



2024 JANSVILLE CITY COUNCIL CANDIDATE

Q&A



Thank you to all the candidates who provided responses
to our 2024 City Council Candidate Q&A.
We appreciate your time and thoughtfulness.

The Janesville City Council is an important governing body that impacts daily life in Janesville and guides the City's trajectory for future growth and development. Councilmembers serve 2 year terms. **In the 2024 Spring Election, there are 6 candidates vying for 3 seats.**

Forward Janesville does not endorse candidates or host candidate forums. Rather, as the Janesville-area chamber of commerce and leading economic development organization for our community, Forward Janesville provides a venue for candidates to connect to voters via our Candidate Q&A.

The 2024 Spring Election is on Tuesday, April 2. The City Council regularly makes important decisions that affect individuals, businesses, and organizations. In order for city policies to be responsive to community needs, it's important that residents participate in the process. Voting in local elections is a way to participate. Visit **MyVote Wisconsin** (myvote.wi.gov) for comprehensive, non-partisan information about what's on your ballot, absentee voting details, where your polling place is located, and more.

We hope you find our **2024 City Council Candidate Q&A** useful and encourage you to share it widely with your personal and professional network.

Council Candidate Mathew Gonzalez did not respond to requests to submit answers for the Q&A and Council Candidate Billy Ray McCoy declined to submit answers for the Q&A.

Meet the Candidates



**Aaron Burdick
(Incumbent)**



Joshua Erdman



Mathew Gonzalez



Billy Ray McCoy



Larry Squire



**Paul Williams
(Incumbent)**



1. What motivated you to run for Janesville City Council?

AARON BURDICK:

I am running for a second term for the Janesville City Council because I believe in three main principles. These principles are Public Safety, Economic Diversity, and Public/Private Partnerships. The City of Janesville is in a growth cycle, one of which we have not seen post GM (General Motors). What we learned is that all cities need to have a well-supported public safety sector. The basic need to feel safe is one of the biggest reasons people choose to raise families in a certain community. These families also need to be supported by a diverse economy. This allows a city to weather an economic storm by being diverse. We do not want to rely on one or two companies or sectors of an economy. The city needs to be able to help their private partners when the two have similar goals. The city should be able to assist the private sector in projects that are mutually beneficial and would not otherwise get done. Projects on the horizon like Centennial Industrial Park and the Children's Museum require strong leadership from the council to come to fruition. I enjoy taking on complicated problems and making decisive decisions.

JOSHUA ERDMAN:

I am a long-time Janesville resident with a passion for community service. I want to use my experiences to improve the Janesville community. My desire to serve happens to coincide with a growing interest in the functioning of local government over the last 5 years. I have attended or watched many council meetings, committee meetings and public participation forums, including serving on the Sustainable Janesville Committee, and have found the process somewhat lacking in transparency and engagement. In many cases, I have felt that there could have been better questions posed to the administration regarding the materials provided or anticipated project outcomes. As a citizen, I would have preferred to see the council ask for clear answers and not rubber stamp the recommendations. I feel that I have the time and energy to put forward to reading the materials, doing my own work to listen to the citizens and explore options, ask tough questions and expect answers, and make balanced decisions that protect the interests of the citizens of Janesville.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

A few different factors came together to motivate me to run for City Council. First and foremost, I love Janesville. I have lived here for over 30 years and have found it to be a great community for me and my family. After retiring in August of 2024, I knew I wanted to continue to be engaged in making Janesville a vibrant community. We need to keep our positive momentum going. The more time that has passed since deciding to run for City Council, the more excited I am to serve Janesville and the more confident I am that I will be a good voice and decision-maker for Janesville. As a new member to the City Council, I know I will have a lot to learn. It is my intent to start from a position of listening and learning to get up to speed as quickly as possible on the key factors affecting how the City Council operates.

PAUL WILLIAMS:

I wish to continue to give back to my community and to be involved with local government. The council will have many important decisions coming before it in the next two years, and I feel my experience will be helpful in deciding what is best for the citizens of Janesville.



2. What experience do you have that prepares you to be a City Council member? What qualities and leadership will you bring to the council?

