



FINANCE & PROGRAM REVIEW COMMITTEE

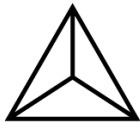
September 12, 2018

5:00 p.m. (Note time change)

TCRPC Small Conference Room

AGENDA

- I. CALL TO ORDER/INTRODUCTIONS**
- II. APPROVAL OF AGENDA – (action)**
- III. APPROVAL OF MINUTES** of the August 8, 2018 meeting – (action)
- IV. PUBLIC COMMENT** (opportunity to address the committee on topics on the agenda)
- V. BUSINESS ITEMS**
 - A. Finance Report for August 2018 – (action)
The Finance Report for August 2018 is enclosed.
 - B. Expenditures Report for August 2018 – (information)
The August expenditures report will be distributed under separate cover.
 - C. Budget Revision for FY 2018 – (action)
The final budget revision for FY '18 is enclosed.
 - D. Budget FY 2019 – (action)
The FY 2019 Budget is enclosed. The FPC will be asked to make a recommendation to the Board of Commissioners.
 - E. Photography Request – (action)
The FPC will be asked to make a recommendation to the Board of Commissioners to hire a photographer to build a photo inventory for rebranding purposes. Memo enclosed.
 - F. Hazard Mitigation Plan Update – (action)
The Hazard Mitigation Plan for the region is set to sunset in the coming months. Funding is available to assist in updating the plan for the region. The FPC will be asked to consider a request to apply for funding for the purposes of updating the Hazard Mitigation Plan. Memo enclosed.
 - G. Flood Plain Management Services Program – (action)
Staff has been working with the Army Corps of Engineers to develop a strategy to assist our local communities with improved floodplain management planning. The FPC will be asked to consider a request to solidify our relationship with the Corps with the intention of providing assistance to local communities and in the region.
- VI. OTHER BUSINESS**
- VII. ADJOURN**



FINANCE & PROGRAM REVIEW COMMITTEE PROPOSED MEETING MINUTES

August 8, 2018 (Wednesday) at 4:00 p.m.
Tri-County Regional Planning Commission

- I. **Approval of Agenda**
It was **MOVED** by C/Watkins, **SUPPORTED** by C/Swope to approve the agenda.
MOTION CARRIED UNANIMOUSLY.

- II. **Approval of July 8, 2018 Minutes**
It was **MOVED** by C/Watkins, **SUPPORTED** by C/Austin to approve the minutes.
MOTION CARRIED UNANIMOUSLY.

- III. **Finance Report for July 2018**
C/Spadafore asked what the Special Project line item was and if it is a concern that it is almost 100% spent. Finance & Personnel Coordinator Hoffman explained it is used for expenditures related to GLRC and the Regional Prosperity Initiative. Coordinator Hoffman stated he will check on the expenditures and there can be a budget revision in September if it needs to be adjusted.

It was **MOVED** by C/Swope **SUPPORTED** by C/Spadafore to recommend the report be received and placed on file. **MOTION CARRIED UNANIMOUSLY.**

- IV. **Expenditures Report for July 2018**
The expenditures report was reviewed by Coordinator Hoffman.

It was **MOVED** by C/Spadafore **SUPPORTED** by C/Watkins to recommend the report be received and placed on file. **MOTION CARRIED UNANIMOUSLY.**

- V. **Commission Quarterly Report**
Coordinator Hoffman explained the report is for the quarter ending June 30, 2018. There is a correction in the budget. The Contractual Services amount should be \$30,000.

- VI. **Discretionary Funds**
The Executive & Personnel Committee approved the balance of the Discretionary Funds of \$2,600 for Executive Director candidates' travel to the 1st round of interviews. If the candidates are required to travel for the 2nd interview, more funds will be needed. After much discussion, the following motion was made.

It was **MOVED** C/Spadafore and **SUPPORTED** by C/Watkins to allocate an additional \$2,600 to Discretionary Funds for Executive Director candidates' travel. Motion passed. Yeas: C/Spadafore, C/Swope, C/Watkins, C/Eakin Nay: C/Barnes

- VII. **Adjourn**
It was **MOVED** by C/Swope **SUPPORTED** by C/Spadafore to adjourn the meeting at 4:25 p.m. **MOTION CARRIED UNANIMOUSLY.**

The next Finance & Program Review Committee meeting is scheduled for Wednesday, September 12, 2018 at 4:00 p.m. at the TCRPC office.

