



2018-2019
JURISDICTION ACTION PLAN
_____ State Council

Revised: _____

SOME BASICS... for completing your JURISDICTION'S STRATEGIC PLAN

The Jurisdiction Strategic Plan Booklet is a workbook and guide for helping jurisdictions create and develop a working strategy with **specific actions and action planning** by the State Council Team that will contribute to areas of success for the Fraternal Year. The areas that each jurisdiction should consider strategic action include:

- Membership Growth – Meeting your Jurisdiction's Membership Goals;
- Establishing Strong Visible Programs – Meeting your Jurisdiction's Program Goals;
- Charitable Growth - Expanding your Charitable Footprint;
- Training & Leadership Development Action – Developing Fraternal Leaders
- Miscellaneous Jurisdiction Action – Tracking your Jurisdiction's Business & Operating Issues

Each step in your jurisdiction's Strategic Plan will should identify specific action to be conducted by assigned fraternal leaders and hold those fraternal leaders accountable. These specific actions are expected to benefit all councils and members in your jurisdiction.

The activity of setting action items and working toward completing these action items must be agreed upon and shared among Fraternal Leaders in your jurisdiction. For your strategic planning workshop, as a minimum, the following leaders show actively participate:

- all elected state officers;
- state chaplain;
- state membership director;
- state programs director;
- Fraternal benefits director (General Agent).

You should also consider inviting your executive director or administrative assistant, select district deputies and other state chairman as appropriate. The Team environment used in establishing the strategic plan activities and working toward completion promotes teamwork while working together sharing in the success of achieving your jurisdiction's goals. You should strive to have one person accountable for each action item.

You will note that in each section we are asking you to complete actionable items that should be completed prior to September 1 and other actionable items that would be completed later in the year. We have done this so your jurisdiction will be focused on a full year of activities and allow you to have a *"Fast Start"* to a very successful year.

When establishing action items for your Strategic Plan, consider the acronym SMART – which will help in establishing effective action for your jurisdiction. **SMART** action items are --- S – Specific, M – Measureable, A – Achievable, R – Realistic, and T – Time Sensitive. Your Strategic Planning Meeting Facilitator will supply you with worksheets to plan your SMART goals.

- **S** means **SPECIFIC**. Specific actions are items that are specific with respect to the result. Actionable items should be straightforward and emphasize what needs to happen. Specifics help to focus efforts and clearly define what needs to be done. This is the **WHAT, WHY** and **HOW** of action planning.
 - **WHAT** are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan, build etc.
 - **WHY** is this important to do at this time? What do you want to ultimately accomplish?
 - **HOW** are you going to do it?
- **M** means **MEASURABLE**. Measureable actionable Items should be quantifiable and measurable! **If you can't measure it, you can't manage it.** In the broadest sense, the whole action statement is a measure for the project - if the action is accomplished, there is a success. Remember that there can be and often are several short-term or small measurements that can be built into an actionable item – but these should be kept to a minimum.
- **A** means **ATTAINABLE**. The planning process should establish actionable items that are achievable and are not an extreme or impossible stretch. Action items are the means by which the larger goals identified in this workshop can be made to come true. Jurisdictions can develop attitudes, abilities, skills, and financial capacity to reach them. Out of reach, unrealistic and overly complicated action items will probably not be worked on and therefore the jurisdiction's goals will not be achieved.
- **R** means **REALISTIC**. Realistic Action Items mean that with the appropriate resources, the action items can be achieved. This is not a synonym for “easy.” **Realistic, in this case, means “do-able.”** It means that the learning curve is not a vertical slope; that the skills needed to do the work are available; that the project fits with the overall strategy and action of the jurisdiction. A realistic Action Item may push the skills and knowledge of the people working on it but it shouldn't break them.
- **T** means **TIME SENSITIVE**. This means that there is a point in time when each actionable item should be completed. If you don't set a time, the commitment is too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there's no urgency to start taking action now. Time must be measurable, attainable and realistic

When completing the Jurisdiction Strategic Plan, consider using the Strategic Plan as an agenda for subsequent Officers meetings. During the meetings, update the actionable activities listed based upon progress or completion, and consider adding additional action as needed as the fraternal year continues.

