

WHITE HAWK MASTER PLAN

DESIGN GUIDELINES



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WHITE HAWK TRANSIT ORIENTED DEVELOPMENT MASTER PLAN

1. INTRODUCTION/ OVERVIEW OF DESIGN GUIDELINES

The White Hawk Transit Oriented Development Master Plan is intended to guide the development of an 18.91 acre parcel of land in the City of Central Point. This Master Plan provides the necessary information to demonstrate the satisfaction of all applicable approval criteria by defining the character and nature of the development. The objective is to create a livable, transit supportive neighborhood extension of the City of Central Point. The plan demonstrates several tools for smart growth, including: mixed housing types, pedestrian oriented neighborhood structure, connectivity, convenient recreation and open space, and connections to future transit.

White Hawk represents approximately 23% of the entire ETOD District (approximately 82 acres) of Central Point, and we understand that a number of design guidelines, goals and standards may be established with this first major project in the ETOD District. We have prepared our master plan after several conversations and reviews with Central Point Staff, review of Twin Creeks TOD, review of Central Point TOD Standards and from our TOD projects and experiences in Oregon, Washington, Colorado, and Arizona. This Master Plan is for an entirely residential portion of mixed densities for this portion of the ETOD. As the first project in this ETOD, we are proposing as a “centerpiece” of the development, a park that is central to the entire ETOD District that will serve as a central organizing feature for all the surrounding neighborhoods. We anticipate that surrounding properties and future projects can add to the area of the park and add improvements to complete their open space requirements. All future residents of the entire ETOD District will be able to walk to the public park within five minutes or less, as it is within a quarter mile or less walking distance. The circulation structure of our project and how it expands to the remaining areas of the ETOD are guided by the park location and prominence as the organizing feature of this ETOD. The park open space is intended to provide a variety of outdoor recreation amenities. Because the density of this development and the ETOD as a whole will be higher than other areas of the region, large central open spaces for active recreation become very important.

a.) Duration of the Master Plan

We anticipate the “apartment” section of the plan to be the first to be constructed and it may be constructed in one phase of 288 units, or two or three phases. It will depend on the market demand, vacancy rates and the developer’s market studies for absorption. If a total of three phases of apartments, the master plan would take approximately five years for the complete construction. The duplexes and rowhouses may be developed in one or two phases, most likely within a five year duration. The final phasing plan will be determined by consumer and developer interest during and following the approval process of this plan. Marketing of the plan cannot begin in earnest until approvals are in process.

b.) Site Location Map (See Drawings)

c.) Land Use and Minimum, and Maximum Residential Densities Proposed

The total site area is 18.91 acres and has two residential densities assigned, a 2.61 net acre LMR zone and a 13.13 net acre MMR zone. For the master plan we have mixed the densities across the entire site. The total maximum density allowed is 451 units and the minimum

density required is 174 units. The master plan is for 324 units maximum density, which equals 72% of the maximum allowed. The plan is composed of 288 apartment units on 13.13 acres and a combination of 36 duplex and rowhouse units on 2.6 net acres. (See White Hawk Density Analysis Chart)

d.) Identification of Other Approved Master Plans Within the Project Area; (100 Feet)

There are no other approved master plans within the project area.

2.) SITE ANALYSIS MAP AND NARRATIVE

The existing site is a vacant flat site with frontage on Beebe Road and Gebhard Road.

a.) Adjacent Land Use Plan

To the east of the site a new church has been recently constructed and fronts on Beebe Road. The remainder of the area is vacant except for an existing residence. The area to the east is also part of the ETOD and zoned LMR. The White Hawk Master Plan proposes a new north south public road to separate the two properties. About a “third” of the east boundary will front on the proposed “Park.” Across Beebe to the south is mostly vacant properties zoned MMR and can be developed to apartment densities like that proposed for White Hawk. Across Gebhard Road to the west is county property and has existing single family residences fronting on Gebhard.

Landscaping and new road construction for Gebhard will preserve livability of the existing residences and/or raise the values for future development. To the north of White Hawk is MMR and LMR zoned property in the ETOD. The White Hawk Plan proposes a shared access road along the property line and proposes park frontage to maintain livability and to “join” the other future developments to the featured central park.

3.) TRANSPORTATION AND CIRCULATION PLAN

A transportation impact analysis (TIA) has been completed by Southern Oregon Transportation Engineering LLC and is attached to this Master Plan.

The transportation plan has been organized around a network of transportation options that accommodate autos, yet respects pedestrians and the form of the neighborhoods, and public open space. The overall form is a grid street pattern that will extend to the underdeveloped parcels of the ETOD to the east and north (See Neighborhood Diagram). The grid street pattern will disperse traffic and allow autos numerous routes and park cars most efficiently.

