

BRIDGING CONSERVATION & HAZARD MITIGATION PLANNING: A WORKSHOP FOR NATURAL RESOURCE PROFESSIONALS

August 3, 2025

PANEL 2: PARTNERSHIPS

Kristy Hawthorne, Executive Director, Licking County Soil and Water Conservation District, Case study with collaboration focus

Jennifer Fish, Director, Franklin Soil and Water Conservation District, Case study on leveraging state-local stormwater permitting and partnerships to scale nature-based solutions

Gabe Powers, Director of Land Preservation and Natural Resources, McHenry County Conservation District, Case study with nature-based solutions focus

Zachary Christin, Research Economist, Equilibrium Economics, Leveraging Partnerships and Tools to Secure Funding and Develop Policy





Licking County Ohio:

- 682.4 square miles of land area
- 105 river miles
- Population2024: 184,89
- Population 1990: 128,300



Soil & Water Conservation Districts



The Division of Soil and Water Conservation provides leadership and services that enable Ohioans to conserve, protect, and enhance soil, water, and land resources.

- A sub-division of local government, each county has a Soil & Water Conservation District office
- Locally led, conservation focused
- Partners with local, state and federal agencies to accomplish goals

Welcome to the Division of Soil & Water Conservation | Ohio Department of Agriculture

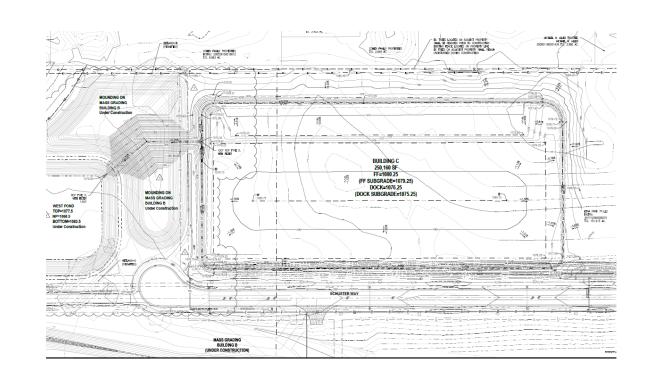


Licking County Soil & Water Conservation District

Locally Led Areas of Focus:

- Agriculture
 - Soil Health
 - Water Quality
- Education
 - Youth in classrooms
 - Adults workshops
- Urban
 - Stormwater management

www.LickingSWCD.com











South Licking Watershed Conservancy District

- A corporation of the State of Ohio with the ability to implement projects on a watershed scale for the benefit of all communities and property owners within the watershed.
- Requires an adopted Watershed Work Plan (Official Plan) serves as the charter for the Conservancy District to implement flood damage reduction and watercourse protection projects.
- Improvements to lessen the frequency and extent of flooding.
- Provide for long term maintenance of major waterways.
- Value of the Plan benefits must exceed the costs. Estimate monetary value of reduced flooding benefits.
- Conservancy District can acquire easements and levy an assessment to facilitate the Plan improvements.



Granville

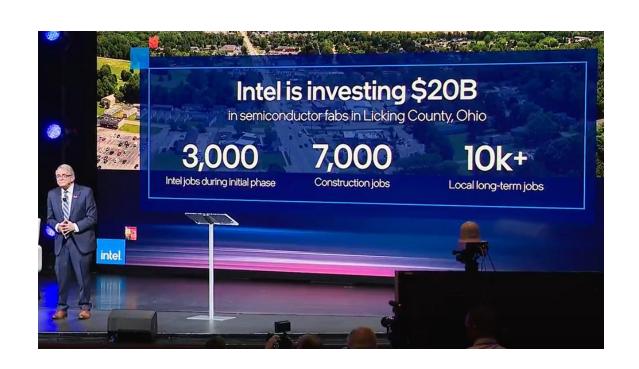


Heath



Newark





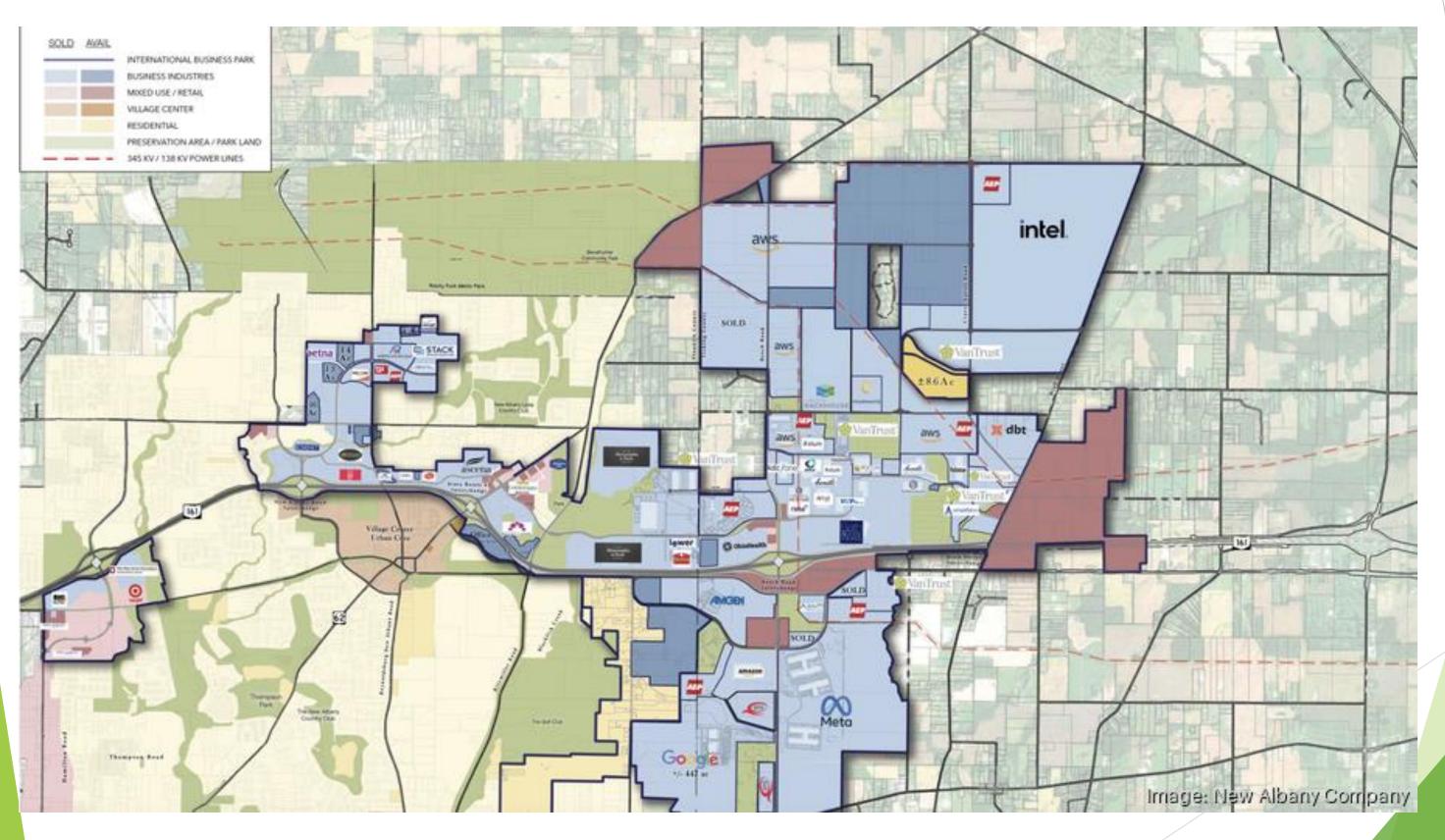
Initial announcement January 20, 2021

Water need for initial 2 fabs: 5 MGD

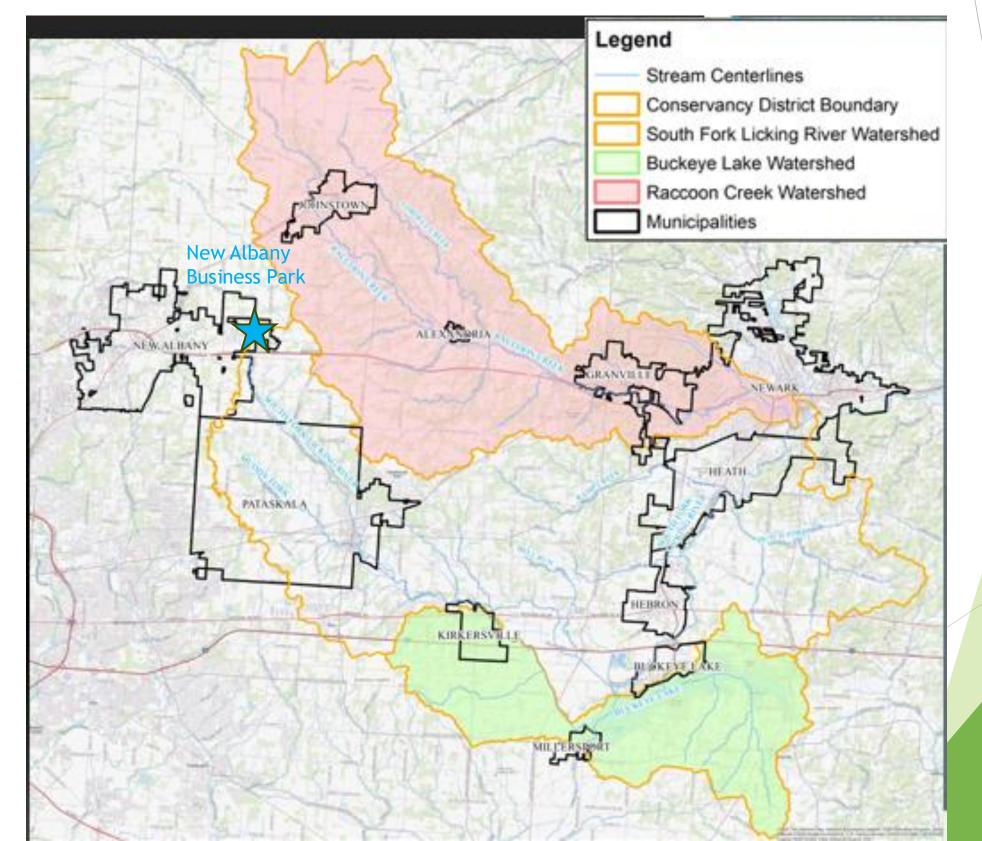
Land use: 1,000 acres







- Covers the entire South Fork Licking River Watershed throughout Licking, Fairfield, Perry Counties
- Total Square Miles 288
 - Main Stem South Licking: 141
 - Raccoon Creek: 103
 - Buckeye Lake: 44
- Includes numerous townships, Buckeye Lake and surrounding communities, the Cities of Heath, Johnstown, Pataskala; portions of New Albany and Newark; the Villages of Alexandria, Granville, Hebron, Kirkersville.





Licking County Commissioners 2D Flood Model

Modeling Status: 2D Hydraulic Model Validation Visual



Image A is the 2D HEC-RAS calibration for the March 2020 event, showing max. flooding depth.