2018 Finance & Program Review Committee Attendance

Commissioner	Representing	MEETING DATE											
		1/10	2/14	3/14	4/11	5/9	6/13	7/11	8/8	9/12	10/10	11/7	12/5
Christine Barnes	Eaton County	N/A	N/A	X	X				X				
Peter Spadafore	City of Lansing, Council	N/A		X	X				X				
Chris Swope	City of Lansing	N/A	X	X	X	X	X	X	X				
Adam Stacey	Clinton County Board of Commissioners	N/A						X					
Gail Watkins	Clinton County Road Commission	N/A	X	X	X	X		X	X				
Kent Austin	Eaton County Board of Commissioners	N/A	X	X	X		X	X					
Roger A. Eakin (Chair)	Eaton County Board of Commissioners	N/A	X	X	X	X	X	X	X				
Julie Brixie	Ingham County, Meridian Charter Twp.	N/A		X									
Randy Schafer	Ingham County Board of Commissioners	N/A	X		X	X	X	X					
	TOTAL (9)	/	5	7	7	4	4	6	5				

Others in attendance

- 1/10/2018: Meeting was attended by members appointed in 2017; TCRPC Staff: James Snell and Greg Hoffman
- 2/14/2018: TCRPC Staff: James Snell and Greg Hoffman
- 3/14/2018: TCRPC Staff: James Snell and Greg Hoffman
- 4/11/2018: TCRPC Staff: James Snell and Greg Hoffman
- 5/09/2018: TCRPC Staff: James Snell and Greg Hoffman
- 6/13/2018: TCRPC Staff: James Snell and Greg Hoffman
- 7/11/2018: TCRPC Staff: James Snell and Greg Hoffman
- 8/08/2018: TCRPC Staff: James Snell and Greg Hoffman

TRI-COUNTY REGIONAL PLANNING COMMISSION
 EXPENDITURE REPORT
 AUGUST 2018
 FISCAL YEAR 10/1/2017 TO 9/30/2018

LINE ITEM CATEGORY	BUDGET	CURRENT MONTH		FISCAL YEAR TO DATE	BALANCE	PERCENT EXPENDED
		PROGRAMS	COMMISSION GENERAL FUND			
Salaries	760,500	50,826	2,798	659,349	101,151	86.70%
Fringe Benefits	380,500	22,657	1,737	275,035	105,465	72.28%
Advertising	4,100			1,969	2,131	48.02%
Audit	9,800			8,800	1,000	89.80%
Bank Service Charges	1,000		67	728	272	72.81%
Commission Discretionary Funds	5,000		1,787	4,116	884	82.31%
Commission Mtg Expense	2,200			2,164	36	98.37%
Commission Travel	1,000				1,000	0.00%
Computer Services	41,000	2,068	142	25,690	15,310	62.66%
Computer Software	32,000	942		28,512	3,488	89.10%
Consultant	150,000			77,877	72,123	51.92%
Contractual Services	45,000			14,223	30,777	31.61%
Equipment Maintenance	2,500	296	65		2,500	0.00%
Fixed Asset Depreciation	9,000	614	50	7,298	1,702	81.09%
Furniture/Equipment Purch.	15,000			7,576	7,424	50.51%
Insurance	6,400			6,198	202	96.84%
Membership Dues	11,000	1,956	394	7,577	3,423	68.88%
Office Supplies	10,000	664		6,714	3,286	67.14%
Pass Through	263,760			101,817	161,943	38.60%
Postage	2,300	50	6	632	1,668	27.50%
Printing & Copying	11,650	62	112	4,395	7,255	37.72%
Publications/Subscriptions	1,050	20		561	489	53.43%
Rent - Meeting Facility	2,050			150	1,900	7.32%
Rent - Office	70,100	4,994	372	61,719	8,381	88.04%
Special Projects	51,472	903		51,992	-520	101.01%
Telephone	3,500	174	6	2,102	1,398	60.06%
Training	8,000			835	7,165	10.44%
Transfer for Match	219,352		20,001	149,015	70,337	67.93%
Travel - In	17,000	1,631	13	13,849	3,151	81.47%
Travel - Out	22,500	1,395		20,475	2,025	91.00%
Totals	2,158,734	89,252	27,548	1,541,369	617,365	71.40%