AARON BURDICK:

I have spent the last two years on the Janesville City Council. During this time I learned the functions of the city from within. I have established relationships and have a better understanding of the department heads and their roles and functions. I have 25 years of experience in law enforcement; currently I am the Commander of Law Enforcement Services. I am responsible for the day-to-day operations of the law enforcement functions of the Sheriff's Office. I am responsible for managing a multi-million-dollar budget and leading 79 employees in my division. I bring ingenuity, work ethic, strong character, credibility, and effective communication skills to the Janesville City Council.

JOSHUA ERDMAN:

I have over 20 years of experience as a firefighter/paramedic in identifying life-threatening problems and life-sustaining solutions. Doing so requires the ability to take in subjective and objective information, weigh risks and benefits, and make decisions on what is the most appropriate course of action in order to arrive at a solution. There are those decisions that have an immediate need for a decision and others that can be made more carefully and thoughtfully, and I have the experience making both. I also have experience with operational planning, risks vs. benefit analysis, community response and event recovery in the short, medium and long term as a result of my education in Emergency Management and experience as a service provider.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I have a combination of experiences that prepares me very well to be a City Council member. The first, is having over 30 years in the banking industry, with the last 20 years as Regional President for Johnson Bank here in Janesville. Running a bank allowed me to connect with all aspects of our community. By working closely with individual customers and our business customers, I was able to learn about what is important to them. These strong relationships will allow me to stay connected to the community. While leading the bank, I also developed a sense and reputation for being fiscally conservative and customer-focused. I think that aligns well with what needs to be two key guidelines for operating the City of Janesville. I have been closely involved with our kids through their years in the Janesville schools so there were great relationships established over that time. I have also been very active with non-profit organizations and understand the key role they play in making Janesville a great community. In summary, I have been very fortunate to be able to acquire an extensive list of experiences and relationships that I can lean on during my time on the City Council.

PAUL WILLIAMS:

I am in my 16th year as a council member, and I have served on several boards and commissions within city government.



3. Janesville has experienced tremendous economic growth and community reinvention in the past ten years. From your perspective, what are the top things that the city needs to do to keep up the momentum?

AARON BURDICK:

Maintaining a high level of service in the public safety sector, as seen by posting a 40 year low in criminal activity. A strong public safety infrastructure is a pillar of a strong community. Low crime and public safety are desirable for any new or transferring business and professional families as they look to establish themselves in a community. Maintain an emphasis on fostering public and private partnerships to continue to bring projects to the city that otherwise may not get done. Encourage and promote economic diversity within the city. We must focus on all businesses, large and small, from all sectors of the economy. We need to work together to retain families, attract young professionals and promote new and existing businesses.

JOSHUA ERDMAN:

There are a number of things that will contribute to continued development and community reinvention in Janesville. I'd like to focus on 3. First, community reinvention relies on community engagement. Janesville needs to find more effective ways to engage the community in building its new image and vision, identifying and prioritizing "wants" vs. "needs" and involving citizens in governing.

Secondly, in speaking with small business owners around Janesville, many have voiced concerns about the city's permitting and business development processes. Local small businesses don't have an army of lawyers at their disposal. The additional resources in time, money or staff to navigate local bureaucracy can be the difference between a business's success or failure. I would like to focus on finding ways to streamline the city's internal processes to make applying for licenses, permits, construction, etc. easier. Businesses of all sizes will benefit from improvements in this area. Finally, we need to ensure that we don't lose focus on providing quality basic services that are accessible to all citizens. Fire and police protection, streets and sanitation and other basic municipal services make our community safe and attractive to both businesses and citizens. These services cannot be overlooked in their importance to our continued development success. The viability of our community depends on them. The cost of providing these services is going to continue to rise, and we need to plan for these "needs" to continue to grow Janesville.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

It starts with being excited about our future and the successes we're going to experience. We know that there are always challenges, and limited resources, and other obstacles we will face. I believe if we are going to keep our positive momentum going, we have to be great problem solvers and collaborators. The speed and amount of change we all experience is only going to keep increasing. So we need to be sure we are making the best use of our resources, anticipating change as best possible, and being flexible in the execution of our plans.

