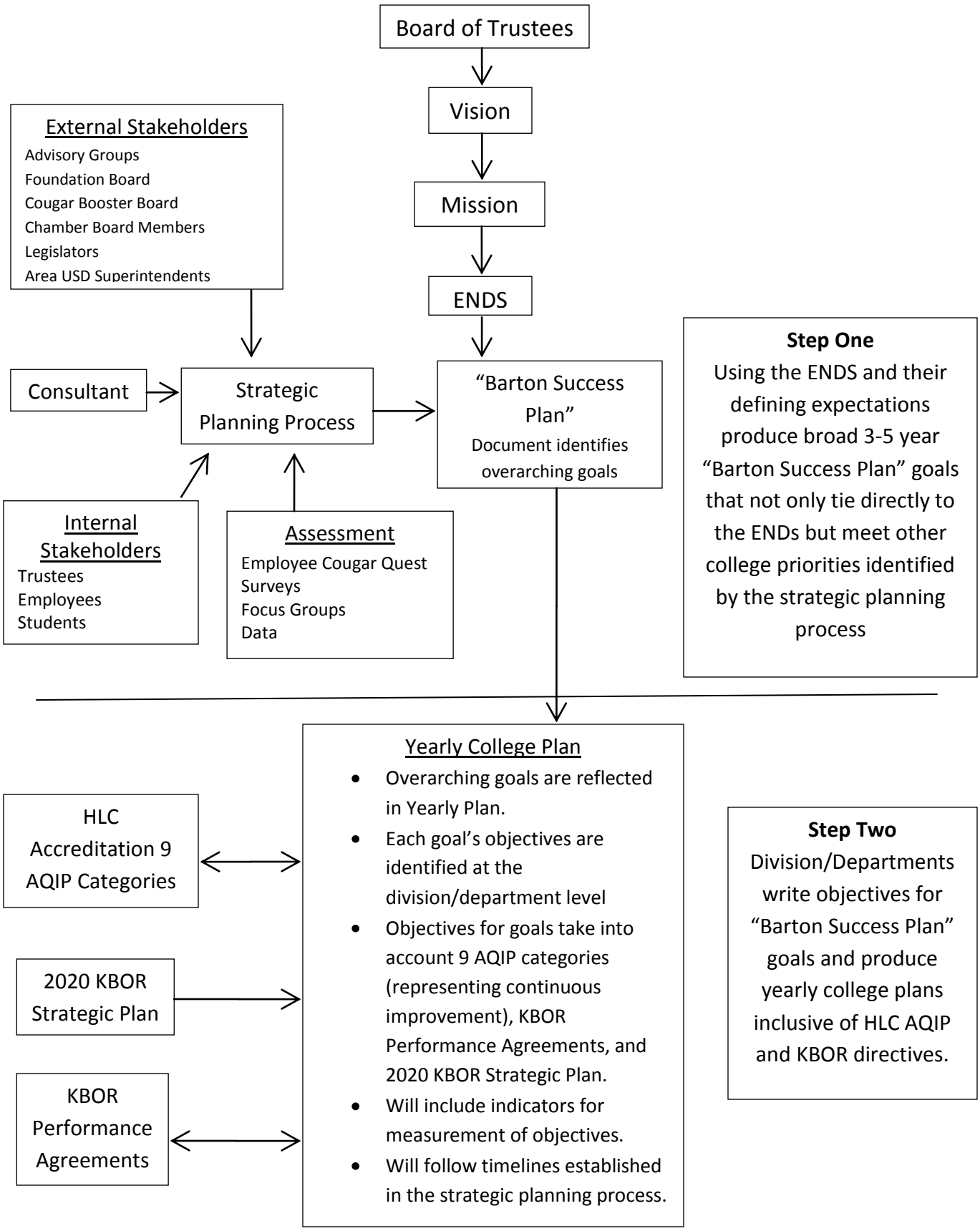STRATEGIC PLANNING UMBRELLA FORMAT 2012 - 2016