It is advised that before you begin developing your SMART action items, the team should spend some time listing **General Goals** for the upcoming fraternal year (i.e. Achieve Circle of Honor, hold a specific number of admission degrees, a specific number of

councils should achieve Star Council status, increase charitable donations by a specific number of dollars or hours of participation). Listing these goals will help keep your team focused on what each SMART action item is intended to accomplish.

TIME LINE... for using your JURISDICTION'S STRATEGIC PLAN

April through May 2018

Meet with your Membership and Program Consultant (MPC) to schedule your Strategic Planning Meeting. (See page 2 for a list of suggested attendees.) The meeting should be held as soon as possible after your state convention.

June 1, 2018

Your completed Jurisdiction Strategic Plan is due to your MPC for his approval. Each State Deputy is required to bring a copy of his state's Strategic Plan to the Organizational Meeting of State Deputies in New Haven CT. This meeting is typically held in June.

September 2018

State Council Officers and MPC will review all actionable items. The MPC will check to make sure all actionable items are on schedule and offer assistance to get any tasks falling behind, back on schedule if needed.

November 2018

An updated Jurisdiction Strategic Plan is due to the MPC. Each State Deputy is required to bring a copy of his state's Strategic Plan to the Mid-Year Meeting of State Deputies typically held in November.

March 2019

State Council Officers and MPC will review all actionable items. The MPC will check to make sure all actionable items are on schedule and offer assistance to bring all scheduled tasks to a successful completion.

General Goals-Fraternal Year 2018-2019

(Strategic Plan Check List)

In this section of the Strategic Plan, start by listing Jurisdiction’s General Goals for the Fraternal Year (i.e., Achieve Circle of Honor, hold a specific number of admission degrees, a specific number of councils should achieve Star Council status, increase charitable donations by a specific number of dollars or hours). Listing these goals will help keep your team focused on what each SMART action item is intended to accomplish. Add as many rows as needed to accomplish your goals.

Membership Growth
<ul style="list-style-type: none"> • Conduct an “Admissions (First) Degree Exemplification”, monthly in every District; 16 Districts equals 16 Admission Degree Exemplifications per month equals 192 exemplifications per year.
<ul style="list-style-type: none"> • Promote and attain”Membership Growth Goal” levied by the Supreme Council.
Online Membership / Young Adult Population Focus
<ul style="list-style-type: none"> • Educate and promote the newly established Online Membership Program to the District Deputies and the State Council Directors and Chairmen at the Organizational Meeting (6-8 July 2018).
<ul style="list-style-type: none"> • Promote the Online Membership Program to every council via the District Deputies, Membership Program Director and State Council website.
Hispanic / Ethnic Membership Growth
<ul style="list-style-type: none"> • Appoint a State Hispanic Coordinator.
<ul style="list-style-type: none"> • Encourage the State Hispanic Coordinator and Membership Director to establish Round Tables in our jurisdiction targeting parishes with a large Hispanic Catholic presence and/or other ethnic group(s).
Charitable Growth – Expanding our Charitable Footprint
<ul style="list-style-type: none"> • Promote an increase in council growth (participation) in the KofC’s primary seminarian fundraising event, “Taste of Faith” and advertise all of our Supreme and State Councils’ charitable events and programs in the “Arkansas Catholic” (Diocese of Little Rock newspaper).
<ul style="list-style-type: none"> • Encourage and promote increased participation in Supreme, State Council, and the Diocese of Little Rock’s (DoLR) charitable events by 20%.
Establishing Strong Visible Activities through our Faith in Action Program Model
<ul style="list-style-type: none"> • Promote increased participation and larger monetary contribution to the DoLR’s “Taste of Faith” event and at the St Joseph Helper House?????
<ul style="list-style-type: none"> • Promote the “Building the Domestic Church programs” via the District Deputies and encourage increased participation by local councils in the “Silver Rose” and “Holy Family Icon” programs by educating the District Deputies and stressing timely coordination with the State Warden.

Training and Leadership Development

- Host two meetings with State Officers to review and adjust (modify) the Strategic Action Plan to ensure all State is ontrack to attain all goals.
- Develop tools (PowerPoint presentations, webinars, etc) to train the newly appointed District Deputies, Grand Knights, Deputy Grand Knights and Financial Secretaries on their duties, responsibilities and to ensure they know how to construct/produce an effective Council Action Plan.