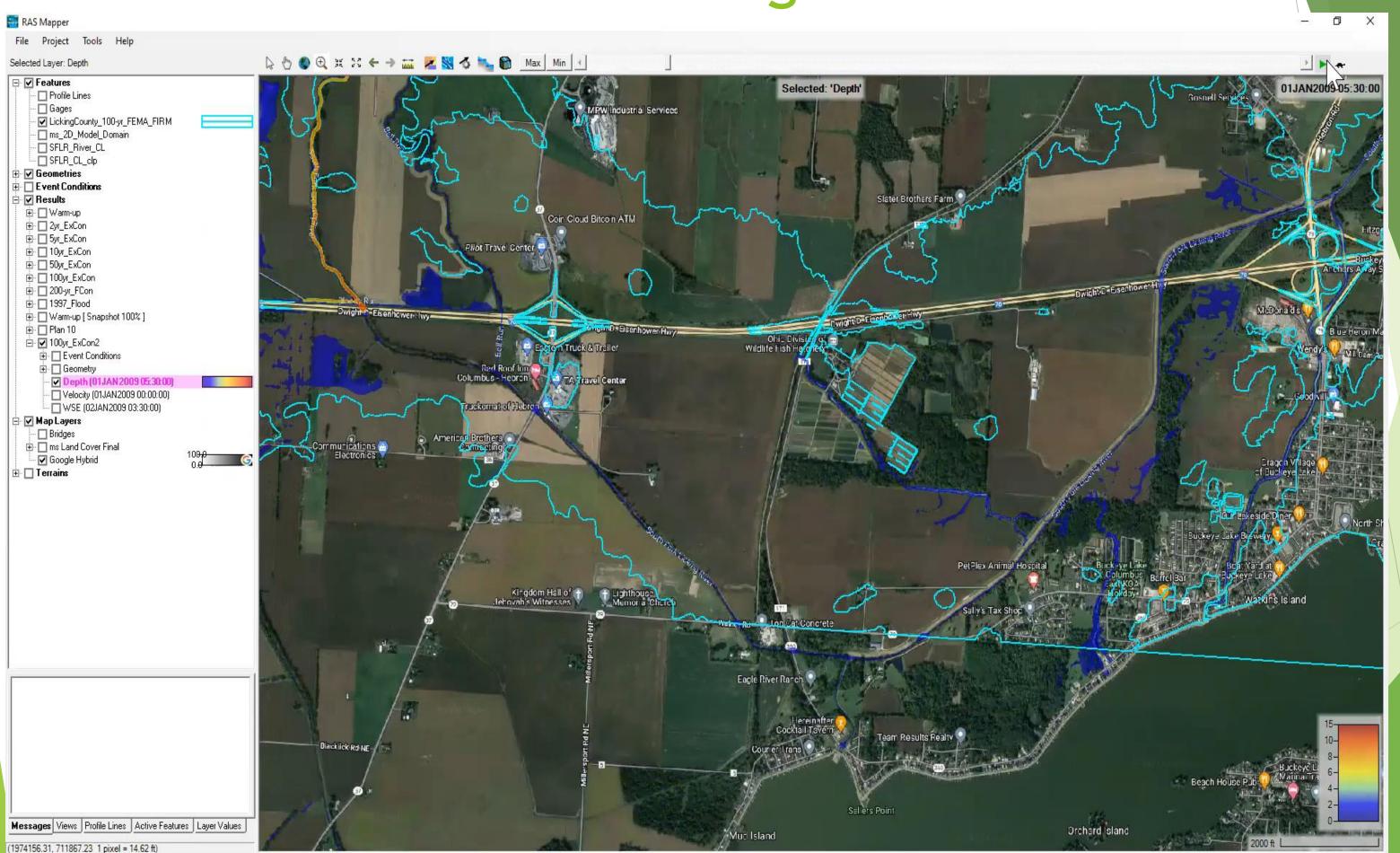
The images on left are screen shots captured during the March 2020 event. Image B: Looking Northwest Image C: Looking East







2-D Modeling

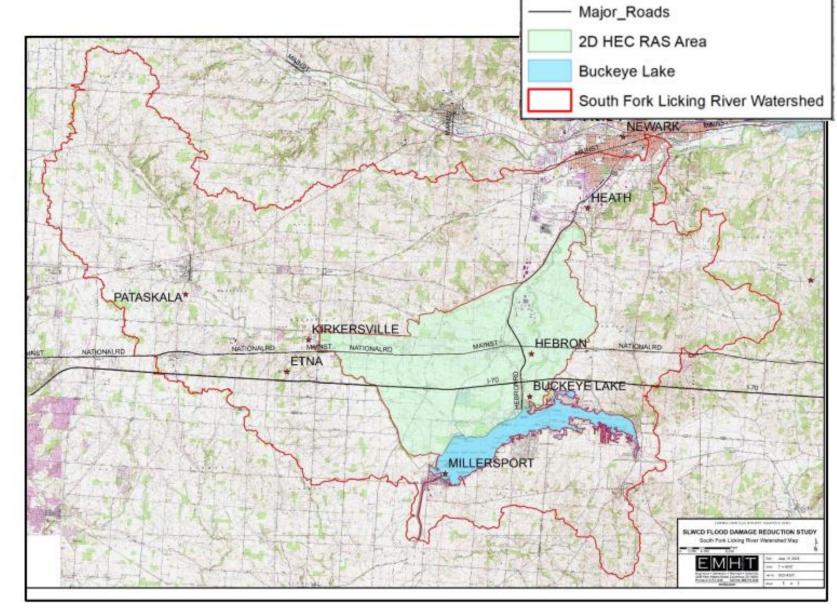




Flood Damage Reduction Study - South Licking

Watershed Conservancy District

- South Fork Licking River Watershed: 185 square miles in Licking, Fairfield and Perry Counties (not including Raccoon Creek)
- Detailed hydrologic (HEC-HMS) model of the watershed area outside of the 2D HEC-RAS model area. Calibrated to USGS stream gauge at Kirkersville
- Integrated HEC-HMS and 2D HEC-RAS models used to estimate flood damages to properties and buildings under existing conditions and with the implementation of potential hydrologic solutions to reduce flood damages
- Hydrologic solutions include dry dams throughout the upstream watershed



Legend

Municipalities



Licking County Commissioners receives FEMA Hazard Mitigation Assistance Grant

- Working with the 2-D model and the South Licking Watershed Conservancy District Flood Damage Reduction Study, the FEMA grant will explore flood mitigation projects in the Main Stem of the South Fork Licking River Watershed.
- Innovative, nature-based storage options will be considered and evaluated towards the upstream reaches of the watershed which will allow for excess flows to be stored and slowly released back to the river, lessening peak flood conditions.



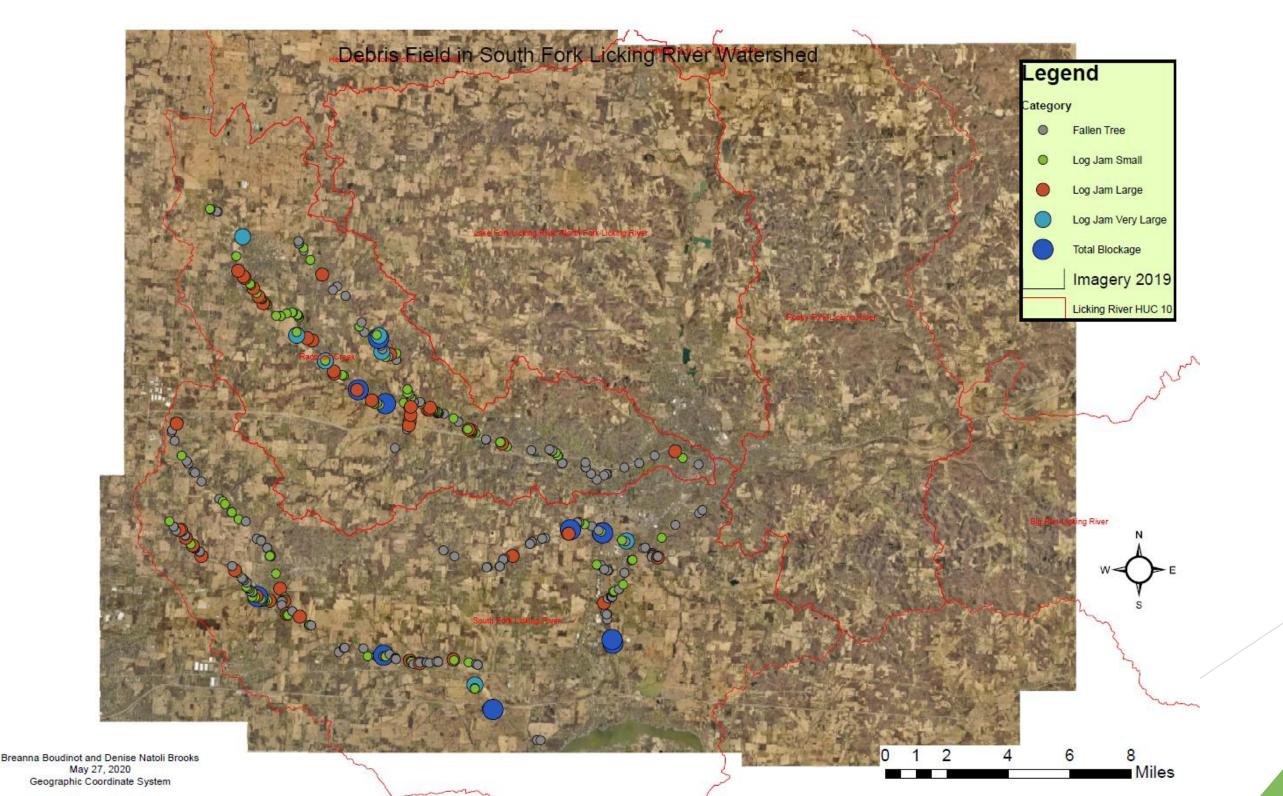
Projects in Watershed Management Grant Flood Damage Reduction Study Raccoon Creek

This Planning Study will seek to gather the various reports, models and other documents pertaining to the identification of existing flood hazards within the Raccoon Creek watershed, and potential flood damage prevention measures. The goal will be to assimilate the acquired models into a single hydrologic and hydraulic model for the watershed, so that the model can be utilized by the SLWCD as part of this planning study. The planning study will identify both hydrologic and hydraulic solutions to mitigate flood damages in the Raccoon Creek watershed; the planning study will also consider existing information regarding channel blockages and channel bank erosion to assist in identifying a long-term plan for channel obstruction removal and stream channel stabilization/restoration. Other watershed initiatives may be identified as part of this planning study based on coordination with the SLWCD and other watershed stakeholders.





AmeriCorps Member 2020 Log Jam Mapping Project





AmeriCorps Member 2020 Log Jam Mapping Project

	Lobdell Creek	Raccoon Creek	Ramp Creek	South Fork	Muddy Fork	Unnamed Tributary	TOTAL
Fallen Tree	17	49	24	99	24	17	230
ratterrinee	1 /	77	Z4	77	2 4	1 /	230
Log Jam Small	10	50	3	27	15	2	107
Log Jam Large	2	20	3	14	8	3	50
Log Jam Very Large	2	3	1	1	0	0	7
Total Blockage	1	2	3	4	1	0	11
Total per Waterway	32	124	34	145	48	22	405



Woody Debris Removal Grant



is to conduct an inundation analysis of logjams in the South Licking Watershed which experience increased flooding due to these blockages. The outcome would facilitate prioritization for removal of log jams by max benefit to reduce flood risk.



- Section 208 Snagging and Clearing for Flood Control
- Provide removal of accumulated snags and other debris from waterways and to clear stream channels in the interest of flood control.





This exercise will challenge that "automatic response" process and challenge the leadership to actually talk to each other and make decisions as a true "UNIFIED COMMAND."





2025 LRH Licking River Tabletop Exercise

···

Background/ Overview

Purpose

Objectives

Guidelines Roles and Responsibilities

Planning and Assumptions

Scenario Introduction

Tuesday Afternoon, ...

Th

Guidelines

- Provide mutual respect for each other and for our fellow agencies.
- Understand that we are all in a resource poor environment (human, material, and financial) and we must make the very best of all community resources.
- Listen to what each person has to say and do not try to talk over or hurry their response; you will have your turn.
- You cannot use what you don't have...no pretend resources (unless you actually have them or have written agreements to activate them).



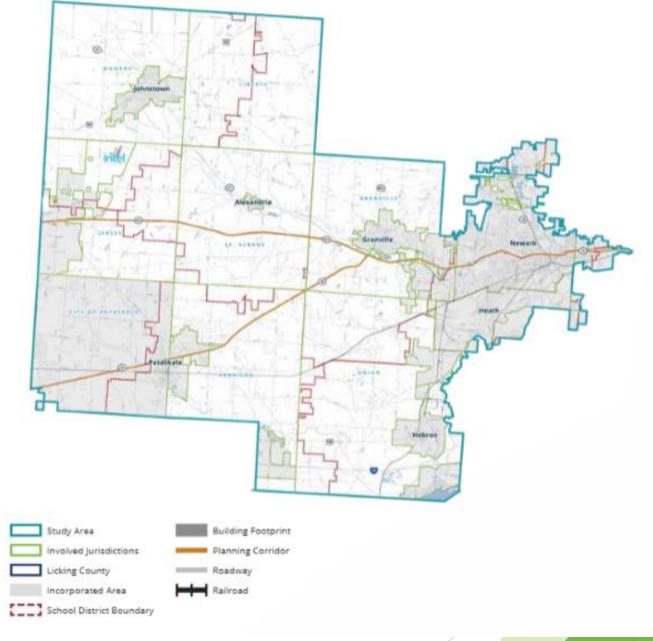




FRAMEWORK is an initiative to shape the future of fifteen Licking County jurisdictions that will be most immediately affected by rapid growth in Licking County with an eye toward the county as a whole.

15 jurisdictions focused on understanding the impacts—and identifying the potential benefits—of anticipated investments from the public and private sectors, catalyzed by the investment from Intel.

<u>Framework - Shaping Tomorrow Together (frameworklc.org)</u>



Convened by the Thomas J. Evans Foundation



Unite for Nature

Fulfilling the need to understand the various environmental and conservation focused organizations in the county. A Licking County Foundation Grant was secured to do a survey of local, state and federal agencies to complete a SWOT analysis, introduce partners for collaboration and determine gaps that need filled.

