

UNIFIED PLANNING WORK PROGRAM (UPWP)

Fiscal Year (FY) 2022-2023



CENTRAL VIRGINIA TRANSPORTATION PLANNING ORGANIZATION (CVTPO)

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Transportation Technical Committee (TTC) Recommendation: March 10, 2022

CVTPO Policy Board Adoption: March 17, 2022

The Central Virginia Transportation Planning Organization (CVTPO) serves as the federally mandated Metropolitan Planning Organization (MPO) for the Central Virginia Urbanized Area. Funding provided by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Virginia Department of Transportation (VDOT), the Virginia Department of Rail and Public Transportation (DRPT) and Central Virginia Transportation Planning Organization (CVTPO) Local Funds. The CVTPO ensures nondiscrimination and equal employment in all programs and activities in accordance with Title VI and Title VII of the Civil Rights Act of 1964. If you have questions or concerns about your civil rights regarding this project or special assistance for persons with disabilities or limited English proficiency, please contact the CVTPO.

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**RESOLUTION APPROVING THE FISCAL YEAR 2023
UNIFIED PLANNING WORK PROGRAM (UPWP)**

WHEREAS, the staff of the Central Virginia Transportation Planning Organization (CVTPO) has prepared the annual Unified Planning Work Program (UPWP) for fiscal year 2023; and,

WHEREAS, the UPWP has been reviewed by the Transportation Technical Committee; and,

WHEREAS, this UPWP is now before the CVTPO for approval.

NOW, THEREFORE, BE IT RESOLVED THAT that the Central Virginia Transportation Planning Organization does hereby approve the UPWP for Fiscal Year 2023 and authorizes it to be submitted to the Virginia Department of Transportation, the Federal Highway Administration, the Virginia Department of Rails and Public Transportation, and the Federal Transit Administration.

ADOPTED this 17th day of March 2022 by the Central Virginia Transportation Planning Organization.

ATTESTED BY:

Gary F. Christie, Secretary
Central Virginia Transportation
Planning Organization

CERTIFIED BY:

Dwayne Tuggle, Chair
Central Virginia Transportation
Planning Organization



Central Virginia Transportation Planning Organization

**RESOLUTION AUTHORIZING THE FILING OF AN APPLICATION
WITH THE VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
FOR GRANTS OF FEDERAL FUNDS UNDER
FEDERAL TRANSIT ADMINISTRATION SECTION 5303 PROGRAM
AND STATE MATCHING FUNDS**

WHEREAS, the contract for financial assistance will impose certain obligations upon this Body, including the provisions of the local funds to support project costs; and,

WHEREAS, a recipient of Federal Transit Administration Funding is required to provide certifications and assurances that all pertinent Federal statutes, regulations, executive orders and directives will be obeyed, and it is the intent of this Body to comply fully with all required certifications and assurances; and,

WHEREAS, it is the goal of this Body that minority business enterprises (disadvantaged business enterprise and women business enterprise) be utilized to the fullest extent possible in connection with this project, and that definitive procedures shall be established and administered to ensure that minority businesses shall have the maximum feasible opportunity to compete for contracts and purchase orders when procuring construction contracts, supplies, equipment contracts, or consultant and other services;

**NOW, THEREFORE, BE IT RESOLVED BY THE CENTRAL VIRGINIA
TRANSPORTATION PLANNING ORGANIZATION:**

1. That **Gary F. Christie, Secretary** is authorized to prepare and file an application on behalf of **Central Virginia Transportation Planning Organization** with the **Virginia Department of Rail and Public Transportation** for federal and state financial assistance under the Federal Transit Administration Section 5303 Program and State Aid Program.
2. That **Gary F. Christie, Secretary** is authorized to execute and file with such application all necessary certifications and assurances, or any other documents or

information required by **Virginia Department of Rail and Public Transportation** in connection with the application or the project.

3. That **Gary F. Christie, Secretary** is authorized to set forth and execute Minority business enterprise (disadvantaged enterprise business and woman enterprise) policies and procedures in connection with procurements under this project.
4. That **Gary F. Christie, Secretary** is authorized to execute a grant agreement on behalf of **Central Virginia Transportation Planning Organization** with the **Virginia Department of Rail and Public Transportation** to aid in the financing of the project.
5. That **Central Virginia Transportation Planning Organization** hereby certifies that the local share of the project costs identified in the application shall be made available to the project from resources available to this body.