Membership Growth- Growing the Order Action

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order and meeting your Membership Goals. Focus on items that will contribute toward Membership Growth – such as **Membership Intake, Positive Growth (Net-Net), Ethnic Membership Development, New Council Development, Council Reactivation & Retention, Membership Retention, Ceremonial Planning & Scheduling, Partnering with the Agency, Developing STAR Councils, Developing STAR Districts, and Promotion & Incentives.** Add as many rows as needed to accomplish your goals.

Example of a SMART Specific Action for Membership Growth:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Petition all councils to submit a list of activities that could be used on Knights.net to encourage new members to participate in council activities. The list should have at least 40% of councils submitting 1 to 3 events to be published by August 31, 2018.	State Membership Chairman	August 31	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Codify an effective and attainable Strategic Action Plan.	Roy Anderle	1 June 2018	Done				
Train the State Leadership Team.	Roy Anderle	1 August 2018	Done				

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Ensure a State Officer is present and participates at all Recruitment Drives.	State Council Leadership Team	Throughout Fraternal Year	State Officer shall coordinate with General Agent to ensure a Field Agent is present.				

Encourage councils to reach out to the Hispanic community and invite them and their families to participate in their council activities.	Hispanic Coordinator / Membership Director	1 August 2018					
Train the District Deputies and local council leaders in the Supreme Service Program model.	Program Director	July 2018 / January 2019	Done July 2018				
Promote and educate the District Deputies and local council leaders on all Supreme and State Council Programs.	State Program Director	Throughout Fraternal Year					

Membership Growth - Online Membership & Young Adult Population Focus

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order with a focus of recruitment of younger men and their families. Particular focus should be paid towards Online Membership strategies and establishing recruitment themes that are focused towards younger members and their families. Add as many rows as needed to accomplish your goals.

Examples of a SMART Specific Action to focus on Online Membership and the Young Adult population:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Jurisdiction to form a Young Adult Network. This network will send out surveys and communicate ideas to local leadership to form programs that are attractive to younger men and their families. Surveys will be sent on a quarterly basis and the results published to all councils.	State Young Adult Program Chairman	September 1 December 1 March 1 June 1	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Appoint an Online Membership Coordinator.	Roy Anderle	1 August 2018	Done—Mike Bowman				

Secure advertisement in the "Arkansas Catholic" that promotes the "Online Membership" program and targets Young Adults.	Philip Savage	1 September 2018	Advertisement will run when AR Catholic is published.				
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Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Encourage councils to purchase and provide an "Into the Breach" booklet to every Catholic male in their parish(es).	Church Director	1 August 2018 / Throughout Fraternal Year					
Promote "Online Membership" at all events attended by the State Council Leadership Team -- includes District Deputies and State Council Chairmen/Directors.	State Council Leadership Team	Throughout Fraternal Year					
Post a Spiritual website Link on the State Council Website and the State KofC phone/mobile tablet App.	Dennis Bosch / Mike Bowman	1 June 2018					

Ethnic Membership Growth

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards growing the Order and meeting your membership goals with a particular focus directed towards all Ethnic populations within the jurisdiction. New Council development and establishment of Round Tables should be key factors in meeting these goals. Add as many rows as needed to accomplish your goals.

Example of SMART Specific Action for Ethnic Membership Growth:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Identify all Ethnic communities in the jurisdiction and determine if there are any nearby councils to service the population by August 31. Then develop a plan to either form a roundtable or begin the process of establishing a new council to service the population.	State Ethnic Development Coordinator	August 31	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action	Who	When	MPC Review
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(What, Where & Why)	(Name)	(Target Date)	Status or Comments	June	Sep	Nov	Mar
Research to identify parishes with a large population of non-English speaking parishioners and establish a "Round Table".	District Deputies / Round Table Chairman	1 September 2018					
Explore establishing a "Round Table" comprised of Vietnamese Catholics at the Cathedral of St. Andrew in Little Rock, AR	District 1, District Deputy	1 September 2018					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Target and recruit future KofC members of various ethnicities via the State Council website.	Dennis Bosch	1 September 2018					
Present a monetary donation to the DoLR Hispanic Community Coordinator.	Roy Anderle / Hispanic Coordinator / Membership Director	1 September 2018	Done				
Instruct the Hispanic Coordinator to reach out to the DoLR Hispanic Ministry Team and identify opportunities to coordinate events/activities that benefit both organizations.	Hispanic Coordinator	1 September 2018 / Throughout Fraternal Year					

Charitable Growth - Expanding our Footprint

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will expand the Charitable Activities in your jurisdiction. Focus on items that will contribute towards expanding your charitable footprint in your communities and parishes. Examples are: Increasing annual volunteer hours, Increasing annual volunteer contributions, participating in charitable activities and tracking of fraternal forms. Add as many rows as needed to accomplish your goals.