Strengths (internal)

- Diversity of perspectives and environmental focus areas
- Dedication to Licking County
- Experience (govt, local, state, federal)
- Expertise (technical, knowledge base)
- Passion / care
- Collective network / impact
- Exciting opportunities
- Education
- Sense of community
- The Reporting Project
- Willingness to engage (teams, volunteers)
- Data
- We still have green spaces
- Reputation of partners

Weaknesses (internal)

- Funding
- Grant writing
- Staffing
- Marketing / Public Relations
- Undefined org structure
- Understanding impact of high tech development
- Duplication of efforts
- Lack of zoning
- Diversity of geographical representation
- Reactive culture
- Time constraints
- Prioritization
- Opportunity to connect with and influence decision makers
- Lack of business/corporate involvement

Opportunities (external)

- Speak with one voice
- Public motivation / support
- Growing interest (momentum)
- Job opportunities
- Tap into younger generations
- Development funding
- Corporate partnerships (connecting to their sustainability goals)
- Collaboration / partnerships
- Synergy
- Timing is right
- Thoughtful, unified messaging
- Large-scale collaboration sets a precedent
- Share resources
- Chance for change
- Nurture cultural land ethic

Threats (external)

- Speed of growth
- Fear of the unknown
- Limited jurisdiction / resources
- Development (pace and companies)
- Lack of comprehensive plan / preparedness
- Transparency
- Politics / government
- Inadvertent competition between collaborators
- Large corporations
- Land prices
- Urgency window of time for conservation may not last forever









USGS











MID-OHIO REGIONAL

Crossroads of Ohio













Community Improvement Corp









































Public Safety













































COLLABORATIVE POLYCENTRIC GOVERNANCE: THE REINVIGORATION AND

REVITALIZATION OF RURAL AMERICAN GOVERNMENT

by

John Niebergall Williams

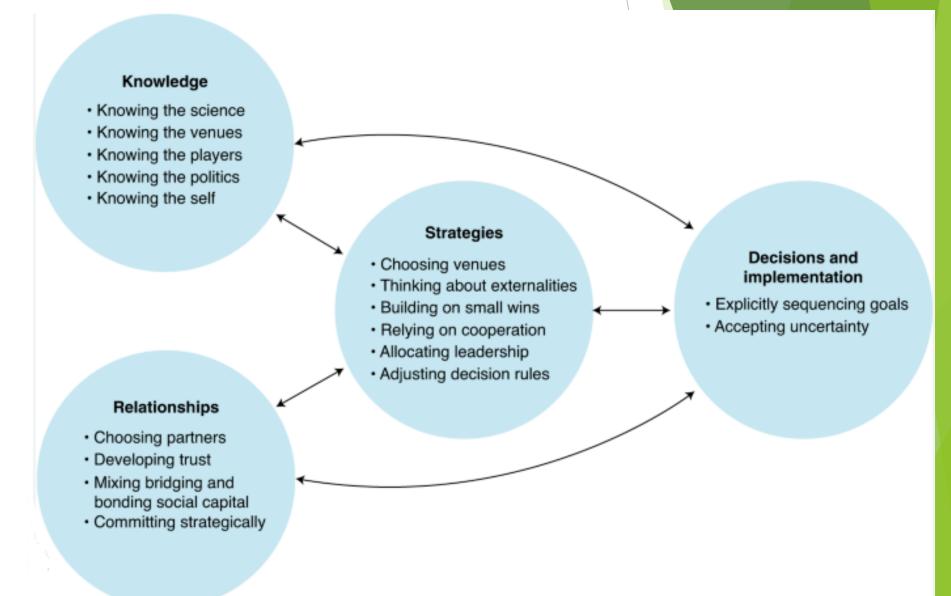
A Capstone Project Presented in Partial Fulfillment

Of the Requirements for the Degree

Doctor of Law and Policy

Liberty University

2024



Collaborative governance involves stakeholders in decision making as a political system with multiple decision centers participating in a flexible approach to civic governance.



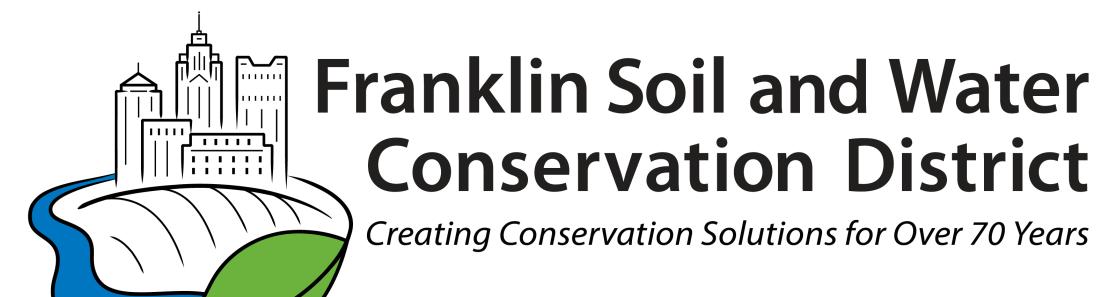


www.LickingSWCD.com

Kristy Hawthorne Executive Director

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Partnerships and Funding for Conservation

Bridging Hazard Mitigation Planning Workshop with ELI and SWCS Costa Mesa, California August 3, 2025

Jennifer Fish Director

jfish@franklinswcd.org

Franklin County Ohio



Westerville

Stormwater Regulations: NPDES Permit

 In 1993 the US EPA gave the Ohio EPA authority to issue stormwater permits through the National Pollutant Discharge Elimination System (NPDES).

 Suddenly, every municipality with a storm sewer system is responsible for 5 objectives:

 Educate 50% of their residents on how these systems work, and how residents impact stormwater.

• Involve residents in activities that prevent stormwater pollution.

 Find and eliminate non-stormwater discharges in the system.

- Ensure development activities don't pollute runoff.
- Educate their own staff on how to prevent stormwater pollution.



These objectives overlap with traditional SWCD programs









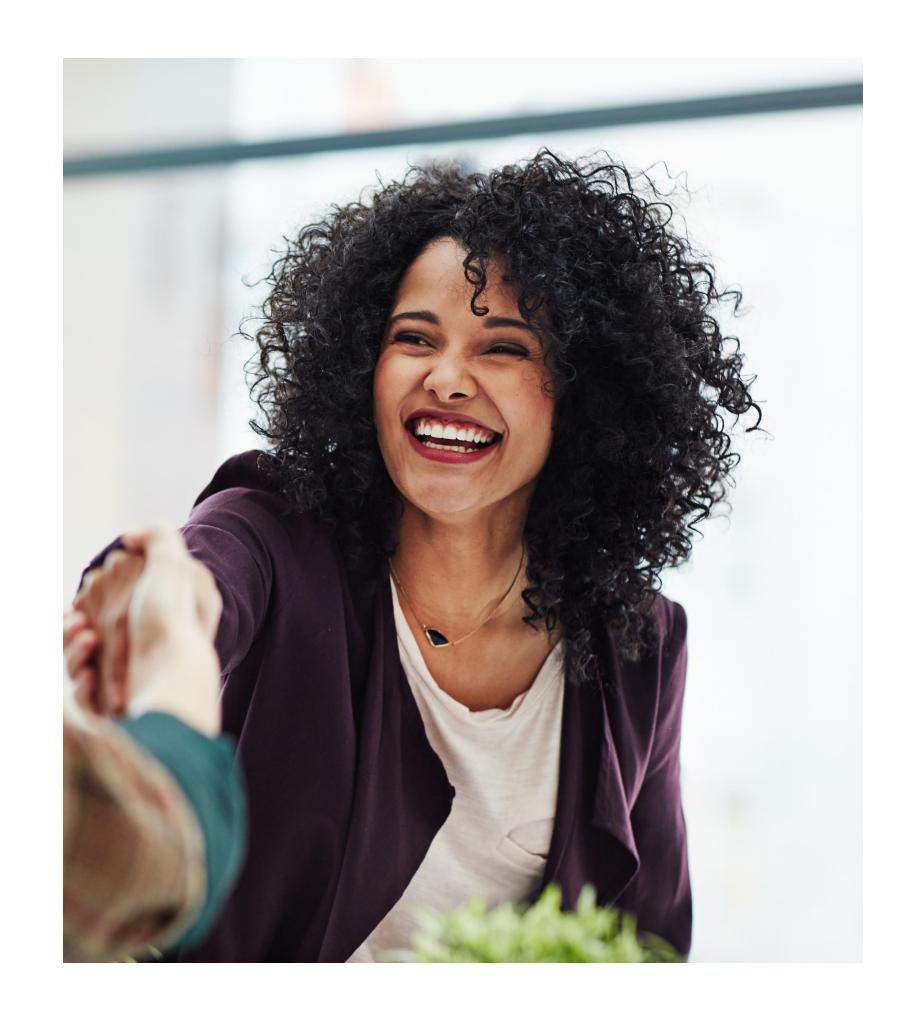


Funding/partnerships

28 local government grants largely focused on stormwater

& state matching funds

With some private donor and grant funding mixed in.



State Funding



Funds are in the Ohio Department of Agriculture Budget.



Challenge: Rural vs. Urban Tension



Solution: Make sure we are visible and provide value at the

Local Funding



Funds are from county, cities and townships



Challenge: Leveraging support to go above the minimum stormwater standards



Solution: Meet local stormwater needs while providing meaningful programming that is valued by partners.

Leveraging Partnerships

Regional Programming Watershed and Community Groups

Businesses

Grants available due to partnerships:

Urban Ag Critical Infrastructure Grant

Support & scale up local food production and distribution for small farms and gardens (5 acres or less)

For-profit or not-for-profit

Columbus Tree Assistance Program

Assist native tree plantings on private property and increase canopy cover in Columbus.

Organizations, private landowners or informal groups (neighbors)

Conservation Mini Grants

Assist conservation implementation projects.

501c non-profits, governments, schools

Columbus Business Rebates

Reduce stormwater runoff with G.I. from land managed by businesses and orgs in Columbus.

For-profit and non-profit orgs and businesses



Community Backyards Rebates

Reduce stormwater runoff from residential sources with rain gardens, rain barrels, native plants, and improve soil with compost bins.

Residents



Thank You Jennifer Fish jfish@franklinswcd.org



Stay in touch! Sign up for our newsletters

Sign up for our Backyard Conversation newsletter for monthly water quality tips and events.

Sign up for e-Partner Updates for less frequent e-mails about District happenings including grants.

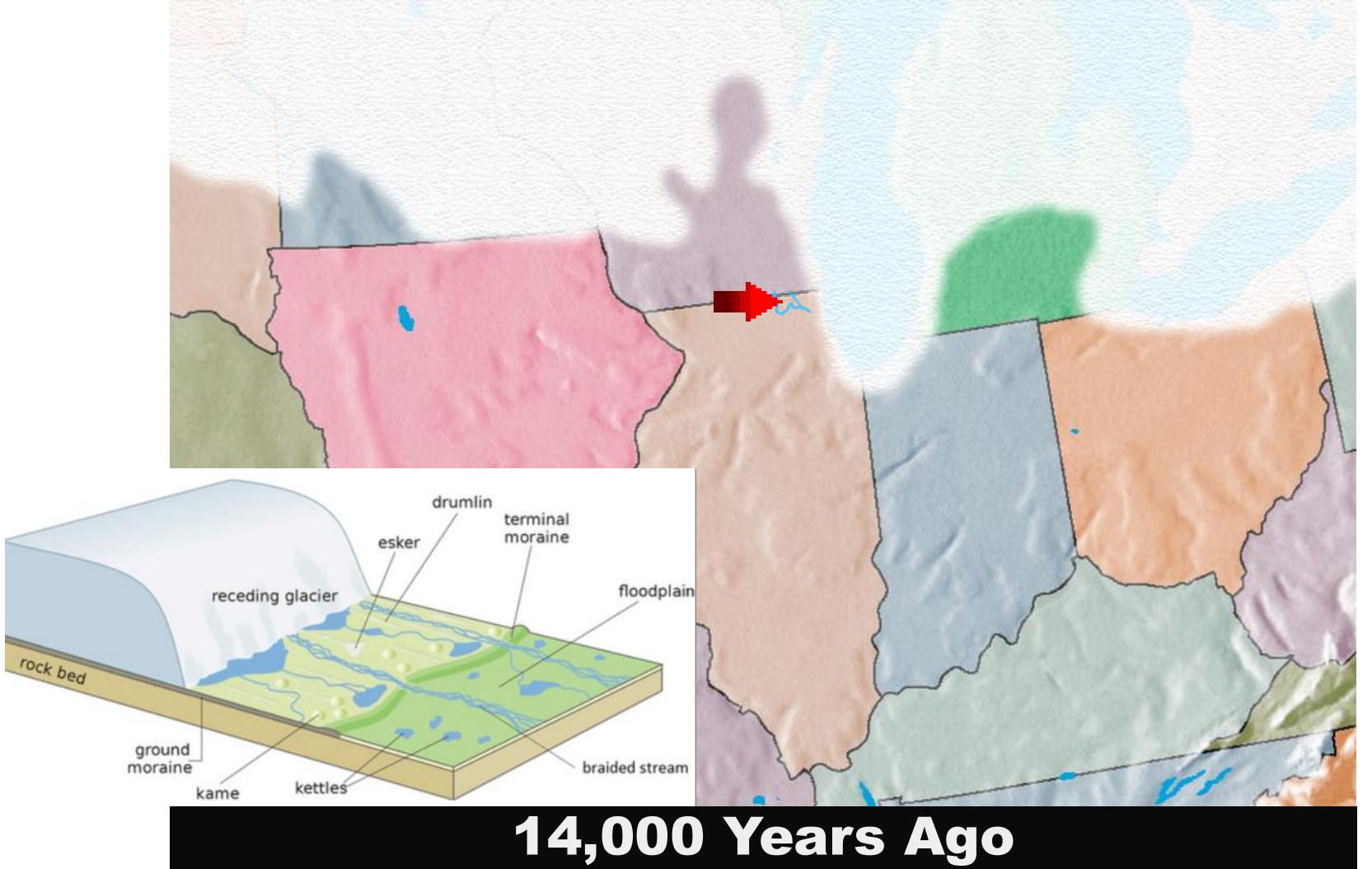
Nippersink Watershed Wetland & Floodplain Restoration