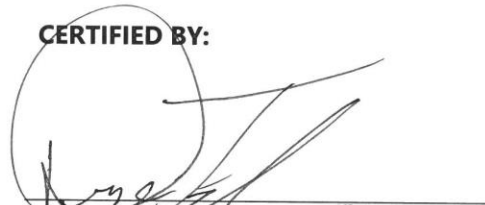
The undersigned, **Gary F. Christie, Secretary**, certifies that the foregoing is a true and correct copy of a resolution, adopted at a legally convened meeting of the **Central Virginia Transportation Planning Organization** held on 17 March 2022.

ATTESTED BY:



Gary F. Christie, Secretary
Central Virginia Transportation
Planning Organization

CERTIFIED BY:



Dwayne Tuggle, Chair
Central Virginia Transportation
Planning Organization

SECTION I

FHWA, VDOT, CVTPO FUNDED ACTIVITIES

1.00 ADMINISTRATION

1.01 General Administration & Operations

Description: CVTPO staff will execute program activities that ensure proper management and operation of the continuing, comprehensive, and coordinated (3-C) planning process in the implementation of the Fiscal Year (FY) 2023 Unified Planning Work Program (UPWP). Task includes the execution of all required administrative functions, including accounting, personnel, contract, and office administration; and to support the activities of the Central Virginia Transportation Planning Organization (CVTPO) through preparation of agendas, attendance, and scheduling meetings, reports, minutes, and other duties, as needed, for the CVTPO board and subcommittees.

Additionally, this activity provides for staff training that supports the transportation program planning services, such as attendance at American Planning Association (APA) and Virginia Chapter of the American Planning Association (APA VA) conferences, geographic information system (GIS) conferences, bicycle and pedestrian seminars, and other opportunities as identified. Also included is funding for membership in the Virginia Association of Metropolitan Planning Organizations (VAMPO).

Products: Efficient office operation, accurate financial information, preparation of quarterly reports and billings, direct and indirect supporting roles to the CVTPO, and an informed and knowledgeable staff and program. A year end work summary report.

Budget: \$36,000

Completion Date: June 30, 2023

1.02 Work Program Administration

Description: To meet the requirements of 23 CFR Part 420 and 23 CFR Part 450, the CVTPO, in cooperation with the Virginia Department of Transportation (VDOT), the Virginia Department of Rail and Public Transportation (DRPT), membership localities, and public stakeholders, is responsible for the development of a UPWP. This UPWP describes regional transportation planning activities which will, or anticipated to, utilize federal funding within the CVTPO planning area. The UPWP also identifies state and local matching dollars for these Federal planning programs.

Products: UPWP for FY 2023 and amendments to the FY 2022 UPWP.

Budget: \$4,000

Completion Date: June 30, 2023

2.0 LONG RANGE TRANSPORTATION PLANNING

2.01 Long Range Transportation Plan Updates

Description: Activities associated with the update to Central Virginia Long Range Transportation Plan (LRTP) as well as its review and explanation. This program task allows for banking of funds to support the five-year LRTP update.

Further, this task allows for the response to FAST Act requirements, SMART SCALE and its prioritization efforts, and, as approved, any other Federal or State identified transportation planning programs.

Products:

- Staff support to the update, FAST Act compliance, and SMART SCALE
- prioritization efforts
- Plan amendments, as necessary
- Maintain the LRTP dashboard
- Fund banking for LRTP update

\$5,000 staff; \$10,000 for Virtual LRTP Dashboard; \$50,000 carryover to FY 19-20.
Completion Date: ongoing through June 30, 2025

L RTP FUNDING PLAN

Due to the cost and scope of the LRTP, the CVTPO traditionally “banks,” or transfers a certain amount of funds from each fiscal year towards the next plan update to reduce fiscal strain on the TPO’s budget during plan update years. This process is described below:

	FISCAL YEAR	CONTRIBUTION	TOTAL BANKED	ACTIVITY
YEAR 1/5	20-21	\$115,000*	\$50,000 for LRTP 2050	2045 Plan completion by October 2020
YEAR 2	21-22	\$50,000	\$100,000	
YEAR 3	23-24	\$50,000	\$150,000	
YEAR 4	24-25	\$50,000	\$200,000	2050 Plan process begin July 2024
YEAR 1/5	25-26	\$100,000**	\$250,000 for LRTP 2050 \$50,000 for LRTP 2055	2050 Plan completion by October 2025
YEAR 2	27-28	\$50,000	\$100,000	
YEAR 3	28-29	\$50,000	\$150,000	
YEAR 4	29-30	\$50,000	\$200,000	2055 Plan process begin July 2029
YEAR 1/5	30-31	\$100,000***	\$250,000 for LRTP 2055 \$50,000 for LRTP 2060	2055 Plan completion by October 2030

*65,000 in FY 20-21 budgeted to complete LRTP 2045; \$50,000 banked toward LRTP 2050

**50,000 in FY 25-26 budgeted to complete LRTP 2050; \$50,000 banked toward LRTP 2055

***\$50,000 in FY 30-31 budgeted to complete LRTP 2055; \$50,000 banked toward LRTP 2060

Note: Dollar amounts are subject to change due to inflation, scope changes, etc. The above chart serves to guide the fund banking to complete the LRTP update every five years. There are two ways in which PL funds can be carried over into a future fiscal year: 1) **“Passive” carryovers** skip a year (for example, unexpended or “banked” funds from FY 21-22 will automatically [passively] skip FY 22-23 and will reappear in the TPO’s funding mix in FY 23-24); 2) **“Direct” carryovers** transfer directly into the next fiscal year. Direct carryovers must be requested through the VDOT District Planner each spring. As the next LRTP update approaches, it is important to manage passive or direct carryovers so that the funds to pay for the LRTP appear at the appropriate time (typically the fiscal year ending in a year divisible by 5 [19-20, 24-25, etc.] and the year after).

Budget: \$65,000
 \$5,000 for staff time
 \$10,000 for Virtual LRTP Dashboard
 \$50,000 banked for 2050 LRTP

Completion Date: ongoing through June 30, 2025

2.02 Transportation Improvement Program

Description: Maintenance of the Central Virginia Transportation Improvement Program (TIP), preparation of TIP amendments, and intergovernmental review of transportation projects.

Products: Approved TIP, TIP amendments, and intergovernmental review of transportation projects

Budget: \$5,000

Completion Date: June 30, 2023

3.0 TECHNICAL ASSISTANCE

3.01 General Technical Assistance (General Development and Comprehensive Planning)

Description: CVPDC staff will assist localities and other area program partners on transportation related activities on an individual basis or CVTPO basis to advance local and regional transportation-related programs and projects. This program task includes, but is not limited to, providing transportation technical input and resources to the CVTPO's localities to improve the overall effectiveness and efficiency of the transportation network; promoting improved integration of the land use and transportation planning processes; assisting with comprehensive plan updates to ensure transportation, land use and other elements are consistent with the statewide transportation plan and other planning documents; and perform other duties as requested by VDOT, FHWA, and the CVTPO.

Development, advancement, and management of Geographic Information System (GIS) information software and enhancement and maintenance of the CVTPO transportation component of the Central Virginia Planning District Commission's website are actions included within this program task.

This task provides staff support to member jurisdictions and, with VDOT and CVPTO approval, other transportation stakeholders, for transportation-related grant development services, to include writing, GIS and other data-related services, mapping, and other services as needed

This task provides for staff flexibility to assist with short projects, program adjustments, and other support needs that arise.

Products:

- Development and submittal of transportation related grant applications, as needed.
- Maintained transportation component of the CVPDC website to include the annual work program, Long Range Transportation Plan, Transportation Improvement Program, project data, transportation studies, meeting information, public participation plan, and related information in compliance with federal regulations.

- Locality assistance in the development of transportation priorities for the CVMTO and region.
- GIS data maintenance, analysis and map development for transportation planning activities and grants.
- Assistance on comprehensive plan transportation elements.
- Assistance on other transportation related matters.
- Provide leadership or support, as appropriate, to regional transportation, multimodal, land use, and connectivity initiatives, such as the regional Comprehensive Economic Development Strategy (CEDS) update and LRBA Lynchburg Regional Transportation Group (LRTAG). The TPO staff may provide support, as requested, to other initiatives including Placemaking, Transit and Transportation Demand, Intercity Passenger Rail, Air Service Development, and Cargo-Oriented Development initiatives.

