WELLS & ASSOCIATES, LLC
TRAFFIC, TRANSPORTATION, and PARKING CONSULTANTS

MEMORANDUM

TO: Barbara Allan
Barbara's Montessori School

FROM: Martin J. Wells, P.E.

DATE: September 19, 2002

SUBJECT: Traffic and Parking Study

Introduction

This memorandum presents a traffic and parking study of Barbara's Montessori School, which is located in the northwest section of Washington, D.C. at 2828 Hurst Terrace.

Study Scope

Specific tasks undertaken in this study included:

1. Interview Barbara Allan, owner and operator of Barbara's Montessori School.

2. Review the school's statement to the Board of Zoning Adjustment (BZA), the Advisory Neighborhood Commission 3-D report, Francis Scoot Key Elementary School correspondence, opposition correspondence, and other background materials.

3. Field reconnaissance of the subject site, Hurst Terrace, the site vicinity, and traffic operating conditions.

4. Interview Lieutenant Patrick Burke, District of Columbia Traffic Coordinator.

BZA
Case No. 16915
Exhibit No. 100
Board of Zoning Adjustment
District of Columbia
CASE NO.16915
EXHIBIT NO.100

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5. Review the 2002-2003 roster of students.

6. Counts of traffic on Hurst Terrace and the number of pedestrians and vehicles generated by the school on Wednesday, September 18, 2002.

7. Review of traffic engineering standards for local street design.

Conclusions

The conclusions of this study are as follows:

1. ***Hurst Terrace carries moderate traffic volumes: 107 vehicles in a one-and-one-half hour period in the morning and 85 vehicles in a two-hour period at mid-day.***

2. ***Barbara's Montessori School generates light traffic volumes: only 18 cars in the morning and 21 cars at mid-day.***

3. ***The school generates traffic for short periods of time, over a 49-minute period in the morning and 25-minute period at mid-day. Most of the morning traffic occurs over an eight-minute period around 9:00 AM.***

4. ***Cars driven by parents or guardians dropping off or picking up students stood in front of the school or parked legally nearby. These cars did not block or otherwise seriously impede through traffic on Hurst Terrace.***

5. ***School traffic operates safely and efficiently, based on Wells & Associates' field observations and discussions with Lieutenant Patrick Burke, District of Columbia Traffic Coordinator.***

6. *The 30-foot section in front of 2828 Hurst Terrace safely and efficiently accommodates school pick-up and drop-off activity, curb parking on the other side of the street, and two-way traffic (yield-flow operation).*

7. *The school has published an arrival and dismissal plan for controlling traffic. Parents should be reminded on the spot if they violate any provisions of the plan and should be sent periodic reminders, especially of pick up times and the requirement to drive around the block if three cars are already standing in front of the school.*

8. *The following additional measures are recommended:*

   A. *Encourage families in the immediate vicinity to walk to school.*

   B. *Distribute a roster and encourage parents to voluntarily carpool with neighbors.*

   C. *Parents/guardians must park only on the west (or school) side of the street, not on the east (or opposite side of the street).*

   D. *Remind parents/guardians to pull over as close as possible to the curb when dropping off or picking up students.*

   E. *Encourage walkers to use the sidewalk on the east side of the street and to exercise caution when crossing the street.*

   F. *Ensure that there is always someone available to assist students into and out of their cars during both the morning and mid-day pick-up and drop-off times.*

   G. *Evaluate the feasibility of staggered or appointed arrival and dismissal times, as suggested by the ANC.*

9. ***Hiring an off-duty police officer to control traffic during the morning drop-off and mid-day pick-up is not recommended at this time.***

School Profile

Forty-two families have enrolled 47 students at Barbara's Montessori School, according to the 2002-2003 Roster. Thirty six (or three-quarters) of these families live in the District of Columbia, 10 families (or 21 percent) live in Maryland, and one family (or two percent) lives in Virginia, as shown in Table 1.

Thirty-eight families have enrolled a single student, three families have enrolled two students, and one family has enrolled triplets. Average enrollment is 1.12 students per family.

Not all of these students come to school every weekday. Preliminarily, 20 students are scheduled to attend on Mondays, 27 on Tuesdays, 24 on Wednesdays, 27 on Thursdays, and 21 on Fridays. This schedule will be adjusted to comply with the 23-student enrollment cap.