Ho-Chunk
Kickapoo
Lakota-Dakota
Mascouten
Miami
Peoria
Potawatomi
Sauk
Meskwaki

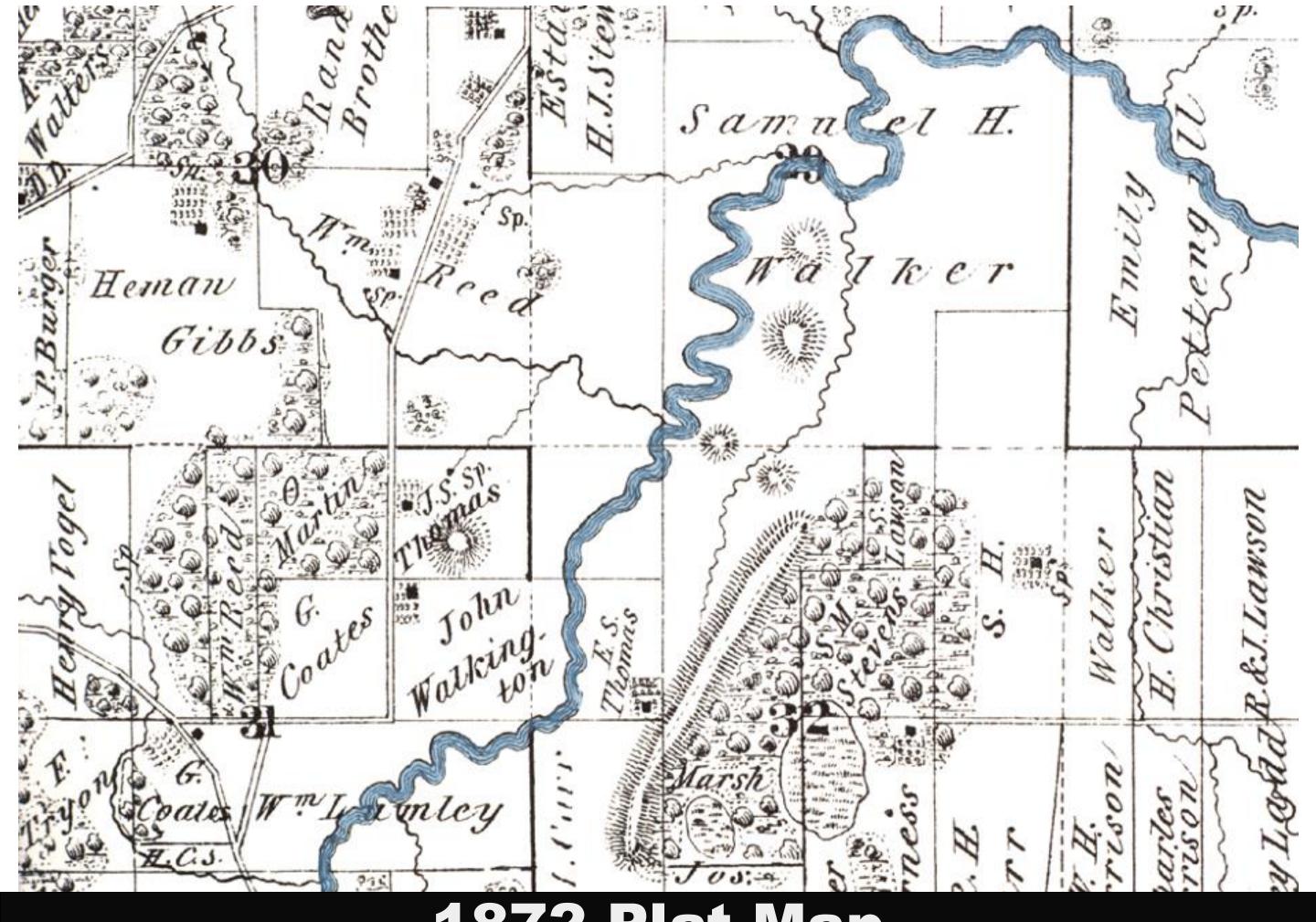
People of the Place of the Fire Nishnabe -Potawatomi "Nippersink" – a place of small waters



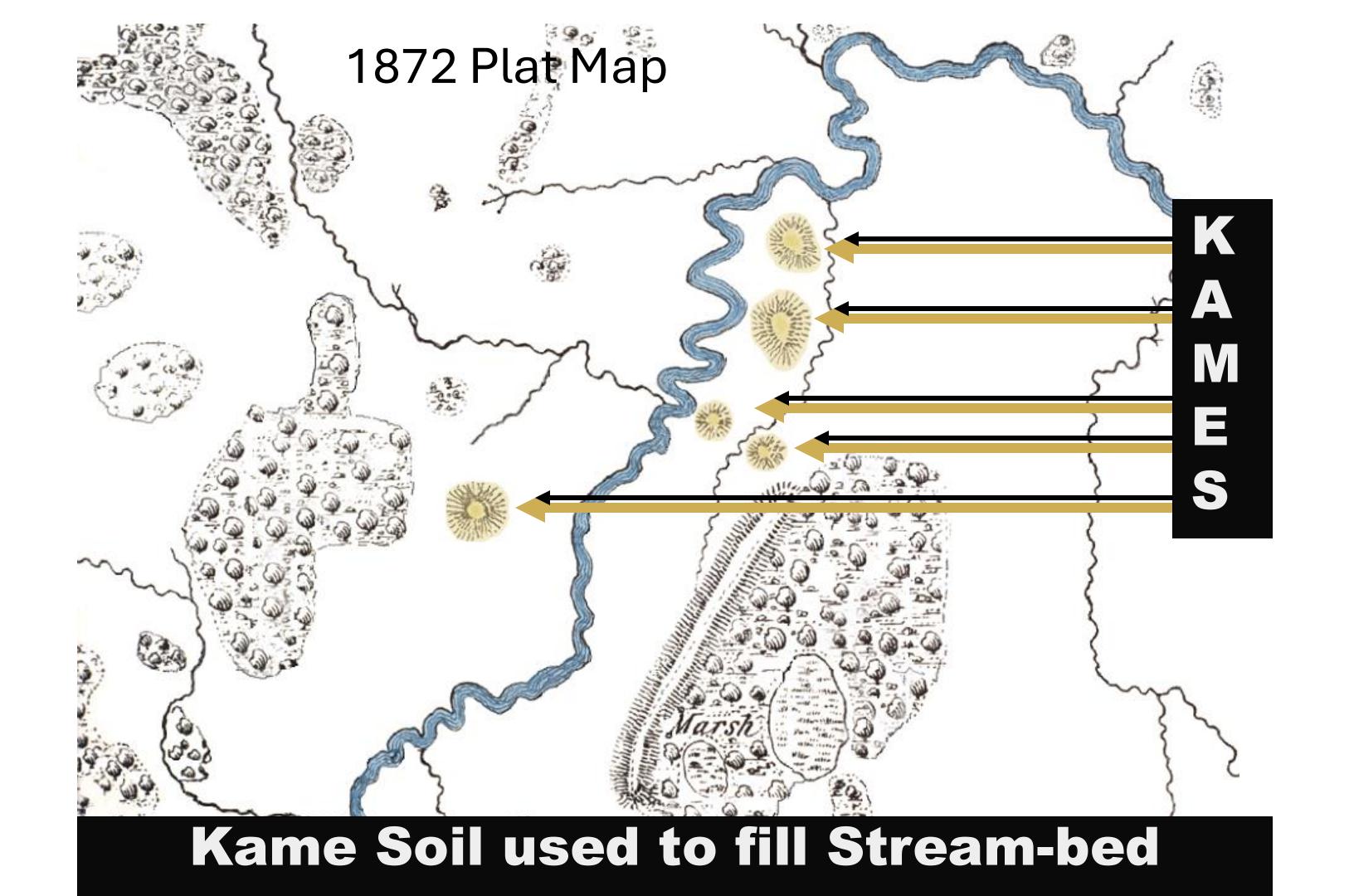








1872 Plat Map



Drainage Begins:

- Ditches Excavated
- Water Tables Lowered
- Waters Straightened
- Flows Expedited