Budget: \$25,000

Completion Date: June 30, 2023

3.02 Central Virginia Active Transportation Initiative

Description: CVTPO staff will assist localities and area program partners in support of pedestrian, bicycle and other active-transportation planning, project integration and implementation initiatives. The program tasks includes, but is not limited to, providing technical input and resources to assist in facility evaluation; development of or evaluation of prioritization strategy or tools to facilitate pedestrian and bicycle facility integration; identification for project inclusion within the Long-Range Transportation Plan, TIP, or SYIP; and assist, as requested, local, regional, and state partners in advancing multimodal planning, evaluation and implementation programs, policy, and projects.

This project task also provides for CVTPO staff, as necessary, to update and contribute dedicated bike, pedestrian, and transit activity content to the CVTPO/CVPDC website and social media channels.

Program task provides for the management of pedestrian and bicycle use data collection initiatives to facilitate and inform multimodal planning and implementation decisions.

CVTPO staff will also assist in active transportation grant, including planning, facility development, and implementation. Grants such as Transportation Alternatives Program, DCR Recreational Trails, HSIP, and private or public foundation programs – where the creation of an alternative transportation corridor/facility are the activity focus – represent eligible staff grant assistance activity examples.

Also included in this program task is the provision for staff participation in initiatives to advance pedestrian and bicycle safety, awareness and use promotion. Included within this activity is participation in the Association of Pedestrian and Bicycle Professionals (APBP), League of American Bicyclists, Pedestrian and Bicycle Information Center (PBIC), and other webinar series – to serve as a learning and information tool to local planners, locality staff, and public.

Finally, this task provides for the current trail, sidewalks, parks, and river access data collection and locality stakeholder communication for the first phase of an update to the Region 2000 Greenways, Blueways and Trails Plan, last updated in 2012. The full plan update is anticipated to be completed in FY2024.

Products:

- User-friendly and maintained multimodal and active transportation component of the CVTPO/CVPDC website and social media channels.
- Support and increased application development and submittal of pedestrian, bicycle, transit, and other multi-modal transportation applications.
- Better pedestrian, bicycle, transit and multimodal integration within land use, transportation, housing, and community development program, planning, and implementation initiatives.
- Development and maintenance of pedestrian and bicycle data.
- Summary of participation activities, results, liaison activities presented to TTC, CVTPO, and other area agencies, organizations, and stakeholders.
- Webinar and other public engagement efforts will result in more informed and engaged stakeholders that will serve to support and expand bike, pedestrian and other multimodal planning and facility development initiatives.
- Current and planned resource data and stakeholder foundation that will serve as the Phase 1 completion for the future completion of the CVPDC Greenways, Blueways, and Trails Plan update.
- A year-end active transportation summary document.

Budget: \$26,266

Completion Date: June 30, 2023

3.03 Consultant Support

Regional Potential for Safety Improvement (PSI) Study

Description: The CVTPO will undertake a study of identified priority unstudied and unfunded Potential for Safety Improvement (PSI) intersections. The study will evaluate current travel conditions and provide recommendations for safety improvements. PDC staff will assist the CVTPO-procured consultant in project execution, including conducting research, participating in project management meetings, coordinating and participating in public meetings, and executing other project-related public involvement activities.

Response to MAP-21 and SMART SCALE and its Project Prioritization Initiative

Description: Consultant support may be needed to support CVMPO response to FAST Act along with SMART SCALE and its requirement to prioritize projects within the Commonwealth. This item allows for this support, if needed.

Product: Completed study.

Budget: \$75,000

Completion Date: June 30, 2023

3.04 Staff Support for the Regional Potential for Safety Improvement (PSI) Study

Description: TPO staff will assist the CVTPO-procured consultant in project execution, including conducting research, participating in project management meetings, coordinating, and participating in public meetings, and executing other project-related public involvement activities.

Product: Completed Study.

Budget: \$8,000

Completion Date: June 30, 2023

3.05 Diversity, Inclusion and Environmental Justice

Description: Ongoing public consultation and public participation to provide guidance in transportation planning. Our planning process should be inclusive and work to fairly allocate benefits to concentrations of poverty, minority, disability, limited English proficiency or any other federally protected groups.

In order to ensure compliance and enhancement of Environmental Justice and Title VI regulations the CVTPO will report as required to VDOT's Civil Rights Division regarding the CVTPO's activities and practices.