The school employs Barbara Allan, who lives on premises, and two or three assistant, one of whom works for only an hour a day. The assistants generally drive to work and park legally in nearby parking spaces that are not controlled by residential parking permits.

School begins at 9:00 AM and ends at 12:00 Noon. Early arrivals are at 8:30 AM. The school is limited to 160 days of operation per year.

Table 1
Home Zip Code Distribution of Barbara's Montessori School Students

State/ Zip Code	Families: One Student	Families: Two Students	Families: Three Students	Total	Number of Students	Students per Family	Percent of all Students
District of Columbia							
20007	9	1	1	11	14	1.27	30%
20008	1	1	-	2	3	1.50	6%
20015	1	-	-	1	1	1.00	2%
20016	16	1	-	17	18	1.06	38%
Subtotal	27	3	1	31	36	1.16	77%
Maryland							
20815	2	-	-	2	2	1.00	4%
20816	8	-	-	8	8	1.00	17%
Subtotal	10	-	-	10	10	1.00	21%
Virginia							
22206	1	-	-	1	1	1.00	2%
Total	38	3	1	42	47	1.12	100%
Percent of All Families	224%	18%	6%	247%			

Hurst Terrace Characteristics

Hurst Terrace extends in a north-south direction from Garfield Street to Fulton Street. Six homes are located on the east side of the street. Four (or two thirds) of these homes have driveways in which cars can be parked. Seven homes are located on the west side of the street. Six (or 86 percent) of these homes have driveways. These homeowners need not rely entirely on parking at the curb on Hurst Terrace.

A sidewalk is provided on the east side of Hurst Terrace. No sidewalk is provided on the west side of the street. A narrow brick path is provided along the 2828 Hurst Terrace frontage.

Curb parking is permitted at all times on both sides of the street. Parking is limited to two hours, between 7:00 AM and 8:30 PM, over most of the length of the street, except for holders of Zone 3 residential parking permits. Parking is unrestricted for a distance of approximately 150 feet on the west side of the street, south of Garfield Street.

Hurst Terrace is approximately 30 feet wide, measured curb to curb. Approximately 16 to 17 feet of clear width is available for travel when cars are parked across from each other on both sides of the street. Two cars can pass each other with care in these sections. Typically, one vehicle will yield to the other by pausing in a section with one or no parked vehicles.

The American Association of State Highway and Transportation Officials (AASHTO), in *Geometric Design of Highways and Streets*, notes that a 26-foot wide local street "provides for a 3.6 m [12-ft] center travel lane and two 2.2-m [7-ft] parking lanes. Opposing conflicting traffic will yield and pause on the parking lane area until there is sufficient width to pass."

The Institute of Transportation Engineers (ITE), in *Residential Streets*, states, "on most local streets, a 24- to 26-foot-wide pavement is the most appropriate width. This provides either two parking lanes and a traffic lane (yield-flow operation) or one parking lane and two moving lanes (slow-flow operation)." ITE goes on to state "providing for the free flow of traffic in two 11- or 12-foot lanes that are never occupied by parking can encourage traffic to speed." "Encouraging slower speeds through narrower streets can improve the safety of streets for residents."

The 30-foot section in front of 2828 Hurst Terrace safely and efficiently accommodates school pick-up and drop-off activity at the school, curb parking on the other side of the street, and two-way traffic (yield-flow operation).

Traffic Management Plan

Barbara Allan has distributed an arrival and dismissal plan for the school to all parents (see Appendix A). The provisions of this plan are as follows:

Arrival:

1. At no time can there be more than three cars in front of the school. If there are three or more cars already in line, parents/guardians must drive around the block.

2. Parents/guardians must remain in their cars at all times.

3. Students must remain in their cars until assisted out of the car.

4. U-turns on Hurst Terrace are not permitted after dropping off a student.

5. Parents/guardians are not to block others' driveways.

6. Drop off times are 8:55 to 9:15 AM, except for those who select early care.

Dismissal:

1. Dismissal is handled in the same manner as arrivals.

2. Cars may not line up before 11:50 AM; parents/ guardians must remain in their cars.

3. Students will be brought out to the cars at 12:00 Noon.

4. Parents who must pick up students before 11:50 AM must park on the east (or opposite) side of the street.

Failure to abide by these rules more than twice will lead to dismissal from the school.