TCRPC
 09/05/18

Tri-County Regional Planning Commission

Period From 8/1/2018 to 8/31/2018

Date	Description	Amount	
08/08/2018	AFLAC	Payroll Deduction	251.73
08/08/2018	GovHR USA	Ex. Director Search Consultant	7,858.90
08/08/2018	GREGORY P HOFFMAN - PETTY CASH	Office Supplies	146.44
08/08/2018	Huntington National Bank	Credit Card - Travel Expensed	93.78
08/08/2018	Alerus Financial	Pension Payment	5,997.83
08/08/2018	NATIONWIDE RETIREMENT/SOLUTION	Payroll Deduction	631.19
08/08/2018	NATIONAL ASSOC. OF REG. COUNCILS	Membership	2,320.00
08/08/2018	Professional Maintenance Cleaning Co.	Rent	373.27
08/08/2018	Providence Consulting	Equipment	6,471.93
08/08/2018	Rachel Elsinga	Travel Advance	575.00
08/08/2018	State of Michigan	Special Project - Well testing	246.00
08/22/2018	ASAP Printing	Printing	62.29
08/22/2018	Aspen Tech Consulting, INC.	Computer Services	90.00
08/22/2018	BLUE CARE NETWORK	Fringe Benefit	10,687.13
08/22/2018	COMMERCIAL BLUEPRINT, INC.	Office Supplies	361.00
08/22/2018	Connex International	Telephone Service	45.37
08/22/2018	DART CONTAINER OF MICHIGAN LLC	Rent	4,574.00
08/22/2018	DBI BUSINESS INTERIORS	Office Supplies	94.41
08/22/2018	Jeff Watson	Travel Reimbursement	1,064.46
08/22/2018	Mark Debald	Travel Reimbursement	722.26
08/22/2018	NATIONWIDE RETIREMENT/SOLUTION	Payroll Deduction	631.19
08/22/2018	Natalie Warren	Travel Reimbursement - GLRC	879.24
08/22/2018	North Arrow Technologies, INC	Computer Services Wellhead	1,600.00
08/22/2018	Providence Consulting	Computer Services/Software	3,874.66
08/22/2018	Capital City Reprographics, Inc	Office Supplies	454.82
08/22/2018	PR# 17 8/15/2018	Payroll Deduction	20,850.98
08/28/2018	Withholding State of MI - August	Payroll Deduction	1,860.61
08/28/2018	Withholding payment City of Lansing - Augu:	Payroll Deduction	71.77
08/28/2018	VSP - August	Fringe Benefit	269.67
08/28/2018	TDS MetroCom - August	Telephone Service	275.92
08/28/2018	Board of Water and Light - August	Rent	293.91
08/28/2018	Comcast - August	Rent	149.85
08/28/2018	Delhi Twp - August	Rent	53.08
08/28/2018	Consumer Energy - August	Rent	15.01
08/28/2018	Delta Dental - August	Fringe Benefit	1,164.40
08/28/2018	LSJ - August	Publication	19.50
08/28/2018	Verizon - August	Telephone Service	120.28
08/28/2018	Principal - August	Fringe Benefit	549.26
08/31/2018	Accrued payroll - July	Payroll	23,414.13
08/31/2018	Payroll ACH Pay Period 7/31/18	Payroll Taxes	6,730.63
08/31/2018	Payroll ACH P/P/E 8/15/18	Payroll Taxes	6,730.64
08/31/2018	Bank Service charge - August	Bank Service Charge	66.50
08/31/2018	EFT for disability	Payroll Taxes	253.19
08/31/2018	Stamps.Com	Postage	24.99
08/31/2018	Adobe Creative Cloud	Software	319.96
08/31/2018	Meijer	Office Supplies	26.20
08/31/2018	Constant Contact	Computer Services	90.25
08/31/2018	Adobe	Computer Software	14.99
08/31/2018	Mickeys	Office Supplies	15.08
08/31/2018	Facebook	Special Project - GLRC	750.00
08/31/2018	Panera Bread	Travel - In Region	118.69
08/31/2018	Panera Bread	Travel - In Region	174.07
08/31/2018	Travel Out Region - MTPA	Travel - Out Region	819.54
08/31/2018	Vista Print GLRC PEP	Printing	152.88
08/31/2018	Facebook	Special Project - GLRC	10.56
			115,513.44