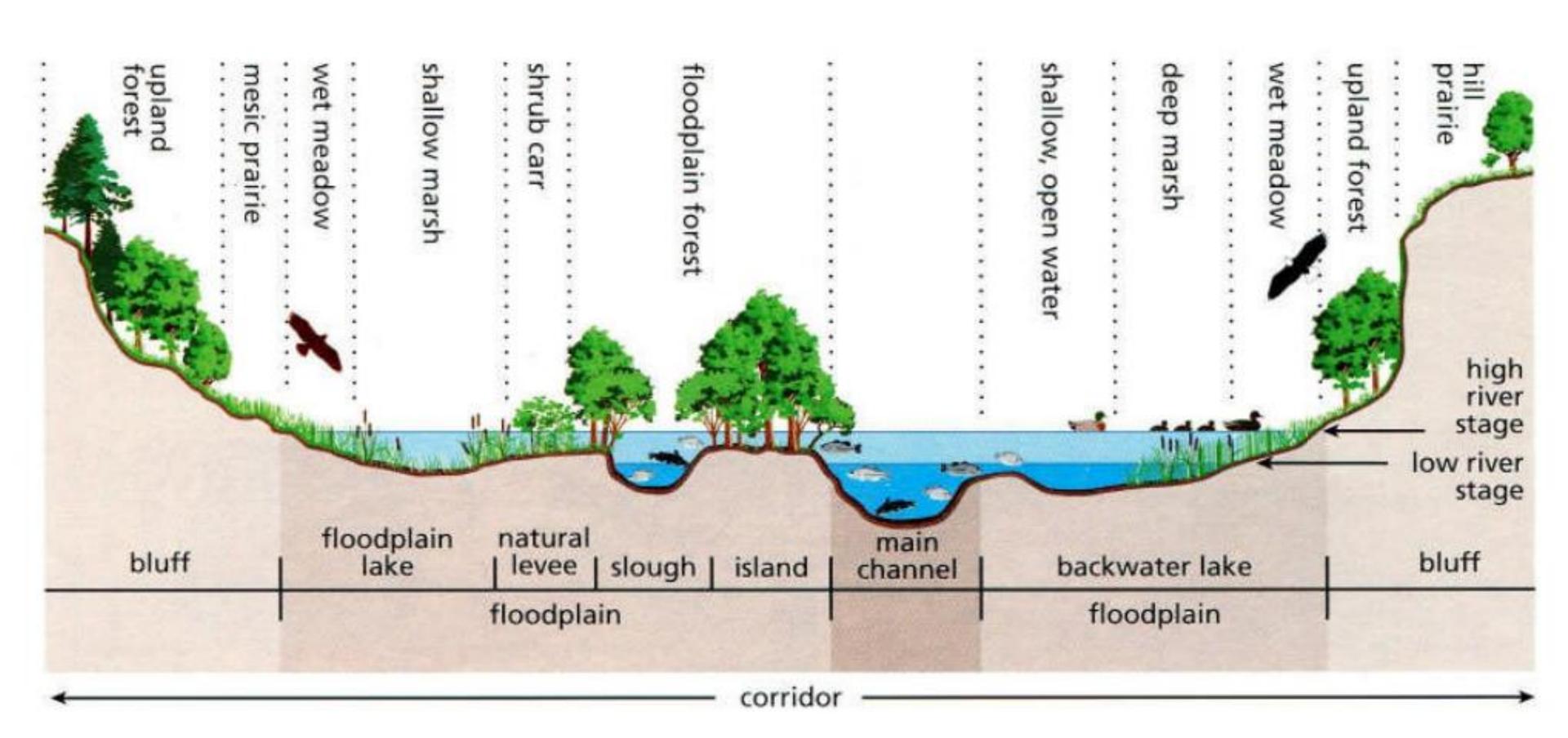
Small waters become subterranean

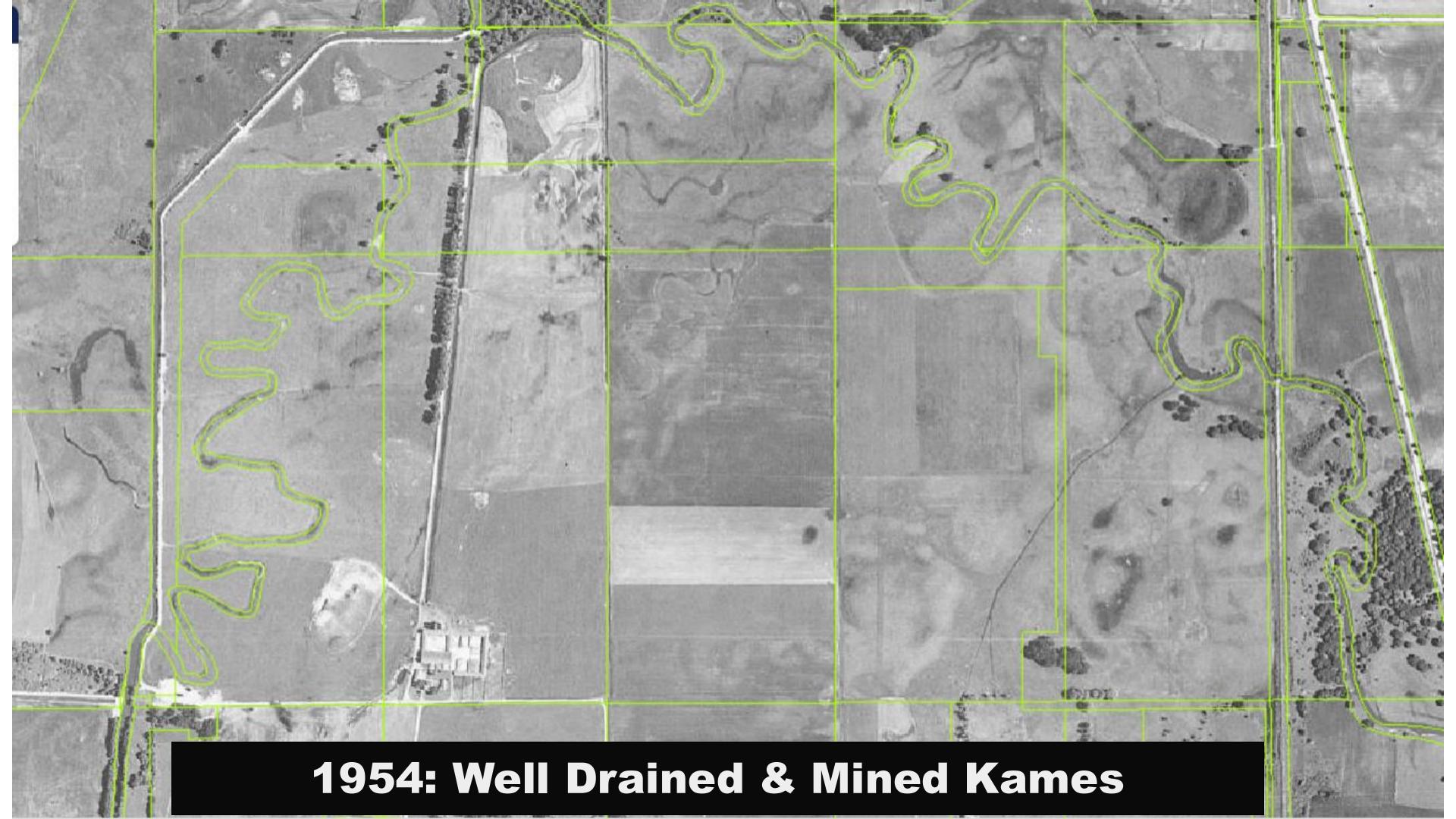


The Wetlands Initiative
estimates 1935 IL tile 6x globe



Riverine Cross Section









Externalities:

- Water Quantity
- Flood Storage
- Water Supply
- Water Quality
- Biodiversity & Habitat











1939: Still In Natural Form



1987: Ditched & Channelized

















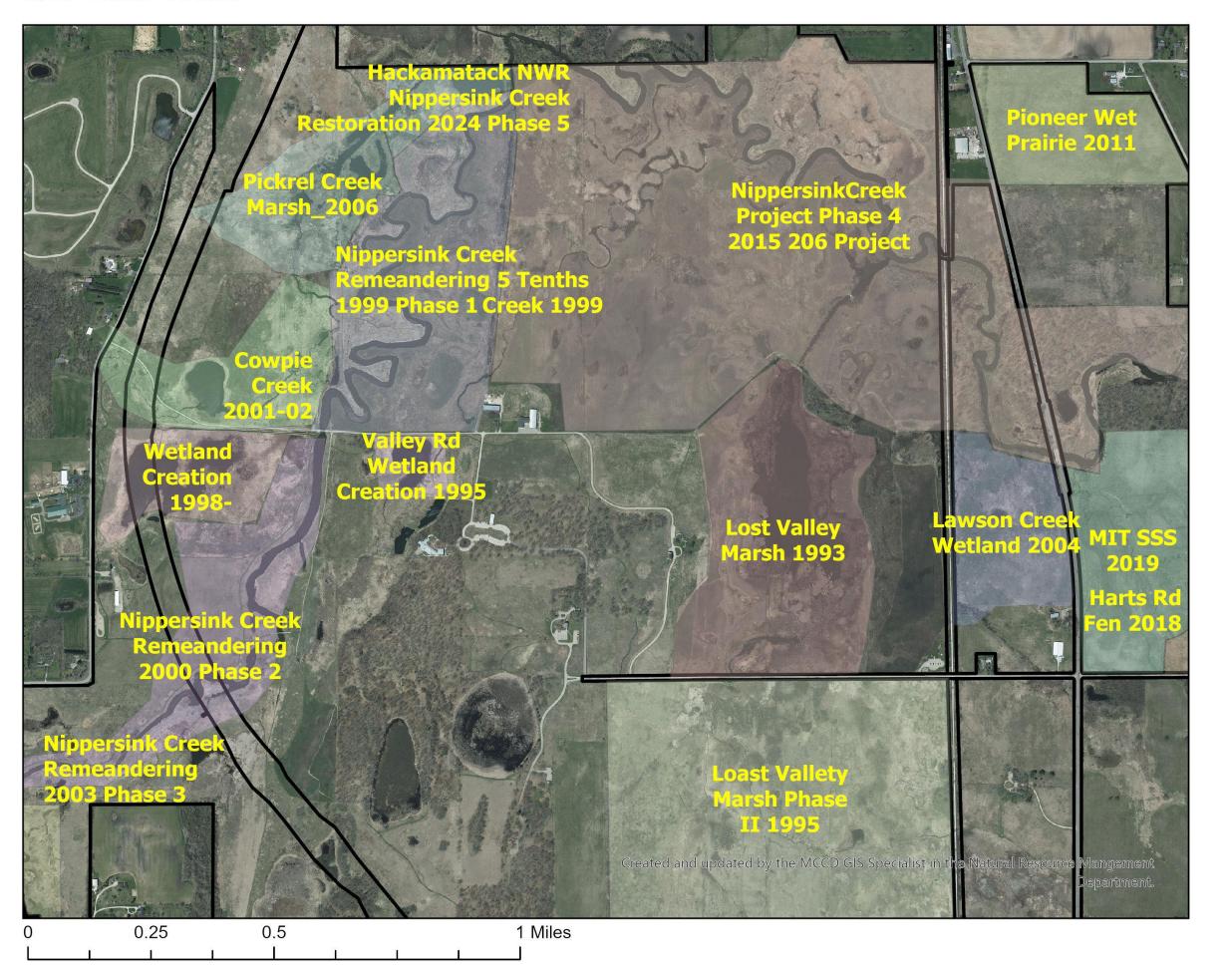




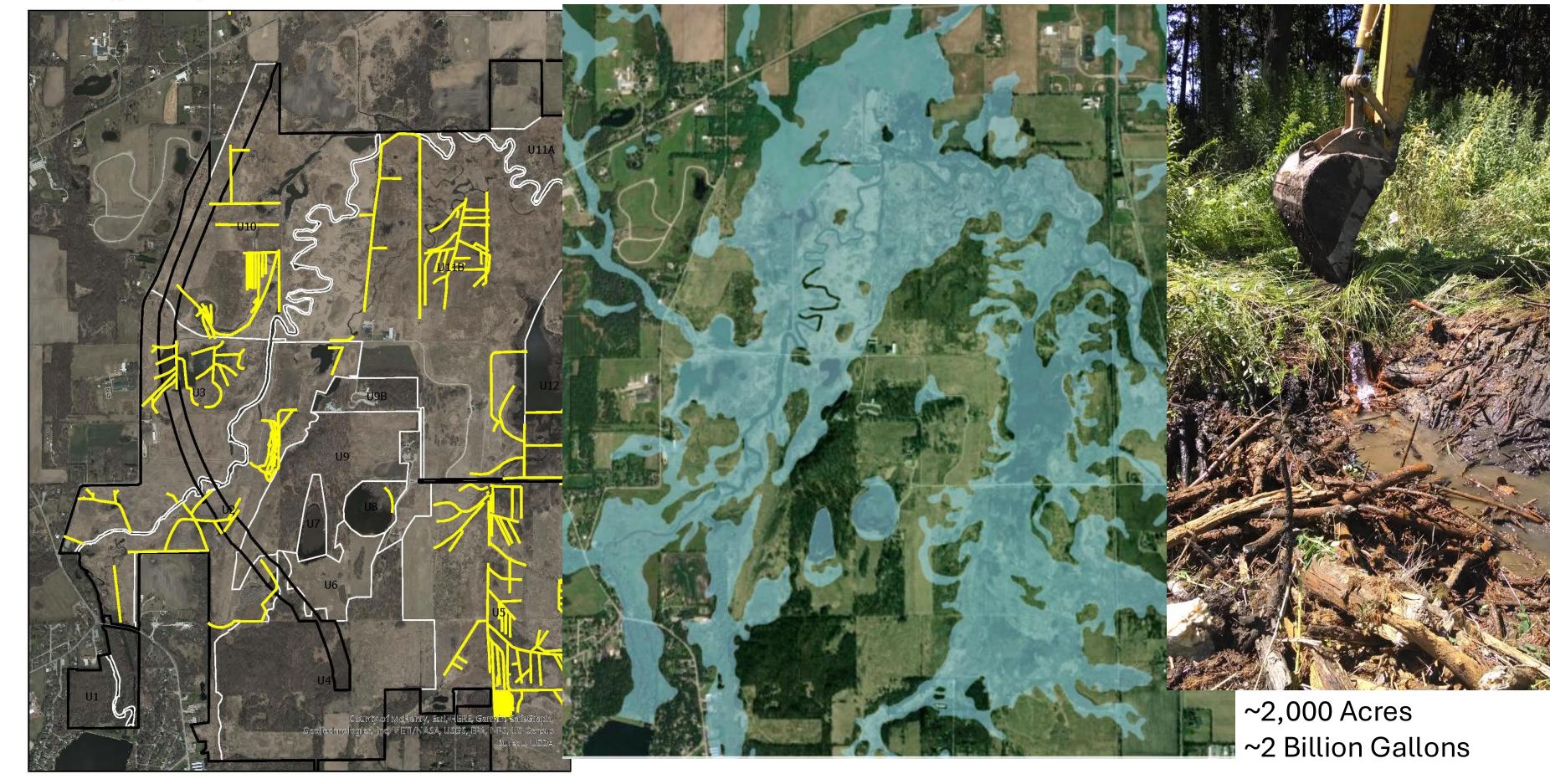




Ecological Reference Projects Current Conditions LRC -2022-00616

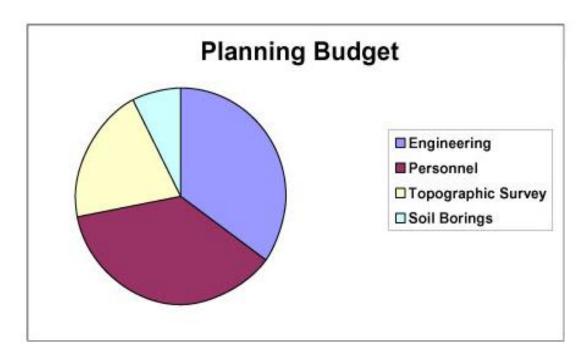


Glacial Park Nippersink Project Tile removal



0 0.5 1 2 Miles





Engineering \$ 19,000
Personnel \$ 20,000
Topographic Survey \$ 11,300
Soil Borings \$ 4,000

Total \$ 54,300

Engineering was provided free of charge from the U.S. Army Corps of Engineers. Personnl represents MCCD labor for all aspects of planning.