Example of SMART Specific Action for Expanding our Charitable Growth:

Specific Action	Who	When	MPC Review
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(What, Where & Why)	(Name)	(Target Date)	Status or Comments	June	Sep	Nov	Mar
Obtain 100% of all councils reporting their charitable hours and contributions through the Fraternal Survey #1728 by posting councils progress on the state website. The state program chairman will form a team to contact all councils to remind them of the submission date and to assist councils that need help completing the form.	State Program Chairman	December 31	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Publish and disseminate a “Schedule of Charitable Events and Programs” to the District Deputies and local council leaders.	State Program Director	1 September 2018					
Post the “Charitable Program Schedule” on the State Council website.	Dennis Bosch	1 September 2018					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Post and promote KofC events, programs/activities on the State Council website.	Dennis Bosch	Throughout Fraternal Year					
Encourage local councils to conduct charitable programs via the District Deputies and email correspondence from the State Program Director	District Deputies / State Program Director	Throughout Fraternal Year					
Promote the support of charitable programs by “Highlighting” programs on the State Council Website, email correspondence (State Program Director) and the Arkansas Catholic,	Roy Anderle / State Program Director / Phillip Savage	Throughout Fraternal Year					

Faith in Action Program Activities

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will work towards meeting your program goals by establishing strong visible state programs. Focus on items that will contribute towards program growth such as, promoting evangelization and spiritual growth of your members. Add as many rows as needed to accomplish your goals.

Example of SMART Specific Action for Building the Domestic Church Program Activities:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Develop a schedule for the Marion Prayer Icon to travel throughout the state. Allowing enough time that a major Marion Prayer Hour be scheduled in each diocese of the jurisdiction. Each district must have at least one prayer service during the length of the program. Reports must be submitted by each district deputy when he turns the Icon over to the next district.	State Faith Chairman	Monthly	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Educate and promote the "Faith in Action" programs at the Organizational Meeting.	State Program Director	1 September 2018	done				
Post the "Faith in Action" programs and the Supreme and State Council planned activities/programs on the State Council website.	Dennis Bosch	1 August 2018					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Encourage local council leaders to conduct "Faith in Action" programs throughout the fraternal year.	State Program Director / District Deputies	Throughout Fraternal Year					

Encourage local councils to increase their charitable donations to state and local charities.	State Council Leadership Team / District Deputies	1 August 2018					
Encourage local councils to increasing their monetary support to the "Campaign for People with Intellectual Disabilities" by 20%.	CPID Chairman	1 Oct 2018					

Training and Leadership Development

In this section of the Strategic Plan, using the Strategic Plan Checklist as an aid, list specific action items using SMART techniques to show how your jurisdiction will train and develop councils in all phases of the Order. Focus should be placed on Fraternal Leadership, Recruitment Techniques and Building the Domestic Church Program Model. Add as many rows as needed to accomplish your goals.

Example of SMART Specific Action for Training and Leadership:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Schedule "Two Man" team training sessions throughout the jurisdiction with the goal of 40% of the councils using this concept by October 1.	State Membership Director	October 1	EXAMPLE				

Actions that will be accomplished by September 1, 2018.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Distribute "Fraternal Planners" to the District Deputies at the Organizational Meeting or via mail.	Alan Halman	1 August 2018	done				
Conduct State Leadership Training using PowerPoint, documents and via webinars.	Mike Bowman	1 September 2018					

Actions throughout the fraternal year.

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar

Host two State Council Leadership Team meetings.	State Council Leadership Team	July 2018 / January 2019	July 2018done				
Provide pertinent information to the District Deputies for subsequent distribution to the councils in their district.	State Council Leadership Team	July 2018 / January 2019	July 2018 done				
Mentor and instruct local councils on utilizing applicable information and conducting appropriate programs/activities to achieve "Star Council".	District Deputies / State Program Director	1 August 2018					

Other Jurisdiction Business

In this section of the Strategic Plan list specific actionable items using SMART techniques to track miscellaneous business actions that pertain to your jurisdiction. These items may relate to state operations, state reports and/or new business. Add as many rows as needed to accomplish your goals.