Parent socializing during arrivals and dismissal is prohibited. Parents are to share these rules with all caregivers who may take students to the school or pick them up after school.

Barbara Allan places cones behind the curb in front of the school to discourage others from parking there. Others usually (but not always) do not park in front of the school, thus leaving this space available for student drop off and pick up.

Traffic Volumes

Overview. Wells & Associates, LLC conducted traffic counts in front of 2828 Hurst Terrace on Wednesday, September 18, 2002, from 8:00 to 9:30 AM, and from 11:00 AM to 1:00 PM. This included counts of Barbara's Montessori School and all other traffic. Wells & Associates' personnel recorded the time of each student arrival, on foot or by car. The results are presented in Tables 2, 3, and 4.

Table 2
Traffic Volumes on Hurst Terrace, N.W.
Wednesday, September 18, 2002

15-Minute Interval	Southbound Traffic						Northbound Traffic						Total, Both Directions		
	Cars	School Buses	Trucks	Total	Barbara's School Traffic	Percent of Total	Cars	School Buses	Trucks	Total	Barbara's School Traffic	Percent of Total	Total	Barbara's School Traffic	Percent of Total
Morning Peak Period															
8:00 to 8:15 AM	7	-	-	7	-	0.0%	6	-	-	6	-	0.0%	13	-	0.0%
8:15 to 8:30 AM	13	-	-	13	2	15.4%	6	-	-	6	-	0.0%	19	2	10.5%
8:30 to 8:45 AM	11	-	-	11	1	9.1%	7	1	-	8	-	0.0%	19	1	5.3%
8:45 to 9:00 AM	11	-	-	11	7	63.6%	9	-	-	9	-	0.0%	20	7	35.0%
9:00 to 9:15 AM	14	-	-	14	8	57.1%	9	-	-	9	-	0.0%	23	8	34.8%
9:15 to 9:30 AM	10	-	-	10	-	0.0%	3	-	-	3	-	0.0%	13	-	0.0%
Total	66	-	-	66	18	27.3%	40	1	-	41	-	0.0%	107	18	16.8%
Percent of Total	100.0%	0.0%	0.0%	100.0%			97.6%	2.4%	0.0%	100.0%					
Mid-Day Peak Period															
11:00 to 11:15 AM	4	-	-	4	-	0.0%	1	-	-	1	-	0.0%	5	-	0.0%
11:15 to 11:30 AM	3	-	-	3	-	0.0%	3	-	-	3	-	0.0%	6	-	0.0%
11:30 to 11:45 AM	6	-	-	6	1	16.7%	3	-	-	3	-	0.0%	9	1	11.1%
11:45 to 12:00 Noon	15	-	2	17	11	64.7%	2	-	-	2	-	0.0%	19	11	57.9%
12:00 Noon to 12:15 PM	17	-	-	17	9	52.9%	2	-	1	3	-	0.0%	20	9	45.0%
12:15 to 12:30 PM	4	-	-	4	-	0.0%	4	-	-	4	-	0.0%	8	-	0.0%
12:30 to 12:45 PM	6	-	-	6	-	0.0%	4	-	-	4	-	0.0%	10	-	0.0%
12:45 to 1:00 PM	4	-	1	5	-	0.0%	3	-	-	3	-	0.0%	8	-	0.0%
Total	59	-	3	62	21	33.9%	22	-	1	23	-	0.0%	85	21	24.7%
Percent of Total	95.2%	0.0%	4.8%	100.0%			95.7%	0.0%	4.3%	100.0%					

Table 3
Barbara's Montessori School Traffic
(Number of Students Per Party)

