recommendations. Last minute additions have made the process laborious, Kudos to Rian for working to incorporate the new ideas.

Tania Siemens:

Tania is close to finishing curriculum. 22 lesson plans, guides, intended for use by science teachers to teach about invasive species, for which they can cover their curriculum using invasive species.

Tania is working on a proposal to submit to Sea Grant who has funding for addressing resilience in communities facing climate change. To look at resilience in relation to IS, while serving underserved populations, using IS stories as a lens to understand resilience through 5 workshops. To develop local actionable things people can do, hopefully related to IS.

- Does anyone on the Council see themselves supporting a workshop? The proposal is due tomorrow. If individuals are open to sharing ideas and expertise we would like to include you in the proposal.
- Tania will send out another email request, she’ll include the draft proposal in the request.

Shawna - the FS has a climate action coordinator to connect with Tania.

Glenn Dolphin:

AIS Prevention program - permit sales were lower this fiscal year than last year. We’ve seen a lot of boaters purchasing the 2 year permit, so may not need two year reports, expect they’ll jump back up next year with renewals. This summer we’ve seen the highest level of enforcement for the inspection stations. Secured a contract with the county sheriff department and state police. Currently, they are giving 100% warnings, would like to see more tickets. Rick will meet with them in the winter.

Workign with Willamette Aquatic Invasive Network - Marci Cross, Willamette Riverkeeper restoration coordinator- focused on aquatic weeds and where to focus restoration efforts. Marci, was recently awarded an OWEB grant.

Working to develop standards for boats to easier decontaminate boats. A robust objective, the American Boat and Yacht Council sets the standards, OSMB have working with them for several years on this effort.

US Army Corps was awarded funding under the Water Resource Development Act a year ago, they are still working out how to distribute the funds to States. A new act has changed the wording so the funds can be more easily used. Currently the Senate and House version are different. For the 2016 act, clarifying that the funds can be used for monitoring. There are many leaders working to push through the implementation of the act.

Craig Rowland:

Directs to review all actions to see if they affect endangered species.
Rick Boatner:

Watercraft inspection stations closed this week. Except the Central Point Station is open through winter. Over 16,000 vessels inspected. 18 boats with mussels were intercepted, at least 50% had been inspected and decontaminated in other states. The states involved were notified. Even after decontamination, if a dead mussel hits the water, the DNA can still be detected. The chief of wildlife is retiring soon, perhaps the new chief will have an interest in IS. Changing holding restrictions for wildlife, the process has taken five years to date.

Jas - Do the states where the inspections take place have different protocols?

Rick - no everyone follows the same rules, the Uniform Minimum Protocol. The difference is at the human inspection level. Idaho is the only exception, which does a slightly different rules, one of which a person who declines an inspection cannot be compelled to do one. Often comes down to how effective the person at the inspection station is. Crawling under the boat, for example, sometimes is skipped by inspectors. The more people that can look at a boat, the better.

Wyatt Williams:

Sudden Oak Death - detected in 2001, one genetic lineage, EU1 near Pistol River. APHIS funded eradication efforts and has been wrapped up. A new area of delimitation has been identified, with new trees slated for treatment. 50 stream based surveys were conducted in Cook County supplemented by aerial surveys. 2015 was the highest year of infestation, but all were within the quarantine area. The first quarantine violation ever was detected, a person who exported a log, the landowner claims to not have known they were within the quarantine boundary. Detection was noted by a SOD forester who noticed a logging operation.

Field Foresters - get lots of weed questions. A new exotic plant, kangaroo apple, found in a logging operation, was identified and treated. The local Soil and Water Conservation District was notified and made aware to keep eyes out for it in the future. The landowner was very cooperative and will allow followup observations next year.

CABI - a seed study, exchange of seeds and viewing what colonizes, to develop an early warning system.

Dan Sherwin:

In 2015, 30 gallons of chemical and some spraying was used on the Metolius River. This past week, they were able to use only 8 gallons of chemicals and still have a huge IS die off rate. December 6-8th = the Interagency Noxious Weed Symposium at the LaSal Center in Corvallis.