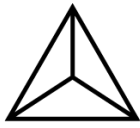
Tri-County Regional Planning Commission
2018 Budget Revision - September 2018
October 1, 2017 to September 30, 2018
Revenues by Funding Source

	2018 Adopted Budget	+/-	2018 Proposed Revision
Groundwater Management Board	82,176		82,176
Greater Lansing Regional Committee	111,088		111,088
Wellhead Protection	46,008		46,008
DeWitt Watershed Permit Assistance	3,000		3,000
Mid-Michigan Water Authority	4,250		4,250
Greater Lansing Area Clean Cities	91,750		91,750
Federal Highway Administration/Federal Transit Administration (Full Allocation Budgeted FY '18)	784,240		784,240
Michigan Department of Transportation - Regional Grant	40,100		40,100
Asset Management	87,587		87,587
Surface Transportation Planning (Available \$125,000)	61,816		61,816
State Planning & Research	16,000		16,000
Transit Demand and Economic Prosperity Study	77,049		77,049
Office of Passenger Transit	2,000		2,000
U.S Department of Commerce - Economic Development Administration	99,942		99,942
Michigan Prosperity Grant 2015 (March 2015 - Dec 2017) Total Grant \$228,750 FY '15 Expenditures \$41,422 FY'16 Expenditures \$98,338 FY'17 \$23,626	65,364		65,364
Michigan Prosperity Grant 2016 (March 2016 - Feb 2017) Total Grant \$186,500. FY '16 Expenditures \$27,622, FY '17 \$123,294	35,584		35,584
Michigan Prosperity Grant 2017 (March 2017 - Feb 2018) Total Grant \$180,897. Expenditures FY '17 \$140,073	4,053	36,771	40,824
Michigan Prosperity Grant 2018(March 2018 - Feb 2019) Total Grant \$180,897	130,000	(115,000)	15,000
Member Allocation *	383,520		383,520
Equipment and Furniture Reimbursement	9,000		9,000
	2,134,527	(78,229)	2,056,298

**Tri-County Regional Planning Commission
2018 Budget
October 1, 2017 to Sept. 30, 2018**

**Proposed Budget Revision -
Sept. 2018**

	Adopted July, 2018	+/-	Proposed Amendment
REVENUES			
Federal	755,563		755,563
State	429,231	(78,229)	351,002
Local	338,272		338,272
Member Allocation	383,520		383,520
Other Sources			
Fixed Assets Reimbursement	9,000		9,000
Subtotal	1,915,586	(78,229)	1,837,357
Other Financing Sources			
Local Match	218,941		218,941
TOTAL	2,134,527	(78,229)	2,056,298
EXPENSES			
Salaries	760,500		760,500
Fringe Benefits	380,500		380,500
Advertising	4,100		4,100
Audit	9,800		9,800
Bank Service Charges	1,000		1,000
Commission Discretionary Expenses	5,000		5,000
Commission Meeting Expenses	2,200		2,200
Commission Travel	1,000		1,000
Computer Services	41,000		41,000
Computer Software	32,000		32,000
Consultant Fee	150,000		150,000
Contractual Services	45,000		45,000
Equipment Maintenance	2,500		2,500
Fixed Assets Depreciation	9,000		9,000
Furniture/Equipment Purchases	15,000		15,000
Insurance	6,400		6,400
Membership Dues	11,000		11,000
Office Supplies	10,000		10,000
Pass Thru	309,081	(78,229)	230,852
Postage	2,300		2,300
Printing and Copying	11,650		11,650
Publications/Subscription	1,050		1,050
Rent-Meeting Facility	2,050		2,050
Rent-Office	70,100		70,100
Special Projects	51,472		51,472
Telephone	3,500		3,500
Training	8,000	(2,000)	6,000
Travel - In	17,000		17,000
Travel - Out	22,500	2,000	24,500
Subtotal	1,984,703	(78,229)	1,906,474
Transfer for Match	218,911		218,911
TOTAL	2,203,614	(78,229)	2,125,385
Increase (Decrease) to Fund Balance	(69,087)	0	(69,087)



MEMORANDUM

To: Finance & Program Review Committee
From: Jim Snell, Interim Executive Director
Date: September 6, 2018
Re: FY 2019 Budget Review and Recommendation - **Action**

Attached for your review is the proposed TCRPC budget for FY 2019. This budget efficiently utilizes funding from a variety more than a dozen unique sources including federal transportation and economic development planning funds, state Regional Prosperity Initiative funding, and of course our member contributions. The FY 2019 budget begins on October 1, 2018 and runs through September 30, 2019.