Example of SMART Specific Action for Training and Leadership:

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Prepare an inspirational message each month to be distributed to all of the council leadership teams via our state newsletter.	State Deputy	First day of each month	EXAMPLE				

Specific Action (What, Where & Why)	Who (Name)	When (Target Date)	Status or Comments	MPC Review			
				June	Sep	Nov	Mar
Prepare an inspirational message, monthly and post on the State Council website.	Mike Bowman	Monthly					
Publish, distribute and post on the State Council website a Directory of State and Council Leadership contact information.	State Secretary	7 July 2018					
Promote an increase in Sponsorship of the "Refund Support Vocations Program" by the local councils.	Vocations Chairman	Throughout the Year	Form due to Supreme by 30 June				
Produce a well-organized and easily understood "State Financial Report" for consumption by all leaders in our jurisdiction.	State Treasurer	July 2018 / January 2018					
Increase our support to the Bishop and his clergy.	State Council Leadership Team	All Year					

Appendix A: Jurisdiction Data Worksheet

Real growth is essential to the viability of our Order in the future. Along with the actionable items listed in this plan, the following worksheets should be completed and used to assist the leadership team in formulating this strategic plan. The Strategic Plan Meeting Facilitator will be able to assist you with completing the information from past years.

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Catholic Population	122842	140753	144600	150656	155911	
Hispanic Catholic Population (Not included above)	ND	ND	ND	ND	ND	
Other Ethnic Catholic Population (Not included above)	ND	ND	ND	ND	ND	
Jurisdiction Total Membership	7371	7484	7563	7614	7566	
Intake Goal						
Total Intake	285	398	461	268	189	
Net Goal						
Total Net Gain	137	235	315	202	85	
Net – Net Goal						75
Total Net-Net membership	-2	113	79	51	-48	
Number of Councils (Gross Total)	61	62	63	63	64	
Number of Suspended Councils		1	0	2	2	
Total Number of Councils (Gross Total minus Suspended Councils)		61	63	61	62	

Number of Councils not recruiting (Year-end)						
Council Reactivation Goal						
Number of councils Reactivated	1	1	0	0	0	
New Council Development Goal						1
New Councils Instituted	1	1	0	0	1	
Roundtable Goal						20
Roundtables created	27	25	26	16		
Star Council Goal						13
Number of new councils						

Appendix B: Following the Strategic Plan Meeting

The following are items that should be the product of the Strategic Plan exercise. The Strategic Plan must be communicated throughout the jurisdiction to assure that all understand the goals developed in this plan. This Strategic Plan should be used as the primary Agenda and reviewed at all state officers meetings.

<input type="checkbox"/>	Jurisdiction Communication	The Action Plan must have the buy in of all state officers, directors/chairman, membership team and staff.
<input type="checkbox"/>	Action Plan to Incoming SD Meeting	Prepare to bring a copy of the Approved Strategic Plan to the Incoming SD Meeting.
<input type="checkbox"/>	Organizational Meeting	Communicate the details of your jurisdictions Strategic Plan at the Organizational Meeting.
<input type="checkbox"/>	District Deputies	District Deputies should understand that this Strategic Plan is to be implemented through them at the district and at the council level.
<input type="checkbox"/>	Jurisdiction Training Plan & Schedule	The state deputy should communicate the Training Plan at the Organizational Meeting. The training plan should be published and communicated throughout the jurisdiction. Plans to schedule the training facilitators (such as your MPC) should be started.
<input type="checkbox"/>	New Council Development Plan	Assign district deputies (or appropriate personnel) to lead the new council development efforts in their district. Have them provide a timeline toward implementation.
<input type="checkbox"/>	Council Reactivation Plan	Assign district deputies (or appropriate personnel) to lead the council reactivation efforts in their district. Have them provide a timeline toward implementation.
<input type="checkbox"/>	STAR Council Plan	Identify one Council in each District that will achieve STAR Council Status
<input type="checkbox"/>	Ceremonial Schedule	Communicate & publish the jurisdictions ceremonial schedule including all Admission, Formation and Knighthood degrees.
<input type="checkbox"/>	Review and Revise the Action Plan Regularly	This Action Plan should be used as the primary Agenda and reviewed at all state officers meetings which should be held as a minimum on a quarterly basis. The Plan should be submitted to the MPC after each revision.