PAUL WILLIAMS:

The city needs to continue to reduce the housing shortage, to take control of the former GM/JATCO sites to redevelop these prime locations for what is best for Janesville, and updating the city's zoning codes and ordinances.



4. Downtown Janesville's revitalization has been successful and is the result of concerted focus by the city and strong public-private partnerships between the city and partner organizations. What area or areas of Janesville should the city focus on next and what should the city's role be?

AARON BURDICK:

The revitalization of Uptown Janesville and the Milton Ave. corridor are already underway with the approval to move forward with the Woodman's Sports and Convention Center. We need to capitalize on this momentum and turn our focus on the redevelopment and reinvestment of properties that surround Uptown Janesville. The city will have to begin the process of acquiring the blighted GM and JATCO sites, a project of this scope will require the city to work with state and federal agencies to begin making this 250-acre property desirable for redevelopment. The city will have to establish partnerships with the private sector in two ways; one is the sale of these properties to developers, along with tax incremental financing (TIF) packages. The city's ability to partner with government agencies and build private partnerships is key to this redevelopment.

JOSHUA ERDMAN:

Downtown's success has been impressive and incredibly necessary to the vitality of the Janesville community. It was, at the time it started, long overdue. Unfortunately, Janesville's characteristic approach to revitalization focuses on expending resources in one area of the city, at the expense of other areas. It has resulted in a few thriving places, while other sections of the city continue to decline.

We have multiple commercial corridors in the city that are in need of focused revitalization efforts. Given the current condition of some of these areas, it will take initial investments by the City of Janesville, accompanied by rebranding efforts, development incentives, the reduction of various zoning-related barriers to development, and infrastructure improvements before we can expect private businesses to support growth and develop partnerships like those in the downtown area.

The same type of concerted focus applied to downtown should be extended to the city as a whole.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I think the two areas that need strong focus from the city are first, the Woodman's Center and the related development that will happen as a result of that project. There needs to be continued solid work by the city staff and others in the community to be sure we get the maximum lift from this once-in-a-lifetime opportunity. The city needs to keep in regular communication with other stakeholders in and around the area to make sure we are properly planning for the future growth and activity the project will generate. The second area that needs continued work by the city is the former GM site (Centennial Park). I know there have been significant efforts by the city and others to find good solutions for this site. The city needs to stay diligent with those efforts.

PAUL WILLIAMS:

The city needs to focus on the Westside and the Southside. Both of these locations are gateways to our city and in need of improvements. Like the downtown improvements, there needs to be private/public partnerships.



5. Serving residents with essential services while maintaining Janesville's affordability and positioning Janesville for growth is a delicate balancing act in a limited revenue environment. What ideas do you have to sustainably increase revenue streams so Janesville can serve residents and grow without significantly increasing taxes and fees?

AARON BURDICK:

Continue to focus on bringing business into the city to raise net-new construction to keep up with inflation. Continue to lobby the state legislature to update the formula for shared revenue so it is more equitable to our peer cities. Lobby the state to allow municipalities to institute their own temporary sales tax to pay for large capital projects.

JOSHUA ERDMAN:

City administration has done a good job of addressing our shared revenue challenges by creating a legislative agenda and working with public partners to correct the shared revenue formula that put Janesville at a per capita disadvantage compared to other cities. In the meantime, the most important thing the city can do is to work to encourage further economic development in areas across the city, which builds a larger tax base to fund basic city services and needs. Businesses and new residents are attracted to cities with good housing options, safe communities, clean water, full municipal services, and reliable infrastructure. We need to focus on ensuring that our operational budget can provide for existing and future essential services ("needs") that make us competitive. Additionally, the city should remain aware of the value of grant money available from both the private sector and the federal government. Hiring staff who focus on the identification of grant opportunities could be a smart strategy. A good grant-writer is worth their weight in gold (as the adage goes). The city can also continue to find opportunities for public/private partnerships to stretch the resources that we have available for our "wants".