10,200 feet meander

5,200 feet grading

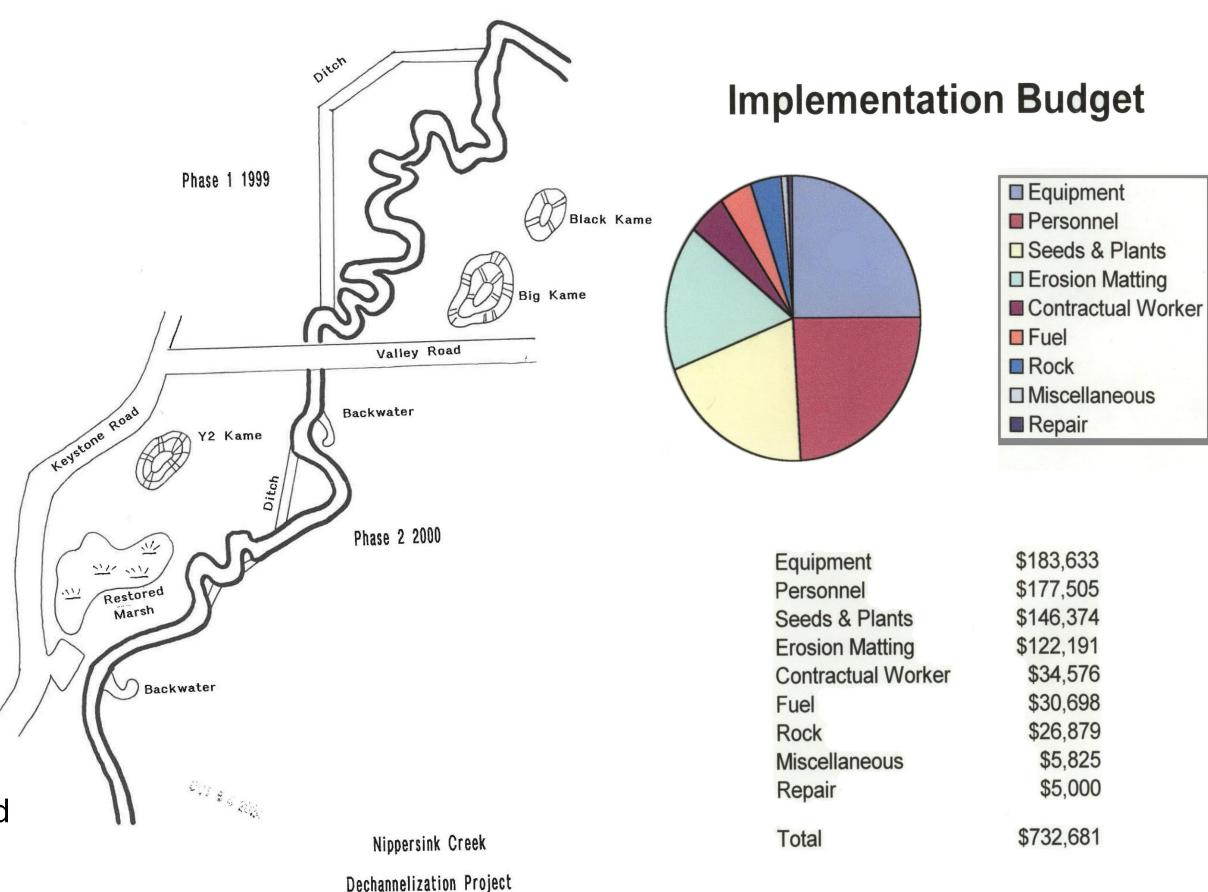
1,100-ton rock placed

165k cu yd soil moved-kame rebuild

1,200 tile removed

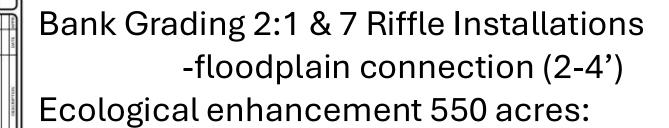
225,000 plugs

22 miles e-mat





Nippersink Creek Aquatic Ecosystem Restoration Project:



- -275 acres sedge meadow
 - -98 acres wet prairie
 - -100 acres wet mesic savanna

NIPPERSINK CREEK 206 PROJECT COSTS			
	Amount (\$)		
Feasibility	138,000		
P&S Plans & Specifications	100,000		
Construction	4,665,570		
LERRD Lands, Easements, ROW, Relocations, Disposals	2,600,000		
Monitoring	25,000		
TOTAL	7,528,570		
NOTE: First \$100,000 is 100% federally funded			
Total Shared project	7,428,570		
Fed Share (65%)	4,828,571		
Non Fed share (35%)	2,600,000		
Total Fed	4,928,571		
Total Non Fed	2,600,000		







School Springs Stream & Wetland Mitigation Bank

Project: Restore 5,035 Linear Feet Stream & 30 acres of wetland (20) and prairie (10)

Expeditures	2018	2019	2020	2021	2022	2023	2024	2025		Totals To Date
Engineering	\$ 26,197.39	\$ 5,325.00	\$ 617.30						\$	32,139.69
Seed	\$ 29,512.73	\$30,796.00	\$ 5,098.16	\$19,321.31	\$ 19,935.00				\$	104,663.20
HydroMonitor	\$ 5,041.48	\$ 168.28		\$ 809.82					\$	6,019.58
Construction & Materials		\$11,100.00								11,100.00
Invasives Mgt		\$ 3,651.16	\$14,996.50	\$29,988.00	\$ 28,421.76	\$ 24,999.80	\$ 24,945.00	\$ 25,000.00		152,002.22
Est. Staff Costs w/ benefit	\$ 10,000.00	\$65,000.00	\$32,000.00	\$32,000.00	\$ 34,000.00	\$ 35,000.00	\$ 36,000.00	\$ 36,000.00	\$	280,000.00
									\$	585,924.69
Revenues										
Stream					\$218,400.00	\$180,000.00	\$ 74,880.00	\$ 178,620.00	\$	651,900.00
Wetland					\$ 74,880.00	\$302,880.00		\$ 624,000.00	\$	1,001,760.00
									\$	1,653,660.00
								Net:	\$	1,067,735.31
Unrealized Gains	Current Cost F	Per Unit					Currently Available	Est. Performance Dependent		ent
Stream (feet)	\$ 780.00						1781	. 2265	\$	1,766,700.00
Wetland (acre)	\$124,800.00						C	10.51	\$	1,311,648.00
									\$	3,078,348.00



GOVERNMENT

RESIDENTS

BUSINESS

BENEFITS OF ECOLOGICAL RESTORATION

VILLAGE OF ALGONQUIN



NATURAL AREA MAINTENANCE & CONSERVATION

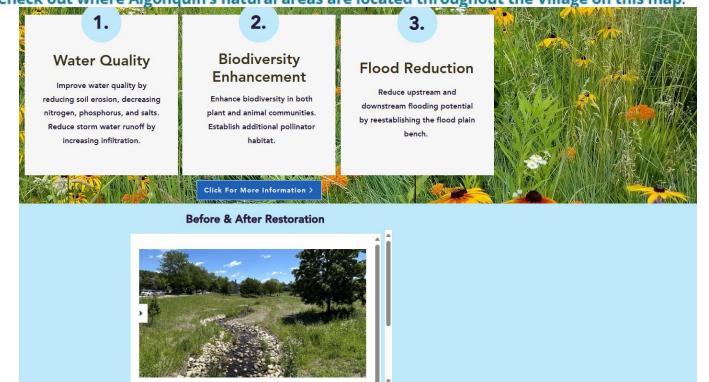
You are here: Home | Document Center | Natural Area Maintenance & Conservation

SINCE 2000, ALGONQUIN HAS RETAINED OVER 750 ACRES OF NATURAL SPACE AND ACTIVELY MANAGED AND RESTORED MORE THAN 400 ACRES.

The Village of Algonquin is dedicated to preserving our environment and responsibly managing essential natural resources, such as groundwater, wetlands, and watersheds.

These efforts have contributed to a positive response from nearly 85% of residents in the **Algonquin Community Survey** regarding the preservation of natural areas.

Check out where Algonquin's natural areas are located throughout the Village on this map.





WATER QUALITY BENEFITS

- Reduction of nutrients and pollutants in stormwater runoff
- Increased Infiltration to Shallow Aquifers
- · Erosion Control
- Flood Control



ENVIRONMENTAL BENEFITS

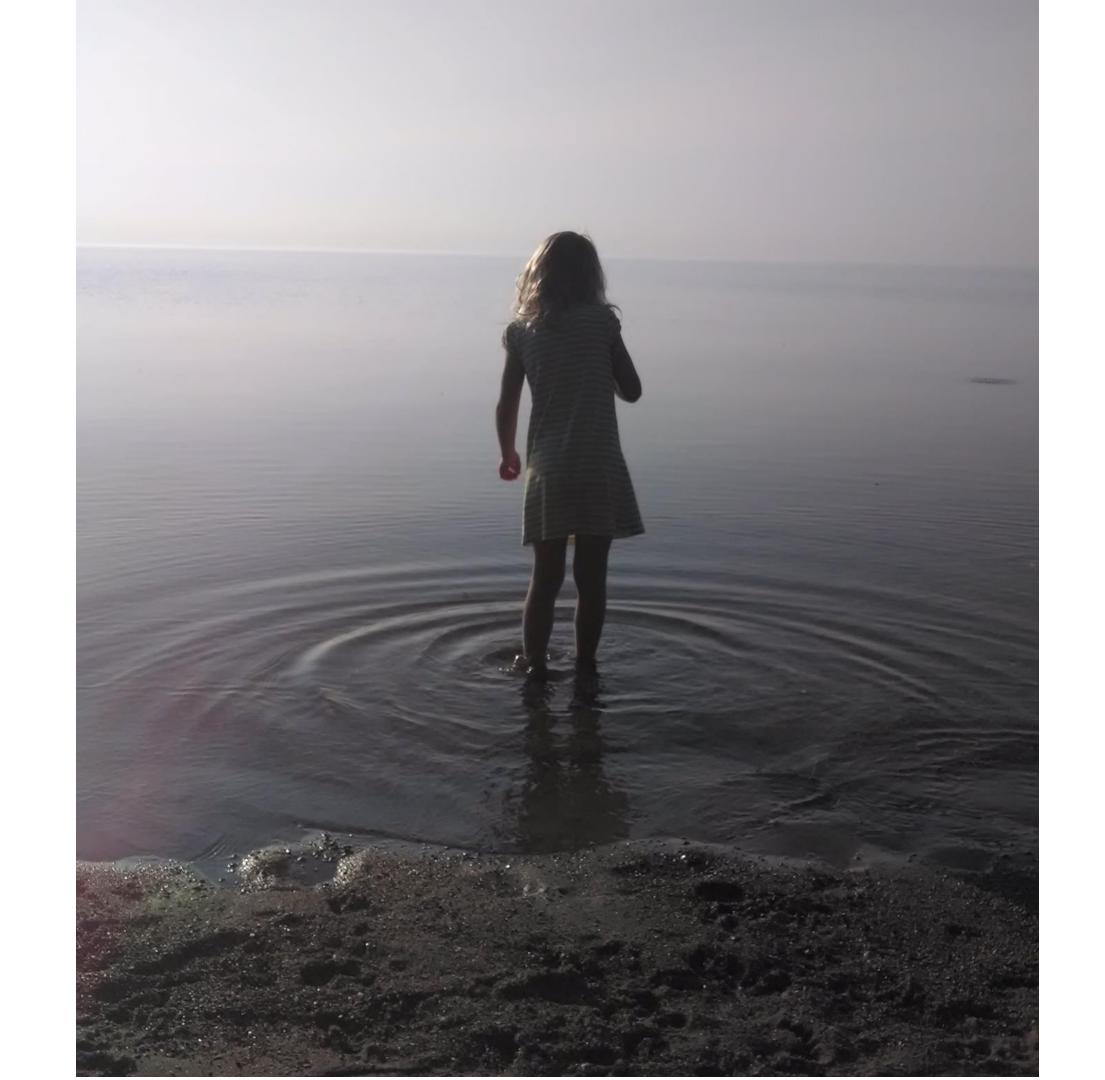
- · Increased carbon sequestration
- Increased habitat for native insects and animals
- Increased biodiversity
- Expand and protect our rare native ecosystems
- · Improved soil health



CULTURAL ECOSYSTEM SERVICES

- Improved aesthetics of restored areas
- Additional passive recreation opportunities
- Increased property values adjacent to restored natural areas

Big Dreams: Hope for Small Waters



Bridging Conservation & Hazard Mitigation Planning

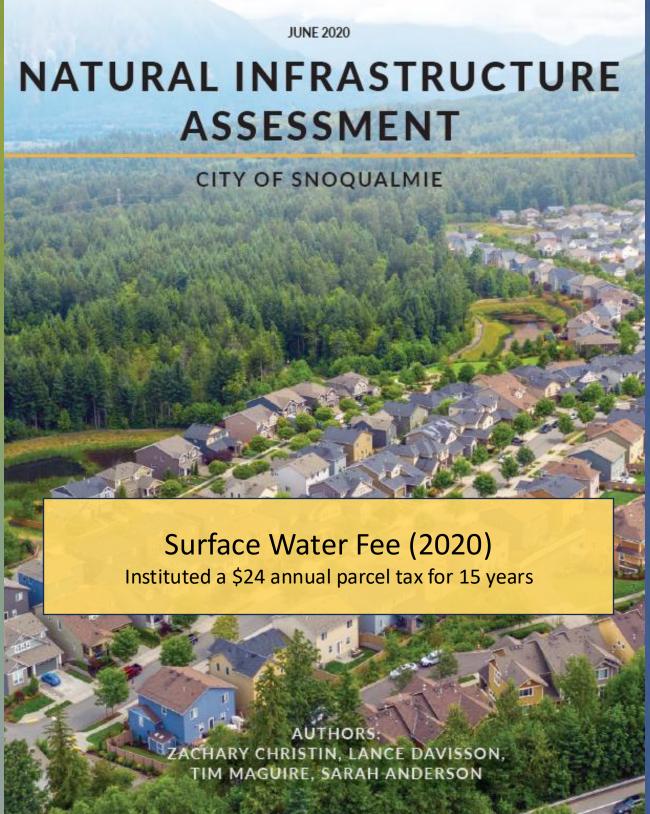
Leveraging Partnerships and Tools to Secure Funding and Develop Policy