This fiscal year, TPO staff will work with local, state, and federal partners to complete an update of the Title VI Plan and make necessary changes to the Public Participation Plan.

Products: New Title VI and updated Public Participation Plan; Documented Environmental Justice and Title VI response to VDOT's Civil Rights Division, as requested.

Budget: \$6,000

Completion Date: June 30, 2023

SECTION II

FTA, VDRPT, CVMPO FUNDED ACTIVITIES

44.21.00 Program Support and Administration

Description: CVTPO Staff will participate in program management and operation of continuing, comprehensive, and coordinated (3-C) planning process activities. The primary task objectives are to implement the FY 2023 UPWP throughout the fiscal year; execute all required administrative functions, including all accounting, personnel, contract, and office administration; and to support the activities of the CVTPO through preparation of agendas, attendance and scheduling meetings, reports, minutes, and other duties, as needed, for the CVTPO board and

subcommittees. This task provides for amendment to current and preparation of following year UPWP. Additionally, this task will allow for participation in the Lynchburg Community Health Improvement and other Centra, Lynchburg Health District active communities and active transportation initiatives that support transit access.

Product: Efficient office operation, accurate financial information, preparation of quarterly reports and billing, as well as the various direct and indirect supporting roles to the CVTPO; amendments to and preparation of future UPWP.

Budget: \$34,000

Completion Date: June 30, 2023

44.22.00 General Development and Comprehensive Planning

Description: This item allows for ongoing transportation planning support services for GLTC and the CVTPO. The CVTPO will provide data gathering and analysis resources as requested and will be available to assist any regional transit agency in their planning efforts. The items in this section are geared toward increasing the safety, security, and accessibility of the transportation system to motorized and non-motorized users. The items are also meant to enhance the integration and connectivity of the transportation system. Lastly, all objectives are geared toward promoting an efficient system operation and management.

Tasks:

1. Maintain a current database of GLTC stops and routes.
2. Support implementation of GLTC's Transit Strategic Plan (FY2019-2028). Initiatives include assisting GLTC with any examinations of existing transit services, review of funding sources, assist in public stakeholder engagement and other activities, as needed, that contribute to the implementation of the GLTC Strategic Plan and articulated program goals. This action may include transit route analysis for modified or expanded transit services, changes in the route schedule.
3. CVTPO staff will assist in grant development or other program planning efforts that support infrastructure, services, public service information, or any other GLTC program improvement initiative. Included within this task will be the advancement

of comprehensive multimodal plan that will evaluate existing resources (GIS layers), consider socio-economic, demographic, and socio-economic factors, bike and pedestrian first and last mile connectivity, route, and primary destination factors. This action will provide the data foundation and supporting program funding foundation to guide program short and long-term infrastructure, program, and service efficiency actions. This action will result in a planning document that can facilitate future actions and used as a direct support to GLTC Transit Strategic Plan (FY2019 – 2028). This activity will use a consultant to guide portions of this effort.

4. Support ADA (Americans with Disabilities Act) Bus Stop accessibility improvements, with focus on the most heavily use stops. CVTPO staff will work closely with program stakeholders and data evaluation (e.g. bus stop boarding/alighting) to guide system improvements.

5. CVTPO Staff will work with the GLTC Route Advisory committee to recommend route adjustments and realignments to improve route system efficiency. This planning effort objective is to provide scenarios showing route alternatives based on input from the committee, GLTC operations staff, CVTPO staff, and other system stakeholders. All transit system users—motorized, non-motorized, and ADA users—are included within this program task.

6. General Transit Planning: CVPDC staff will, as needed, incorporate transit components into other agency and Work Program studies and plans and support urban transit service planning and any rural area, or other agency, transit planning, including park and ride or other commuter assistance program activities.

Products:

- A current database of GLTC stops will be sent to the City of Lynchburg's GIS department on a semi-annual basis (March/September).
- An up-to-date bus stop database to be maintained by CVTPO staff.
- A multi-modal connectivity network document that will identify short-term and long-term first and last mile recommendations, including ADA accessibility stop improvements. Effort may include programmatic recommendations to advance rider experience improvements and choice rider promotion efforts.
- Produce, as requested by GLTC, short-range planning assistance efforts.