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I agree completely, it is a delicate balancing act in a limited revenue environment. Right now I do not have any specific ideas that can significantly increase the revenue streams for the City of Janesville. I will be focused on learning as much as I can about the operating environment the city functions in and then work to be open minded about potential solutions that will keep Janesville a strong community. I mentioned in an earlier question that my intent is to operate from a fiscally conservative position with strong customer service. I intend to apply that same philosophy to our City of Janesville operations. That means we have to be creative and forward thinking to identify opportunities to change and improve.

PAUL WILLIAMS:

Continue to lobby the State Legislature to change the shared revenue formula so that Janesville will finally get its fair share. Under state law, cities can only raise taxes based on a formula unless voters approve a referendum allowing the city to raise taxes. Janesville already runs on a very lean budget.



6. Janesville has a housing crunch and housing is needed at all levels. In City Manager Lahner's 2024 State of the City address, he identified housing as a priority. How should the City address the situation and increase housing inventory?

AARON BURDICK:

The City Council authorized funding for a consultant to update the zoning and subdivision ordinance. Updating these ordinances will eliminate roadblocks to development. Continue to look at tax incremental financing (TIF) opportunities for multi-family housing. Strategically acquire properties to create opportunities for housing developers. Utilize road extensions to connect existing subdivisions to vacant land suitable for housing development.

JOSHUA ERDMAN:

Economic development and availability of affordable housing work hand in hand. The city needs to work to revamp the zoning system to better align with the Comprehensive Plan and encourage mixed-use property that combines commercial and housing availability. The City of Janesville is not alone in its housing struggles. I believe that the city should be evaluating some of the options being pioneered by other communities for use in Janesville. For example, Kalamazoo, Michigan is using pre-permitted housing plans to reduce lead time on home construction, developer costs, and city bureaucracy. Beloit is offering downtown businesses TID Housing Fund money to convert units above commercial stores into additional housing. Large cities, like New York and Washington, D.C., are working to convert vacant commercial properties into residential units, using federal incentives and grant dollars to assist with funding the transition. These solutions are not all-inclusive or one-size-fits-all. They require analysis for use in our community. But they are a great place to start looking for creative long-term solutions to our housing challenges.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

In the past there have been summits to bring the public and the private sectors together on key topics. I think housing is an example where a summit would be a good opportunity to get the lay of the land and discuss what are some next steps that can be taken to address our housing needs. Housing is an area that takes time to impact.

PAUL WILLIAMS:

The Plan Commission, of which I am a member, has just updated and approved plans for new areas in the city for mixed-use developments which will allow for residential housing alongside commercial uses. The city can also use TIF incentives for large-scale housing developments.



7. Redevelopment of Centennial Park, the site of the former General Motors (GM) plant and the Janesville Auto Transport Company (JATCO), is a major opportunity. How do you think the site should be redeveloped and what should the city's role be?

AARON BURDICK:

The city should not get involved until it is believed that the site will not be redeveloped without city action. If the city believes there are no alternatives to this, then they should acquire the blighted property. Once the property is acquired, consultants must be used to advise the city on strategies to develop the site. A masterplan should be created on how this 250-acre site should be zoned for redevelopment. Once a plan is established, the city should seek state and federal grants to help with remediation so these parcels can be sold to developers.

JOSHUA ERDMAN:

The former General Motors site represents a free-market failure that is extremely common among similar brownfield sites (power plants, former industrial locations, mines, quarries and mills). Environmentally compromised properties are extremely difficult to redevelop privately because of the massive amount of investment required for cleanup, with very little access to independent funding sources. While the City of Janesville is not the preferred entity to take responsibility for site cleanup and redevelopment, it may be the only entity who will attempt it. Without intervention, this site will remain a community eyesore and a barrier to Southside redevelopment. While not desirable, the city of Janesville's involvement as a transitional owner may be necessary to move the city forward. Recent council decisions reflect this thought process. The redevelopment process is a long-term commitment and a long-term need for the health of the community. According to City Manager Kevin Lahner, the former GM plant represents "the single largest investment in the city's history." City staff and council, however, need to be aware of the risk of overcommitting the city's operational budget to this project and neglecting the regular needs of the community. In terms of redevelopment, if we are successful in mitigating the environmental challenges of this property, the Centennial Park Plan should be revisited and revised to reflect new zoning regulations and renewed engagement with residents. The Centennial Park Plan was developed and approved before COVID-19. By the time we are ready to commit to actual redevelopment, the site's circumstances and our financial realities will have changed significantly.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I mentioned in an earlier question that Centennial Park is an area of needed focus for the City of Janesville. And as stated earlier, I know there have been significant efforts by the city and others to find good solutions for this site. The city needs to stay diligent with those efforts. I will spend some time to review what efforts and actions are in flight.