Partnerships, Funding, and Policy Case Studies







I. TITLE:

Consideration of Environmental Benefits in the Evaluation of Acquisition Projects under the Hazard Mitigation Assistance (HMA) Programs

II. DATE OF ISSUANCE:

JUN 1 8 2013

III. POLICY STATEMENT:

FEMA Mitigation Policies (2013-2022) Funding for drought, wildfire, flood mitigation

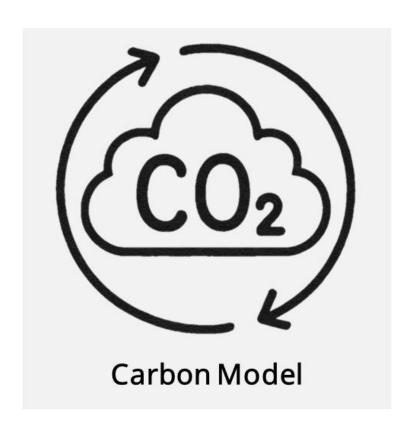
V. SCOPE AND APPLICABILITY:

This policy applies to the Pre-Disaster Mitigation (PDM) and the Flood Mitigation Assistance (FMA) Programs for which the application period is open on or after the date of this policy and to the Hazard Mitigation Grant Program (HMGP) for major disasters declared on or after the date of issuance of this policy. Further, the policy only applies to property acquisitions for the purpose of open space and subsequent relocations or demolitions.

VI. AUTHORITY:

Sections 203 and 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (42 U.S. Code [U.S.C.] §§ 5133; 5170c) authorize the PDM Program and HMGP, respectively. Section 1366 of the National Flood Insurance Act of 1968 (NFIA), as amended by the Biggert-Waters Flood Insurance Reform Act of 2012, (42 U.S.C. § 4104c) authorizes the FMA Programs. Regulations that implement the HMGP can be found at Title 44 Code of Federal Regulations (CFR) §§ 206.430-206.440. The FMA Program regulations can be found at Title 44 CFR Part 79. Regulations for property acquisition and relocation for open space can be found at Title 44 CFR Part 80. General requirements for BCA can be found in the Office of Management and Budget's (OMB) Circular A-94, Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs.



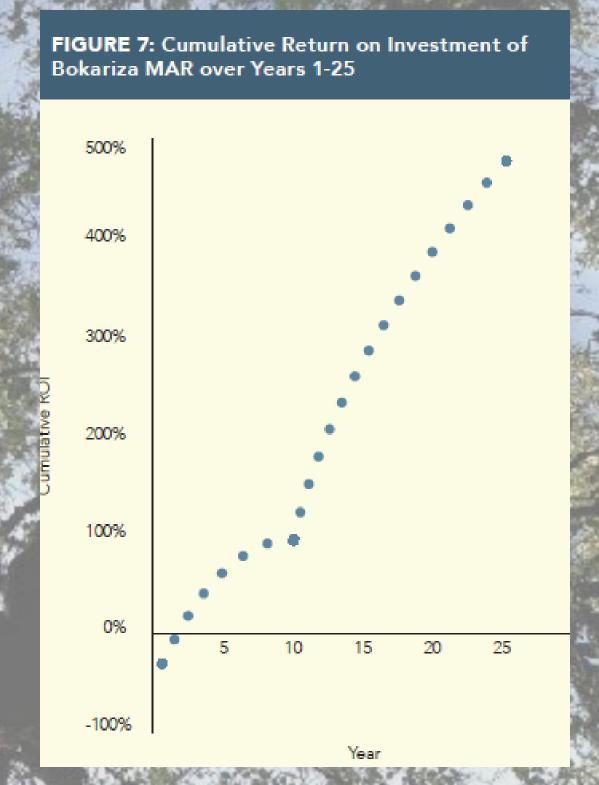




Ecosystem Service Framework

Case Study: Conservation District of Santa Cruz

TABLE 8: Summary of Bokariza MAR ROI Results						
Cumulative Costs	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25
Maintenance Costs	\$5,000	\$25,000	\$50,000	\$75,000	\$100,000	\$125,000
One-time Costs	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Opportunity Costs	\$15,224	\$76,120	\$152,240	\$228,360	\$304,480	\$380,600
TOTAL	\$90,224	\$171,120	\$272,240	\$373,360	\$474,480	\$575,600
Cumulative Benefits	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25
Water Supply	\$49,590	\$247,950	\$495,900	\$1,406,250	\$2,316,600	\$3,226,950
Flood Control	\$446	\$2,230	\$4,460	\$6,690	\$8,920	\$11,150
Habitat	\$960	\$4,800	\$9,600	\$14,400	\$19,200	\$24,000
Total	\$50,996	\$254,980	\$509,960	\$1,427,340	\$2,344,720	\$3,262,100
TOTAL	\$50,996	\$254,980	\$509,960	\$1,427,340	\$2,344,720	\$3,262,100
Cumulative ROI	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25
	-43%	49%	87%	282%	394%	467%



Case Study: Conservation District of Santa Cruz



Policy: Measure Q

Santa Cruz County-wide parcel tax \$87 annual per parcel \$7.5M per year

Case Study: City of Snoqualmie

TOTAL ANNUAL VALUE OF ECOSYSTEM SERVICES PROVIDED BY THE CITY-OWNED PORTION OF SNOQUALMIE'S URBAN FOREST:

Ecosystem Service	Low	High
Stormwater Retention	\$5,760,484	\$7,079,149
Carbon Sequestration	\$45,820	\$81,213
Water Quality	\$57,472	\$147,305
Total	\$5,863,776	\$7,307,668

\$5.8M

[™] \$7.3M

ANNUAL DOLLAR
VALUE (IN MILLIONS) OF
EVALUATED GOODS AND
SERVICES GENERATED BY
PUBLIC FORESTS

Case Study: City of Snoqualmie



Expanded the list of eligible utility-funded activities to include forest management

+\$4.7M to +\$5.7M increased funding from the stormwater fee increase

King Conservation District

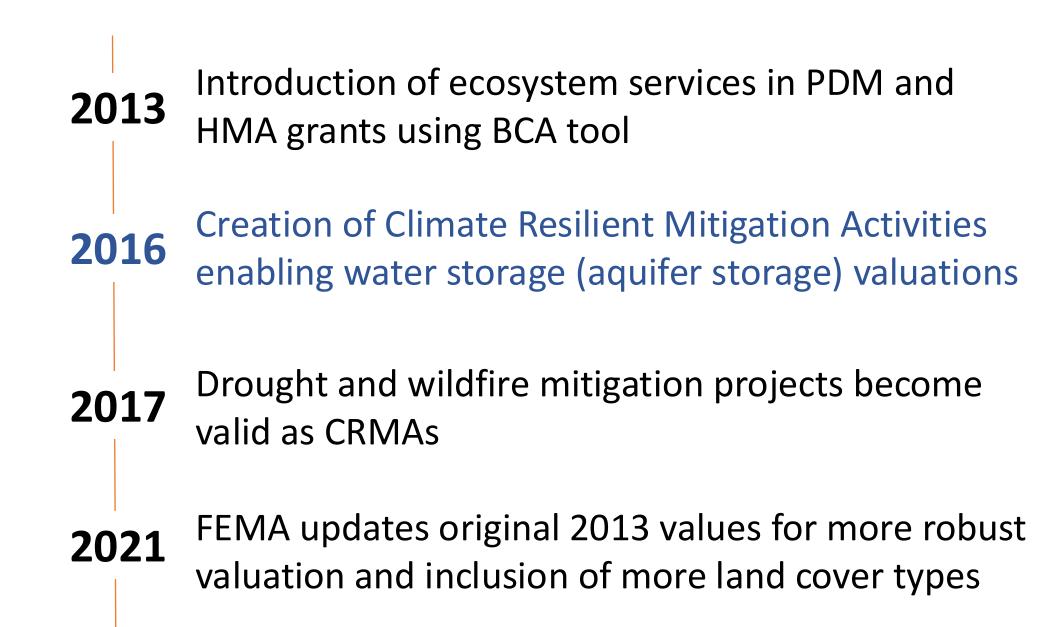
City of Tukwila

City of Snoqualmie

Case Study: Hazard Mitigation Applications



June 2013
Mitigation Policy FP-108-024-01



Examples of CD Collaboration in Hazard Mitigation

Shoreline, flood & groundwater PDM resilience 2023

City of Snohomish

Snohomish CD

HMGP PDM 2022

Watershed restoration & flood planning

King County

King CD

PDM 2019

Wildfire fuel reduction

UC Santa Cruz

Coastal San Luis RCD

HMGP PDM 2023

Multi-jurisdiction hazard mitigation planning

Washington County, OR

Multiple Water **Districts**



Other Applications of Ecosystem Service Framework

- Asset Management: Capital Investment Portfolio and Operating Budgets
- Risk Modeling: Monetizing Risk Abatement with BMPs
- Compost Program: Return on Investment of Compost and Biosolids Applications
- Tree Regulation: Using Ecosystem Service Value to Inform Tree Canopy Management and Critical Areas