Helmuth Rogg:

Oregon Department of Agriculture, Plant Protection & Conservation Programs Area Update available >here<
No AGM catches this year. Two more seasons to go before eradication can be declared. A few EGM were found in places of difficult access, which may be accessed by boat for treatment. Wait another year to see if the population drops off.

Light brown apple moth - An established colony has been identified, and will need to be dealt with. Mating disruption was applied earlier in the year. Next year, B2K and mating disruption treatments will occur.

Last year there were a record high number of new exotic species, some of which are new to the Nation and to Oregon, one example is the Asian Jumping Worm.

Brown Marmot Stinkbug biocontrol work - a population has been outside of the lab quarantine area. Is a different species, brought by trade. Eradication efforts will need to take place. Flowering rush is working. The main infestation is upriver and still floating down. Eric Coons from biocontrol retired, unsure who or if someone is filling behind. A white paper on biocontrol efforts has been completed.

Nicole Brooks:
Customs had no AGM finds. In Portland only one positive AGM cert. South Korea identified one cert, which is the first time S. Korea has identified one. Only two ag specialists in maritime currently, okay for winter, next AGM season may be problematic. Steel shipments levels have been dramatically dropping.

Shawna Bautista Presentation:
US Forest Service, White Nose Syndrome in Washington - Regional Update

Michelle Delepine Presentation:
West Multnomah SWCD and 4-County Weed Management Area Update

Helmut Rogg Presentation:
Oregon Department of Agriculture, Portland Area Japanese Beetle Update
  ● Largest JB infestation in Oregon history!

Committee & Working Group Updates

Legislative
  ● At the National level - ballast water vessel instrumental discharge act (VIDA), a bill that a variety of environmental groups and ballast water programs have been opposed to, probably won't fly during the current legislative session. Hopefully there will be an option for collaboration in the future.
• Legislative Concept Number 586. State agencies are going through their budgeting proposals now. The LC potentially brings in more funding.
• Changes in the GNRO this year, makes establishing better communication more challenging. Brett Brownscombe has taken a position with PSU, and will be leaving the Governor’s office. Gabriella Goldfarb has also left the GNRO. Richard Whitman has temporarily left the Governor’s office to work with DEQ
• There is a liaison in DC who works with the Oregon GNRO, Drew
• The Council will need to wait until after the election, as the Governor is likely to change out the existing staff
  ▪ At that point, the Council can identify who to work with
  ▪ Connect with new staff early

Budget/Finance

• $110,000 left of funds this biennium, we’re running tight, but should be fine
• $100,000 one time policy package
• ODA is asking for the $100,000 fund to be put into yearly permanent budget
• Currently ODA is governor’s level review of budget, appeals must be made by Monday, in all ODA is looking at a 12% budget cut. Lisa Hanson, the current director, is unable to meet with Helmuth for budget discussions. Budget cuts, if enacted at the 12% level, will impact OISC
• Measure 97 will impact the budget, how it plays out is unknown
• Final ODA budget will be available in June
• The Governor’s office has a list of priority projects, proposals will be ranked against
• OISC needs to think about messaging
  ▪ Inform stakeholders so they may advocate
  ▪ Any big sluggers on network? To provide OISC branded materials
    ■ Senator Hansel supports OISC, Farm bureau, lots of movement to support council actions
    ■ Need to talk about Summit, AGM, focus on the Council for the $100,000 pop
    ■ Funding for Council continuity a priority of ODA
• Shawna - USFWS is operating under a continuing resolution, under which no grants can be initiated, including the normal weed grant program to ODA. This year's budget numbers are still unclear. First priority is keeping weed funding afloat, but OISC funds are not assured. ($10,000 grant last year, was made available in July). If USFWS finalizes their budget, or uses a year long continuing resolution, than grant awarding can begin again.
• Council needs to continue thinking about other funding sources
• Financial budget -
  ▪ Financial report from ODA
  ▪ Grant funds - Jalene has been billing to grants
  ▪ Budget report - based on expected expenses, and where we are budget to actual
Revised numbers, as obtained by Roberta, will be added to budget