Budget: \$183,341 (FY23 \$104,627 + FY22 \$78,664)

Completion Date: June 30, 2023

44.23.01 Long Range Transportation Plan Update

Description: CVTPO Staff will facilitate update to any projects on the Central Virginia Long Range Transportation Plan, Year 2045 in the event an update is required. This task provides for staff execution of requested program overview explanation to interested parties, such as CVTPO Board members or citizen groups. The LRTP transit sections will also be monitored and updated as needed.

Products:

- Public Assistance and information, as well as preparation for any updates that are necessary

Budget: \$3,000

Completion Date: June 30, 2023

44.25.00 Transportation Improvement Program

Description: CVTPO Staff will oversee the maintenance of the Central Virginia Transportation Improvement Program (TIP), preparation of TIP amendments, and transportation project intergovernmental review efforts. Any TIP project that is transit related—including bicycle and pedestrian facilities providing transit service access – are included with TIP amendment activities. The TIP program supports the economic vitality within the metropolitan area by enabling productivity and efficiency.

Products: Approved TIP, updated TIP maps, TIP amendments, and intergovernmental review of transportation projects.

Budget: \$3,000

Completion Date: June 30, 2023

CVTPO Proposed Expenditures

CVTPO Proposed Expenditures		
SECTION I - FHWA, VDOT, & CVTPO ACTIVITIES		
1.00 Administration		
1.01 General Admin & Operations		\$ 40,000.00
1.02 Work Program Administration		\$ 5,000.00
	Subtotal	\$ 45,000.00
2.00 Long Range Planning		
2.01 Long Range Transportation Plan (CVLRP)		\$ 65,000.00
2.02 Transportation Improvement Program (CVTIP)		\$ 6,724.00
	Subtotal	\$ 71,724.00
3.00 Technical Assistance		
3.01 General Technical Assistance		\$ 28,000.00
3.02 Alternative Transportation		\$ 35,000.00
3.03 Consultant Support		\$ 75,000.00
3.04 Regional PSI Study (Staff)		\$ 9,000.00
3.05 Environmental Justice		\$ 7,000.00
	Subtotal	\$ 154,000.00
SECTION I TOTAL		\$ 270,724.00
SECTION II - FTA, DRPT, & CVMPO ACTIVITIES (FY23)		
44.21.00 Program Support & Administration		\$ 34,000.00
44.22.00 General Dev. & Comprehensive Planning		\$ 104,627.00
44.23.01 Long Range Transportation Plan (CVLRP)		\$ 3,000.00
44.25.00 Transportation Improvement Program (CVTIP)		\$ 3,000.00
	FY23 Subtotal	\$ 144,627.00
SECTION II - FTA, DRPT, & CVMPO ACTIVITIES (FY22 Rollover)		
44.21.00 Program Support & Administration		\$ 0.00
44.22.00 General Dev. & Comprehensive Planning		\$ 78,614.00
44.23.01 Long Range Transportation Plan (CVLRP)		\$ 0.00
44.25.00 Transportation Improvement Program (CVTIP)		\$ 0.00
	FY22 Subtotal	\$ 78,614.00
Section II – FTA, DRPT, & CVMPO Activities (FY23 + FY22) SECTION II TOTAL		\$ 223,241.00

EXPLANATORY NOTE REGARDING USDOT PLANNING EMPHASIS AREAS

The USDOT has identified three planning emphasis areas: FAST Act Implementation, Regional Models of Cooperation, and Ladders of Opportunities. The CVTPO's UPWP FY 2023 addresses these areas as follows:

FAST Act Implementation: The CVTPO maintains its Central Virginia Long Range Transportation Plan (updated every five years). This plan prepares for FAST Act and its performance measures, i.e., making the Plan 'FAST Act' ready is a key element to this effort.

Regional Models of Cooperation: The CVTPO coordinates its planning efforts with the Greater Lynchburg Transit Company, as well as, the Central Virginia Planning District Commission, the body responsible for rural transportation planning. GLTC operating practices are a factor in the Plan's project prioritization development. Further, GLTC staff sit on the Transportation Technical Committee, ensuring activity coordination.

Ladders of Opportunity: The CVTPO's UPWP directs significant resources to active transportation. This targeted effort promotes improving safe bicycle and pedestrian access throughout our community. Additionally, the UPWP directs funding to GLTC planning efforts (undertaken by CVTPO staff). All users of the transit system—motorized, non-motorized, and ADA users—are considered in the planning and implementation efforts.