PAUL WILLIAMS:

The current owner of the sites has not been a good partner with the city. I feel the time has come for the city to take over ownership of this area. The city will then need to gather citizen input and discuss what is the best plan(s) for the area. This may change the area from a commercial area to light industrial or even residential or a mixture of uses.



8. In 2023, the city updated the Comprehensive Plan, its long-term blueprint for planning and development. To realize many of the Plan's goals, zoning needs to be updated. Please share your thoughts on updating zoning and what a realistic timetable is.

AARON BURDICK:

Zoning is the foundation for redevelopment. A consultant will be hired to assist with updating zoning and subdivision ordinances. These updates should reflect current industry standards, which will remove current barriers that have stood in the way of development in certain areas of the city. 18 months would be a realistic timetable for recommendations and actions.

JOSHUA ERDMAN:

Janesville's current zoning ordinance was adopted in 1981, with various amendments added as needed in the years since. Updating and revising our zoning statutes to meet community needs of today and tomorrow is a critical step in addressing some of our most pressing challenges. City staff have already posted a request for proposal (RFP) to revise and update our zoning ordinances, outlining our needs and expectations to potential contractors. Proposals were due by March 1, 2024. The desired timeframe for project completion from date of consultant selection to submission of the final draft is 18 months. For the complexity of the task at hand, the scope of the project, and the importance of seeing the process completed correctly in a timely manner, 18 months seems reasonable. I support efforts to prioritize revamping our zoning ordinances. It will drive economic development, assist with mixed use commercial/residential housing creation, improve urban planning efforts, reduce barriers to new construction, and improve quality of life in our community.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I think zoning does need to be reviewed to be able to have it reflect what the needs of the community are. One of the earlier questions was about our need for additional housing. Having zoning regulations that are in-step with current market demands and conditions is critical to be sure we create an environment where new projects can move at a good pace while maintaining the integrity, quality, and safety needed. Zoning rules should be clear so that everyone involved in the process can know what to expect in advance. I am not sure what the timetable should be with this process because I have not been closely involved in the past.

PAUL WILLIAMS:

Being a member of the Plan Commission, I was involved with the update of the Comprehensive Plan. That update took several meetings and many months to complete. Updating the zoning will also take many meetings but should not take as long to finish.



9. Janesville has a Council-Manager form of government and has been running under this structure longer than any other community in Wisconsin. What is the role of the city council vs. the city manager?

AARON BURDICK:

The roles work for a common goal but exist for checks-and-balances. The city manager's role is to establish a strategic plan and oversee departments that are tasked with carrying it out. The city council's role is to ensure the strategic plan is what is in the best interest of the city and the processes utilized by the city manager are appropriate. The city council holds the city manager accountable for the concerns of Janesville residents.

JOSHUA ERDMAN:

The role of the city council is to represent the citizens and provide a portion of the leadership needed to successfully operate city government. This includes setting priorities, directing city policy development, and adopting fiscally responsible budgets that accomplish long-term goals and meet needs of the citizens. While the city council is a part of the team that leads the city, it is important to note that the city council provides direct oversight of the city manager to ensure that priorities and policies are being met.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

I think our current form of Council-Manager government is the best possible combination.