Party	Time	Travel Mode: Walk	Stop and Drop-Off or Pick-Up	Park and Drop-Off or Pick-Up	Total	Stopped Vehicle Queue
Morning Drop-Off						
1	8:23	-	-	1	1	1
2	8:28	-	-	2	2	2
3	8:31	-	-	1	1	3
4	8:46	-	-	1	1	2
5	8:49	-	2	-	2	2
6	8:50	-	1	-	1	3
7	8:51	2	-	-	2	3
8	8:52	1	-	-	1	3
9	8:52	-	-	1	1	4
10	8:57	-	1	-	1	3
11	8:59	-	-	1	1	3
12	8:59	-	1	-	1	3
13	9:00	-	-	1	1	4
14	9:00	-	1	-	1	4
15	9:04	-	1	-	1	1
16	9:04	-	1	-	1	2
17	9:05	-	1	-	1	2
18	9:05	-	2	-	2	2
19	9:06	1	-	-	1	3
20	9:09	-	1	-	1	1
21	9:12	-	-	1	1	1
Total		4	12	9	25	
% of Total		16%	48%	36%	100%	
Noon Pick-Up						
1	11:43	-	-	1	1	1
2	11:46	-	2	-	2	1
3	11:47	-	1	-	1	2
4	11:48	-	1	-	1	3
5	11:51	-	1	-	1	4
6	11:52	-	2	-	2	5
7	11:53	-	-	1	1	5
8	11:54	-	1	-	1	7
9	11:54	-	1	-	1	5
10	11:57	-	1	-	1	4
11	11:59	-	1	-	1	4
12	11:59	-	1	-	1	4
13	12:00	-	2	-	2	3
14	12:02	-	1	-	1	2
15	12:03	-	1	-	1	1
16	12:04	-	1	-	1	1
17	12:04	-	1	-	1	2
18	12:05	-	1	-	1	3
19	12:05	-	1	-	1	4
20	12:06	1	-	-	1	4
21	12:07	-	1	-	1	5
22	12:08	-	1	-	1	1
Total :		1	22	2	25	
% of Total		4%	88%	8%	100%	

Notes: Average auto occupancies:
Morning: 1.17 Students per Car
Noon: 1.14 Students per Car

Table 4
Barbara's Montessori School Traffic
(Number of Parties by 15-Minute Interval)

Time	Travel Mode				
	Walk	Stop and Drop-Off or Pick-Up	Park and Drop-Off or Pick-Up	Total	Percent of Total
Morning Peak Period					
8:00 to 8:15 AM	-	-	-	-	0%
8:15 to 8:30 AM	-	-	2	2	10%
8:30 to 8:45 AM	-	-	1	1	5%
8:45 to 9:00 AM	2	4	3	9	43%
9:00 to 9:15 AM	1	6	2	9	43%
9:15 to 9:30 AM	-	-	-	-	0%
Total	3	10	8	21	100%
% of Total					
Mid-Day Peak Period					
11:00 to 11:15 AM	-	-	-	-	0%
11:15 to 11:30 AM	-	-	-	-	0%
11:30 to 11:45 AM	-	-	1	1	5%
11:45 to 12:00 Noon	-	10	1	11	50%
12:00 Noon to 12:15 PM	1	9	-	10	45%
12:15 to 12:30 PM	-	-	-	-	0%
12:30 to 12:45 PM	-	-	-	-	0%
12:45 to 1:00 PM	-	-	-	-	0%
Total	1	19	2	22	100%
% of Total					

Street Traffic. Hurst Terrace is moderately traveled. One-hundred-seven vehicles traveled Hurst Terrace in both directions during the on-and-one-half hour period between 8:00 and 9:30 AM, as shown on Table 2. Eighty-five vehicles traveled the street during the two-hour period between 11:00 AM and 1:00 PM. Automobiles, school buses, and trucks used the street. The vast majority of vehicles were cars.

School Traffic. A total of 25 students attended Barbara's Montessori School on Wednesday, September 18, as shown on Table 3. Four (or 16 percent) were walked to school in the morning, and one (or four percent) was walked home at noon.

In the morning, 10 parents drove 12 students (or 48 percent of all students) to school (see Table 4). Barbara and her aides assisted these students out of their cars. Eight parents parked at the curb and escorted nine students (or 36 percent of all students) into the school.

At noon, 19 parents picked up 22 students (or 88 percent of all students) at the curb without exiting their cars; Barbara and her aides assisted these students into their cars. Two parents parked and escorted two students (or eight percent of all students) to their cars.

Parents or guardians drove 18 vehicles to school between 8:23 and 9:12 AM, and 21 vehicles picking up students between 11:43 AM and 12:08 PM. Four parents/guardians arrived to pick up students before 11:50 AM. The earliest arrived at 11:43 AM.

All of that traffic traveled southbound on Hurst Terrace. Most of the morning traffic was concentrated in the eight-minute interval of 8:57 to 9:05 AM when nine vehicles arrived at the school. Mid-day traffic was more or less uniformly distributed over a 25-minute interval.