This budget reflects the full integration of all TCRPC programs and operations with multiple collaborations, cost sharing and programming efforts occurring between programs. This has resulted in program expansion and improved operational efficiencies.

I am also happy to report that there will not be an increase in dues. We are able to accomplish this by keeping our expenses low and carefully considering every expenditure. The TCRPC remains in very good financial standing and with continued good fiscal management strategies, we should remain on solid ground for the foreseeable future.

Highlights of the work to be completed within the FY 2019 budget include the completion of the 2045 Metropolitan Transportation Plan (MTP), the finalizing of the Transportation Improvement Program, the management of the Regional Prosperity Initiative, the formal rollout of the TCRPC rebranding efforts, numerous important initiatives within the environmental programs and the expansion of our data warehouse efforts.

I look forward to discussing this proposed budget with you at our meeting on September 12th.

Recommended Action: Recommend adoption of the TCRPC FY 2019 Budget by the Board of Commissioners.

Tri-County Regional Planning Commission
2019 Proposed Budget
October 1, 2018 to September 30, 2019
Revenues by Funding Source

	2019	2018	+/-
Groundwater Management Board	92,500	82,176	10,324
Stormwater Phase II	111,088	111,088	0
Wellhead Protection	21,842	46,008	(24,166)
DeWitt Watershed Permit Assistance	3,000	3,000	0
Mid-Michigan Water Authority	4,250	4,250	0
Greater Lansing Area Clean Cities	91,750	91,750	0
Federal Highway Administration/Federal Transit Administration (Full Allocation Budgeted FY '19)	813,089	784,240	28,849
Michigan Department of Transportation - Regional Grant *	40,100	40,100	0
Asset Management	40,000	87,587	(47,587)
Surface Transportation Planning (Available \$125,000)	101,651	61,815	39,836
State Planning & Research	20,185	16,000	4,185
Transit Demand and Economic Prosperity Study	0	77,049	(77,049)
Office of Passenger Transit	0	2,000	(2,000)
U.S Department of Commerce - Economic Development Administration	135,256	99,942	35,314
Michigan Prosperity Grant 2015 Total Grant \$228,750		65,364	(65,364)
Michigan Prosperity Grant 2016 Total Grant \$186,500		35,584	(35,584)
Michigan Prosperity Grant 2017, Total Grant \$180,897		40,824	(40,824)
Michigan Prosperity Grant 2018(March 2018 - Feb 2019) Total Grant \$180,897	160,897	15,000	145,897
Michigan Prosperity Grant 2019 (December 2018 - Feb 2020 Total Grant \$ 245,000)	109,103		109,103
Member Allocation *	383,520	383,520	0
Equipment and Furniture Reimbursement	9,000	9,000	0
	2,137,231	2,056,298	80,933

* MDOT's Membership Dues are subtracted from Regional Grant 80,933

TRANSFER FOR MATCH

	TOTAL	Federal	Local
Federal Highway Administration/ Federal Transit Administration	813,089	665,513	147,576
Surface Transportation Planning	101,651	83,201	18,450
Economic Development Administration	135,256	67,628	67,628
		TOTAL MATCH	233,654

**Tri-County Regional Planning Commission
2019 Proposed Budget
October 1, 2018 to Sept. 30, 2019**

**Proposed
Budget FY
2019**

**2018
Budget**

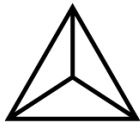
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REVENUES

Federal	832,863	755,563	77,300
State	353,764	351,002	2,762
Local	324,430	338,272	(13,842)
Member Allocation	383,520	383,520	0
Other Sources			
Fixed Assets Reimbursement	9,000	9,000	0
Subtotal	<u>1,903,577</u>	<u>1,837,357</u>	<u>66,220</u>
Other Financing Sources			
Local Match	<u>233,654</u>	<u>218,941</u>	<u>14,713</u>
TOTAL	<u>2,137,231</u>	<u>2,056,298</u>	<u>80,933</u>