We have 7 at-large council members who each represent all of Janesville. They each should be connected to all of Janesville. The role of the city council is to act in a dual role as representatives of the citizens and as a Board of Directors. City council needs to hold the city manager and the staff accountable through regular communications around mutually agreed priorities and goals. City council needs to be sure the city manager and staff are given the necessary resources and tools to accomplish those priorities and goals. The city manager is the operational leader for the city. He is the person that has the day-to-day responsibility for operations, short-term and long-term and ensuring the city staff provide great customer service. He has the responsibility to lead the staff. The city manager and the staff are trained professionals. Let's make sure they have the knowledge and access to resources needed to make good decisions.

PAUL WILLIAMS:

The city council is the legislative body. The council assesses the city's wants and needs, determines the city's priorities and policies. The council is responsible for passing an annual budget. Another duty of the council is to hire the city manager. The city manager runs the day-to-day operations and executes the objectives set by the city council.



10. The city's 2024-2028 Strategic Plan identifies ten areas of focus.
What five are most important to you?
Focus areas are listed in alphabetical order.

- **Diversity, Equity, Inclusion, & Belonging:** To support a workforce that values diversity, promotes equity, fosters inclusion, and cultivates a sense of belonging within the organization and community that we serve.
- **Downtown:** To position our downtown as a vibrant neighborhood where commerce, culture, entertainment, and history intersect.
- **Economy:** To facilitate continued growth and diversification of our local economy.
- **Financial Sustainability:** To remain a responsible and forward-thinking steward of financial resources.
- **Image & Engagement:** To strategically communicate the City of Janesville's strengths, priorities, and initiatives while maintaining trust and confidence through effective engagement.
- **Infrastructure:** To build upon the community foundation of well-planned, maintained, dependable, and sustainable infrastructure.
- **Partnerships:** To embrace and enhance collaboration with local, regional, national, and global stakeholders to realize shared success.
- **Performance Culture:** To cultivate an organizational environment that empowers an engaged, innovative, and diverse municipal employee base.
- **Rock River Corridor:** To promote, enhance, and respect the unifying feature of our community.
- **Safe & Healthy Community:** To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.

AARON BURDICK:

In no particular order: Safe and Healthy Community, Financial Stability, Infrastructure, Partnerships, and Performance Culture.

JOSHUA ERDMAN:

Economy, Financial Stability, Image & Engagement, Infrastructure, Safe & Healthy Community

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

Diversity, Equity, Inclusion, & Belonging, Financial Stability, Infrastructure, Partnerships, Safe & Healthy Community

PAUL WILLIAMS:

All of these are very important for a healthy, attractive, and welcoming community. None are more important to me than the others.



11. What role does the Strategic Plan play in aligning the city council with the city manager and leadership team?

AARON BURDICK:

The Strategic Plan is a blueprint for all three to follow by creating a foundation of common goals. The plan outlines goals and objectives to help make significant, measurable improvements.

JOSHUA ERDMAN:

The Strategic Plan is a unifying document that allows the council and city manager to share similar goals and visions for the direction of the city over the next 5 year period. The current plan, however, does not align as well as desired with the newly approved Comprehensive Plan. As such, city staff posted a request for proposal (RFP) that closed on January 5, 2024 to create a new five-year strategic plan to help guide the city's policy priorities and budget allocations moving forward. I am excited to represent Janesville's citizens as we create a new, functional, actionable, priority-focused strategic plan.

MATHEW GONZALEZ:

Did not respond.

BILL RAY MCCOY:

Declined to respond.

LARRY SQUIRE:

The Strategic Plan is the written document that works to ensure the city council and the city manager and the leadership team are on the same page. Every organization needs a written down road map that clearly identifies the priorities and goals everyone is striving to achieve. The Strategic Plan is that written road map. We know that we have limited resources. The Strategic Plan can help mobilize those resources to get the maximum benefit. We know that challenges and changes will impact the ability to achieve different priorities and goals. How we respond to those challenges and changes will impact our success as a community. It is imperative that there is open and active communication to ensure positive action is taken when changes and challenges occur.

PAUL WILLIAMS:

The Strategic Plan is a plan so all those involved know in what direction the majority wants the city to move forward. The plan can be amended, from time to time, when deemed necessary.