School traffic accounted for about a third of all traffic on Hurst Terrace at 8:45 to 9:15 AM, and about half of all traffic on Hurst Terrace at 11:45 AM to 12:15 PM.

Queues

Cars parked by parents or guardians dropping off or picking up students were parked legally. These cars did not block or otherwise seriously impede through traffic on Hurst Terrace.

The number of cars stopped to pick up or discharge students was limited to three or fewer cars at most times (see Table 3). Up to four vehicles were stopped at the curb for short periods of time in the morning. A maximum of seven cars were parked for a minute, and four or more cars were parked across an eight-minute period. These cars were parked in front of 2828 Hurst Terrace or in other legal curb parking spaces on the west side of the street. None blocked neighbors' driveways.

On-Street Parking

Space is available to park 11 cars on the east side of the street and 19 cars on the west side of the street, as shown on Table 5. On Wednesday, September 18, six cars were parked on the east side of the street, and six cars were parked on the west side of the street in the morning. Thus, about half of all east side spaces and a third of all west side spaces were occupied at that time. Half of all spaces on the east side, and two-thirds of all spaces on the west side, were vacant.

At mid-day, five cars were parked on the east side of the street, and four cars were parked on the west side of the street. About half of all east side spaces and one fifth of all west side spaces were occupied at that time. Half of all east side spaces, and four-fifths of all west side spaces, were vacant.

Half of those parking in the morning, and two-thirds of those parking at mid-day, displayed Zone 3 residential parking permits. Some construction workers employed at the Key School and other area workers park on Hurst Terrace.

Parent dropped off children from both the right (curb-side) and left (street-side) sides of the car.

Table 5
Hurst Terrace Curb Parking Capacity and Occupancy
Wednesday, September 18, 2002

Measure	Morning	Noon
East Side		
Capacity (Spaces)	11	11
Occupied Spaces		
Zone 3 Permits	3	3
Other	3	2
Subtotal	6	5
Percent Spaces Occupied	55%	45%
West Side		
Capacity (Spaces)	19	19
Occupied Spaces		
Zone 3 Permits	3	3
Other	3	1
Subtotal	6	4
Percent Spaces Occupied	32%	21%
Both Sides		
Capacity (Spaces)	30	30
Occupied Spaces		
Zone 3 Permits	6	6
Other	6	3
Subtotal	12	9
Percent Spaces Occupied	40%	30%

General Observations

All parents or guardian who drove students to the school approached and left the school on southbound Hurst Terrace (that is, on the school side of the street). None approached or left on northbound Hurst Terrace (or the opposite side of the street). Students, therefore, did not have to cross the street after being dropped off or to be picked up.

No school traffic was observed making U-turns on Hurst Terrace.

School traffic did not queue in the travel lanes of Hurst Terrace or otherwise block traffic in either direction on Hurst Terrace. School buses, a FedEx truck, a garbage truck, and automobiles were observed traveling in both directions past parent/guardians stopped in front of the school and between cars parked directly across from each other north of the school.

A school employee was observed to park legally in a curb parking space on the west (or school) side of the street near Garfield Street. This section of Hurst Terrace is not controlled by the Zone 3 residential parking permit system.

No school traffic was observed to block neighbors' driveways.

Barbara's Montessori School traffic did not conflict with Key School traffic. The final stages of construction at Key School did not significantly affect traffic on Hurst Terrace. The 8-foot-by-20-foot containers placed at the curb on the east side of the street south of the school were obstacles around which traffic flowed much like parked cars.

Some parents who walk their children or transport them in single or double strollers use the sidewalk on the opposite side of the street and cross Hurst Terrace; others walk in the street.

D.C. Traffic Coordinator Interview

I interviewed Lieutenant Patrick Burke, D.C. Traffic Coordinator, by telephone on September 19, 2002. He is intimately familiar with traffic patterns at the school and on Hurst Terrace in his professional capacity and as a parent of a former student of Barbara's Montessori School.

Lt. Burke indicted that traffic on Hurst Terrace is a "non-issue." The school generates few cars. School traffic operates safely and efficiently. Parents do not block neighbors' driveways. Barbara's Montessori School traffic does not interfere with Key School traffic. Emergency vehicles can access local residents' homes during the morning drop-off and mid-day pick up. Minor problems are experienced at the beginning of the new school year and are quickly solved as parents become familiar with the rules.