Communications

- Streamline process information that goes out to Council and deciding when and how things need to be approved.
  - For prioritizing: original literature, articles that are coming out of agencies, original sources are sought. Popular media sources will run through the council
  - Watch for questions as they come up?
  - When people have suggested content for social media/communications sharing - send to Jalene

- Process for vetting and sharing information will continue to be enhanced

- Putting together a Strategic Plan Communications Plan
  - Think about rolling out regionally, share press with NW Councils, esp for the Statewide Plan
  - Think about the OISC brand in relation to Statewide plan
    - Including fonts, colors, illustrations, etc.
    - Structuring the website in a similar format to the Statewide
  - Consider having a “badge” for others to show they are aligned with the Statewide Strategic Plan
    - Intertwine Alliance just went through a similar branding. Some people were worried about issues of credit and liability, and who owns/controls the content.
    - The Conservation Strategy also does something similar.
  - Not branding OISC, but rather that other agencies/on the ground workers can tie in their actions to the action plan

- Saturday, Beaverton Home Depot - Bat Box build, Forest Service will be teaching kids about bats and preventing White Nose Syndrome.

Advisory

- figuring out ways to engage stakeholders in diverse ways
- Rian - Met with the Director of Parks & Recreation, discussed who their relationship works with the State. There have been some negatives and some benefits. The discussion about potentially re-structuring the Council is still happening.

Education & Outreach

- DPAP - Kayla is finished with the report from the survey. Have submitted a proposal to present to an international educator group (approx. 12,000), still waiting for response.
- There is a lot of interest with international educators, etc.
- Next steps for DPAP - another meeting planned to plan for next steps.
- Farm Bill proposal is in to expand the DPAP project and connect with California.
● DLIL - media design adaptations were presented at Pet Expo., lots of good conversations
● DLIL - create a postcard size information flyer for pet shops, along with a “badge” or certificate pet shops can use to promote their participation.
  ○ Tania will continue conversation at the next E&O meeting.
● OR SeaGrant was asked to investigate a duckweed problem at Portland Abbey. While investigating they came across the rhizome, a google search shows that more and more people are encountering.
● Noelle reported the rhizome to the invasive hotline.

Review Action Items, Next Steps

● We are approaching the end of the year, there a couple of member seats that are coming up for nominations.
  ○ A press release will go out, nominations can be submitted to Rian or Jalene.
  ○ Provide nominations by due date, the review of participants will be conducted at the December meeting.
  ○ A slightly tweaked model may allow for the key agencies to be at the table without having to worry about finding new people to fill those seats.
● Next Meeting date:
  ○ Tuesday, December 13th, 2016
  ○ Goal: formal adoption of the Statewide Strategic Plan
  ○ Program Updates: Wyatt, Glenn, Rick

No public comments or announcements.
Meeting adjourned.

Attendees:

Jalene Littlejohn, OISC Coordinator, Samara Group
Melissa Howes, Samara Group
Jessica Riehl, Samara Group
Jas Adams, OSMB, Willamette University
Helmuth Rogg, Oregon Department of Agriculture
Nicole Brooks, Customs & Border Protection
Shawna Bautista, US Forest Service
Maureen Minister, Port of Portland
Tania Siemens, Oregon State University SeaGrant
Rian Hooff, Oregon Department of Environmental Quality
Michelle Delepine, West Multnomah Soil & Water Conservation District
Dan Sherwin, High Valley Enterprises
Glenn Dolphin, Oregon State Marine Board
Motions heard during meeting:

**Motion** to accept June meeting minutes:
- Rian moved to approve the March meeting minutes
- All in favor, none abstaining

**Motion** to accept a Two Year Action Plan for Strategic Planning:
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