Backup

Ecosystem Service Model

Benefit
Transfer
Methodology

Provisioning































Supporting







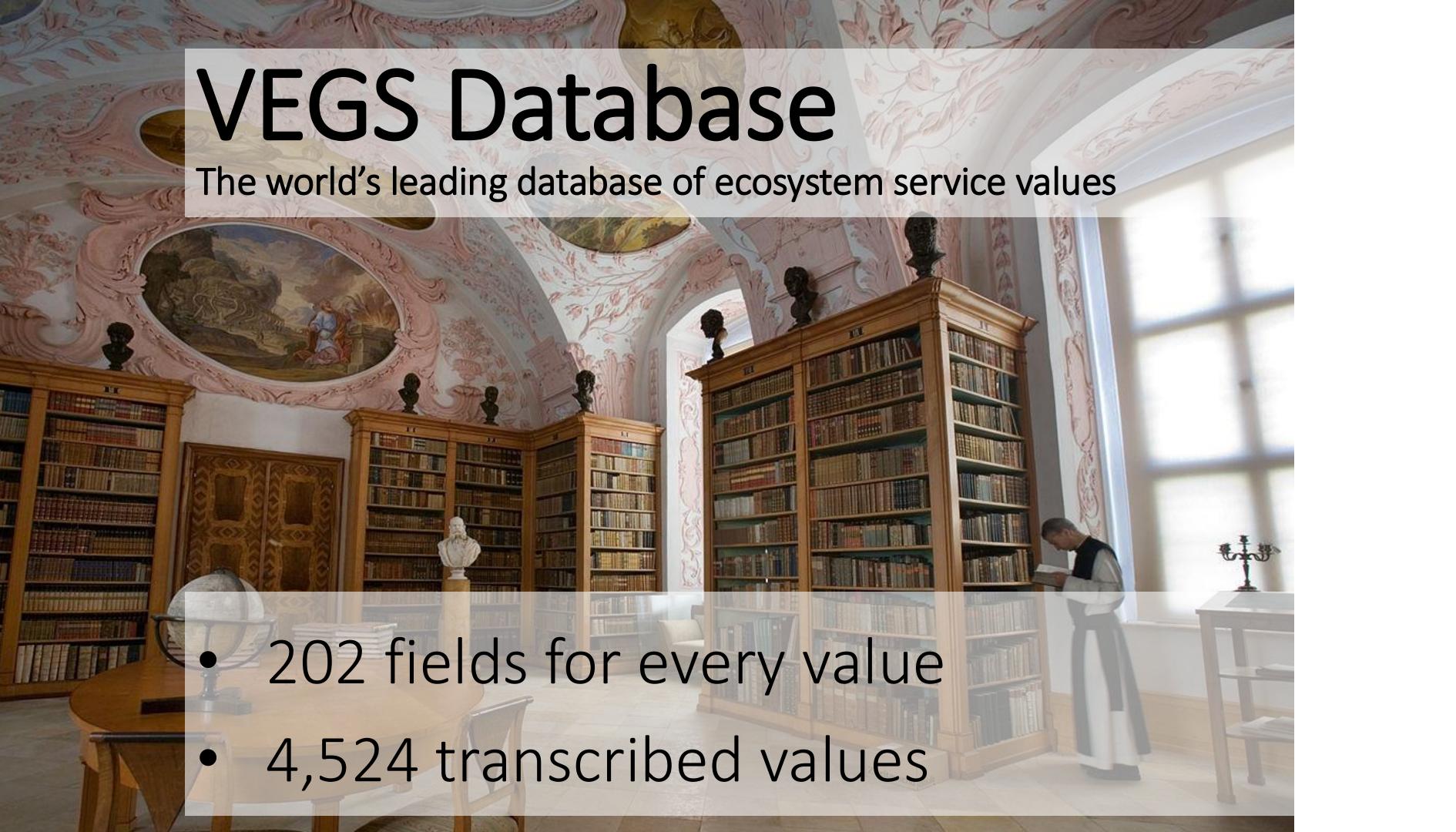


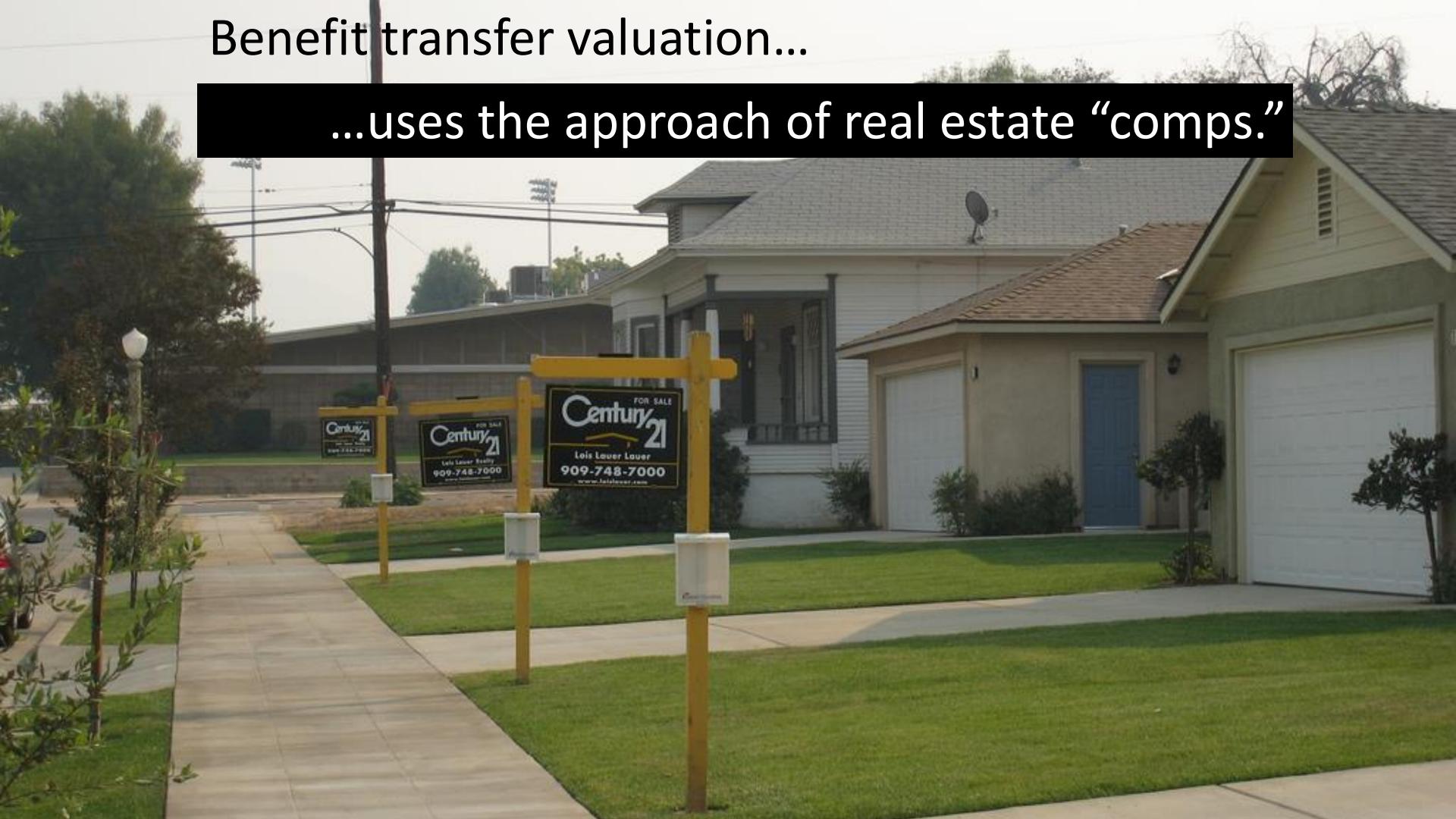


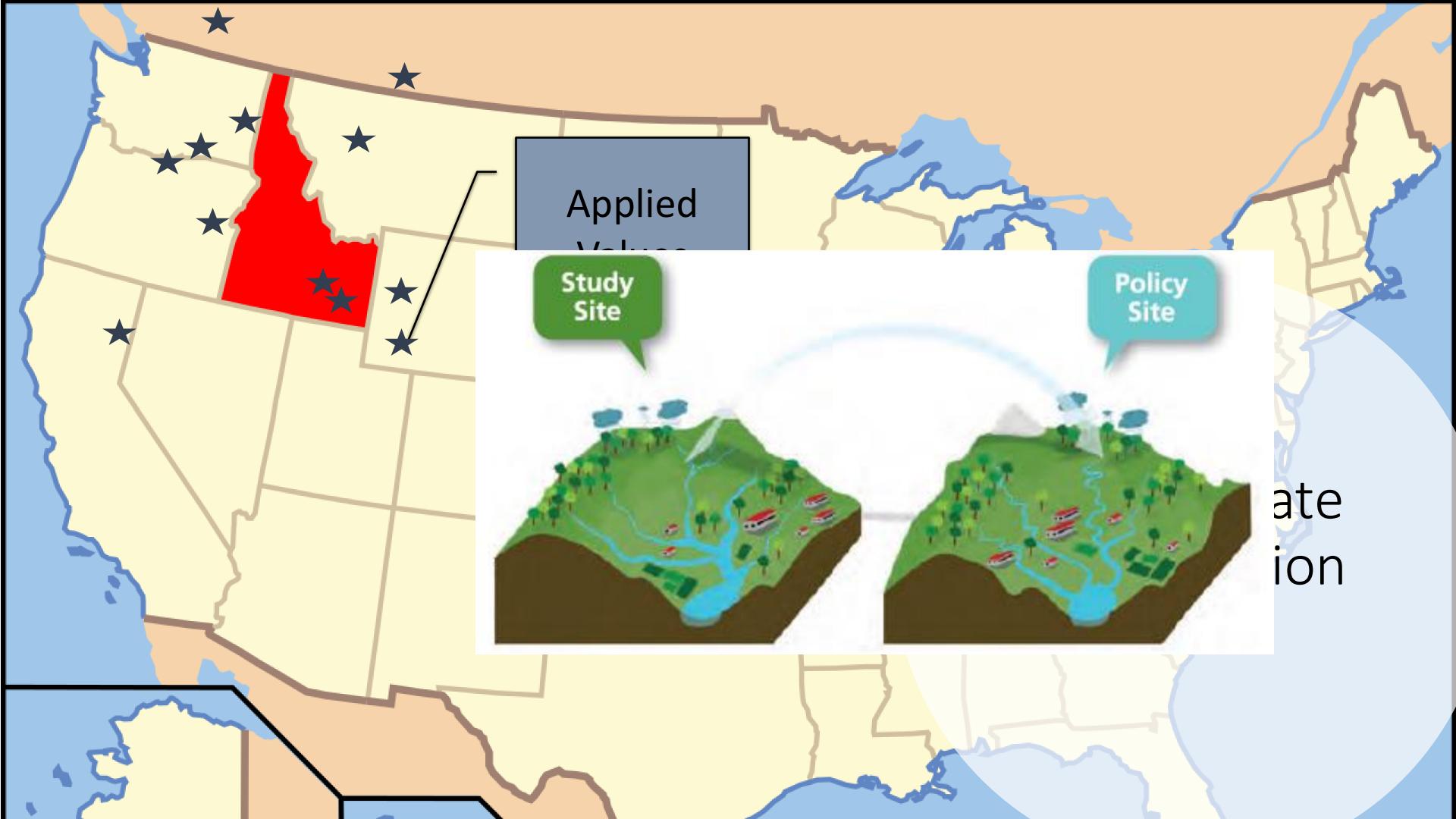


Information

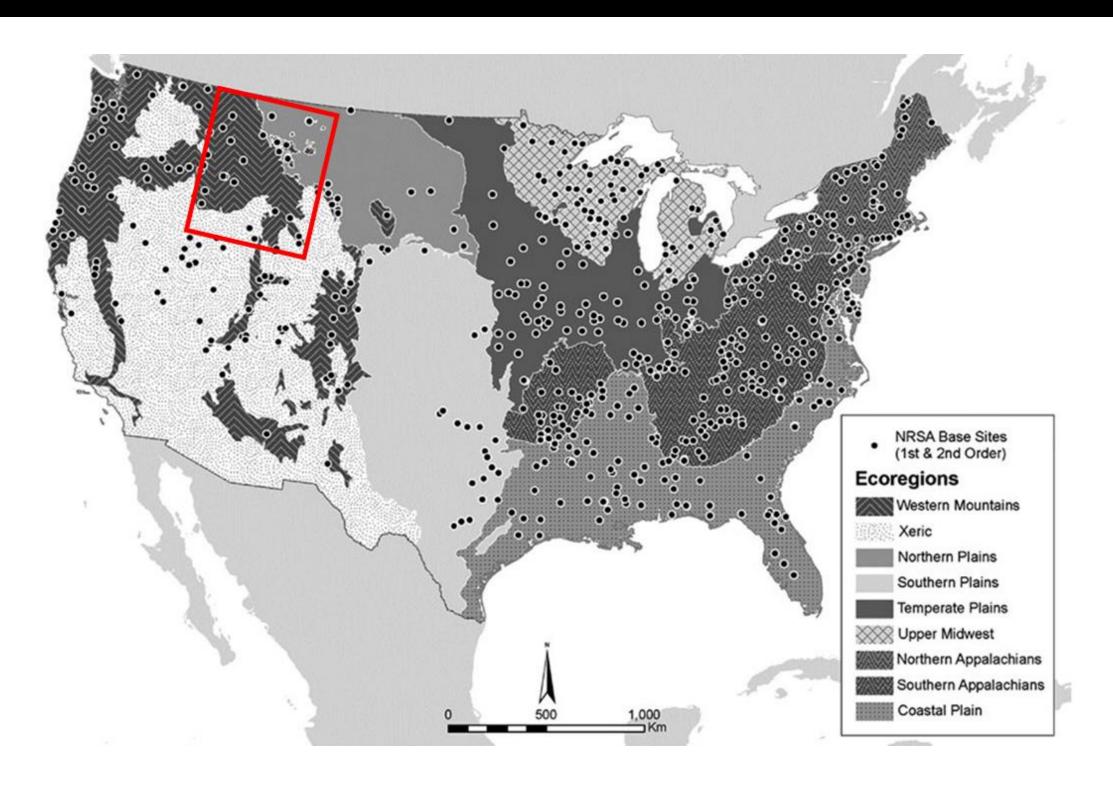
"...estimating nonmarket economic value by transferring available information from original studies already completed to the policy site."







Example: Hill et al. 2014



Hill, B. H., Kolka, R. K., McCormick, F. H., Starry, M. A. 2014. A synoptic survey of ecosystem services from headwater catchments in the United States. Ecosystem Services 7: 106-115

COFFEE BREAK

3:00 PM-3:15 PM





BREAKOUT 2: PARTNERSHIPS



OBJECTIVES:

- EXAMINE WHAT MAKES CERTAIN PARTNERSHIPS EFFECTIVE
- IDENTIFY THE TOOLS OR RESOURCES NEEDED TO STRENGTHEN AND SUSTAIN THEM.



1. Partnership brainstorm and reflection (30 min)

As a group, brainstorm all relevant partnerships that might be important for a multi-benefit nature-based project, organizing them on your flip chart in a table with the following columns:

Partner	Priorities/Stake in Project	Value to Project
	What are the partner's top priorities? Based on their priorities, how would they benefit from this project/why would they want to see it happen?	What value (resources, expertise, funding, etc.) could the stakeholder bring to the table? What role could they play in the project?



2. Reflection, Challenges, and Opportunities (30 min)

- Reflect on your experience with partnerships and discuss as a group, using the following guiding questions:
 - a. What partnerships do you already have that do (or could) support hazard mitigation planning? Which of these partnerships have been the most effective, and what factors have contributed to their success?
 - b. What challenges or barriers have you faced in forming or sustaining partnerships?
 - What partnerships are missing or underdeveloped? Who else should be at the table? Are there local or regional agencies or organizations that you would like to partner with in your work but haven't yet?
 - d. What tools or resources are needed to foster these partnerships? How could the hazard mitigation planning process support these partnerships?

CLOSING REMARKS



THANK YOU!