Conclusions

The conclusions of this study are as follows:

1. Hurst Terrace carries moderate traffic volumes: 107 vehicles in a one-and-one-half hour period in the morning and 85 vehicles in a two-hour period at mid-day.

2. Barbara's Montessori School generates light traffic volumes: only 18 cars in the morning and 21 cars at mid-day.

3. The school generates traffic for short periods of time, over a 49-minute period in the morning and 25-minute period at mid-day. Most of the morning traffic occurs over an eight-minute period around 9:00 AM.

4. Cars driven by parents or guardians dropping off or picking up students stood in front of the school or parked legally nearby. These cars did not block or otherwise seriously impede through traffic on Hurst Terrace.

5. School traffic operates safely and efficiently, based on Wells & Associates' field observations and discussions with Lieutenant Patrick Burke, District of Columbia Traffic Coordinator.

6. The 30-foot section in front of 2828 Hurst Terrace safely and efficiently accommodates school pick-up and drop-off activity, curb parking on the other side of the street, and two-way traffic (yield-flow operation).

7. The school has published an arrival and dismissal plan for controlling traffic. Parents should be reminded on the spot if they violate any provisions of the plan and should be sent periodic reminders, especially of pick up times and the requirement to drive around the block if three cars are already standing in front of the school.

8. The following additional measures are recommended:

   A. Encourage families in the immediate vicinity to walk to school.

   B. Distribute a roster and encourage parents to voluntarily carpool with neighbors.

   C. Parents/guardians must park only on the west (or school) side of the street, not on the east (or opposite side of the street).

   D. Remind parents/guardians to pull over as close as possible to the curb when dropping off or picking up students.

E. Encourage walkers to use the sidewalk on the east side of the street and to exercise caution when crossing the street.

F. Ensure that there is always someone available to assist students into and out of their cars during both the morning and mid-day pick-up and drop-off times.

G. Evaluate the feasibility of staggered or appointed arrival and dismissal times, as suggested by the ANC.

9. Hiring an off-duty police officer to control traffic during the morning drop-off and mid-day pick-up is not recommended at this time.

Appendix A

Barbara's Montessori School
Arrival and Dismissal Plan

ARRIVAL AND DISMISSAL PLAN FOR MONTESSORI SCHOOL LOCATED AT 2828 HURST TERRACE NW

Object of this **ARRIVAL AND DISMISSAL** plan is to have the safest and least congestion as possible.

ARRIVAL:

1. **AT NO TIME CAN THERE BE MORE THAN THREE CARS IN FRONT OF HOUSE, IF THERE ARE THREE CARS ALREADY IN LINE YOU MUST CONTINUE DOWN HURST TERRACE AND GO AROUND THE BLOCK.**

2. Please **REMAIN IN YOUR CAR** at all times, I will open the door and retrieve your child.

3. **DO NOT at** any time let your child out of the car – please wait your turn in line. This will enable the maximum safety for your child and will keep cars moving orderly and swiftly down the street.

4. After you have dropped off your child **DO NOT TURN AROUND** but continue straight down the street. This adds to the congestion and is dangerous.

5. At no time block a driveway. This is very irritating and unthoughtful to my neighbors.

6. Drop off will be between 8:55an and 9:15am (unless you do early care). If you are late please park legally to walk your child up to school.

DISMISSAL:

1. Dismissal will be handled in the same manner as above.

2. Please line up **(NO SOONER THAN 11:50)** and **REMAIN IN YOUR CARS** – Again, only three cars may line up in front of house.

3. Children will be brought out to the cars at 12: 00 Noon.

4. If you need to pick up your child early make sure you park legally on the opposite side of the street- no later then 11:50am-so you do not interfere with the cars lining up, and **WALK UP TO THE GATE.**

FAILURE TO ABIDE BY THESE RULES MORE THAN TWICE WILL LEAD TO YOUR DISMISSAL FROM THE SCHOOL

DUE TO SAFETY- PLEASE PARENT SOCIALIZING MUST BE DONE AWAY FROM THE AREA DURING ARRIVAL AND DISMISSAL.

Please make sure **ALL CAREGIVERS** – grandparents-babysitters-etc. are familiar with this plan. Thank you