EXPENSES

Salaries	879,500	760,500	119,000
Fringe Benefits	395,878	380,500	15,378
Advertising	4,100	4,100	0
Audit	10,000	9,800	200
Bank Service Charges	1,000	1,000	0
Commission Discretionary Expenses	5,000	5,000	0
Commission Meeting Expenses	4,000	2,200	1,800
Commission Travel	1,000	1,000	0
Computer Services	41,000	41,000	0
Computer Software	32,000	32,000	0
Consultant Fee	25,000	150,000	(125,000)
Contractual Services	15,000	45,000	(30,000)
Equipment Maintenance	2,500	2,500	0
Fixed Assets Depreciation	9,000	9,000	0
Furniture/Equipment Purchases - \$20K for phone system	35,000	15,000	20,000
Insurance	6,600	6,400	200
Membership Dues	11,000	11,000	0
Office Supplies	10,000	10,000	0
Pass Thru - Regional Prosperity Initiative	270,000	230,852	39,148
Postage	2,300	2,300	0
Printing and Copying	11,650	11,650	0
Publications/Subscription	1,050	1,050	0
Rent-Meeting Facility	2,050	2,050	0
Rent-Office	72,100	70,100	2,000
Special Projects	24,350	51,472	(27,122)
Telephone	3,500	3,500	0
Training	6,000	6,000	0
Travel - In	18,000	17,000	1,000
Travel - Out	25,000	24,500	500
Subtotal	<u>1,923,578</u>	<u>1,906,474</u>	<u>17,104</u>
Transfer for Match	<u>233,654</u>	<u>218,911</u>	<u>14,743</u>
TOTAL	<u>2,157,231</u>	<u>2,125,385</u>	<u>31,847</u>
Increase (Decrease) to Fund Balance	<u>(20,000)</u>	<u>(69,087)</u>	<u>49,087</u>



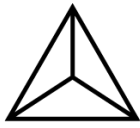
MEMORANDUM

To: Finance & Program Review Committee
From: Rachel Elsinga, Senior Economic Development Planner
Nicole Baumer, Outreach & Communications Coordinator
Date: September 6, 2018
Re: Procurement of Professional Photography Services - **Action**

In support of the Tri-County Regional Planning Commission's (TCRPC) rebranding efforts, staff has been working through past and current photograph stock to create a shared image file that will be utilized for programmatic and marketing efforts. Through this process, it has become evident that TCRPC lacks a diverse stock of professional images needed to support this rebranding effort. While many personal images exist, the quality of these pictures is not suitable for regional promotional outreach or published materials, such as TCRPC's Annual Report, Comprehensive Economic Development Strategy, and Regional Metropolitan Transportation Plan.

Working with a local professional photographer to create a programs-specific portfolio would maximize TCRPC's rebranding efforts and elevate our professional image, both regionally and beyond.

Recommended Action: Procure professional photography services in support of TCRPC's rebranding efforts.



MEMORANDUM

To: Finance & Program Review Committee
From: Ken Hall, Land Use Planner
Date: September 5, 2018
Re: FEMA, FMA & PDM Funds for Fiscal Year 2018

The Federal Emergency Management Agency (FEMA) has announced the availability of funds in support of the *Flood Mitigation Assistance* and *Pre-Disaster Mitigation* programs for fiscal year 2018. Historically, staff at the Tri-County Regional Planning Commission (TCRPC) have assisted local municipalities in both development and adoption of a Hazard Mitigation Plan (HMP) for the region. FEMA requires the adoption of an HMP as a prerequisite to access funds in support of non-emergency disaster assistance, including funding to support identified mitigation projects.

At present, less than half of the municipalities in the tri-county region have an adopted HMP in place. In addition, all current HMPs are set to expire, and will not be valid unless updated to meet existing federal requirements. TCRPC staff requests pursuing an application for funding in the amount of \$175,000 for the creation of an updated HMP. In addition, these funds will be utilized in support of education and adoption efforts, with full intent to significantly increase municipal participation and adoption of this federal planning document. Having a regionally adopted HPM ensures the tri-county region is disaster-ready for its residents and its economy.

There is a requirement for a 25% local contribution. This will be in the form of in-kind match provided with staff support time. There is no monetary cost to the region or the TCRPC.

Recommended Action: Support application to the Federal Emergency Management Agency to secure funding for the update and adoption of a regional Hazard Mitigation Plan.