Based on our analysis of the Neighborhood Diagram, the White Hawk Plan incorporates two major public streets, a north-south street along the easterly border and an east-west street through the middle of the site, both designed to extend to the future development parcels. Both streets anticipate parking. We envision a planter strip and sidewalk along all street sections. The proposed street sections are modeled after existing City of Central Point standard sections (See Street Sections).

To serve the “apartment project” we have designed the “building blocks” to emulate “city blocks” with parking in front as in a city street. These private drives will have planter strips, sidewalks and street trees like the public streets to appear more as an “urban streetscape.” The entries to these private drives will have a textured material change from the public street to the private street to

signal the difference. Turning radii have been designed to meet fire truck and emergency vehicle standards.

We envision the future transit connection to be a bus connection at the southeast and southwest corner of the “civic” designation on the ETOD map. The bus could continue on a north-south route through the ETOD. All properties and densities are within a five minute (quarter mile) walk of this transit route. The highest density on the White Hawk site is within 500 feet of the anticipated transit stop.

Section 17.67.040 Circulation and Access Standards

On Site Pedestrian and Bicycle Circulation

1. Pedestrian routes are provided through the common courtyards that separate the apartment buildings to supplement the public right-of-way.
2. Direct pedestrian paths efficiently serve entrance breezeways for the apartment buildings. The duplexes and rowhouses have direct connections to their front doors as well.
3. Curb extensions are proposed at each intersection to minimize the “street crossing.”
4. Pedestrian street lighting and signage are proposed.
5. Parking areas and streets are defined by distinctive landscaping to achieve interest and variety.

4. SITE PLAN

The neighborhood form of the site plan has been designed to interact with a sensibly designed overall land use pattern and an integrated, multi-modal circulation system which forms the White Hawk quadrant of the 82 acre ETOD. The White Hawk 18.91 acres contains the highest density designation for the ETOD, so the open space circulation framework and parking solutions have been designed to accommodate a density of a net of approximately 21 units per acre, combining all housing types. The proposed framework is strengthened and enhanced by a number of community design features which further define the character of the urban structure of White Hawk and the surrounding ETOD. The neighborhoods are envisioned to be connected by a network of pedestrian oriented streetscapes and public open spaces. (See “Overall Neighborhood Diagram”). The traditional grid street pattern will disperse traffic and allows autos numerous routes i.e., a “Main Street” design, the most efficient way to park increased densities. Bicycle and pedestrian pathway system is envisioned to link all neighborhoods. We envision the most practical and efficient future transit service to be bus service located at the southeast and southwest corners of the “civic” designated portion of the ETOD to serve the most riders conveniently.

The landscaping at entry areas into White Hawk will complement high quality design and construction of architecture, incorporating specialty landscape treatments of yards with streetscape and pedestrian detailing of fences, signs and walls. Lower density areas are envisioned to have casual landscape character that will become increasingly formal and structured as one moves toward more urban, higher density neighborhoods.

Street trees will be typically large broad canopied trees for the lower density neighborhoods and narrower, more columnar trees are proposed for higher density areas. Typically the streets will be lined with trees planted at 30 feet on center.

The proposed street lighting will also reinforce the character of each neighborhood. Decorative

light fixtures will be proposed that will be mounted at heights that respect the pedestrian scale of the open spaces. Pedestrian streetlights will not exceed 20 feet in height arterials and collectors and 16 feet along local streets.

Parking

- 1a. The surface parking lots are being designed to appear as “private streets with parking” and also serve to create the appearance of a “gridded street pattern” establishing a pedestrian “block pattern.”
- 1b. The parking is not located between a “front façade” of a building and a public street.
- 1c. The off-street parking is located along the “access ways.”
- 1d. No parking lot or garage is located within 20 feet of a street corner.

2. Design

- a. All perimeter and landscaped areas have protective curbs along the edges. Trees are inset in planter strips to provide adequate protection from car doors and bumpers.
- b. The parking design utilizes a two foot bumper overhang for additional landscape and will consist of ground cover plants.
- c. All vehicle areas will be paved.
- d. All parking areas will be striped to City of Central Point parking dimension standards.
- e. The parking has been designed to emulate a “Main Street” design, by dividing the large apartment site into approximately 270 feet by 260 feet “blocks”, a city block dimension similar to many communities.
- f. Parking has been made part of the overall “Streetscape” in a “grid pattern”.

3. Additional Standards for LMR, MMR, and HMR Zones

- a. Parking is not located to the side of buildings as the site design is a “grid pattern” street system.
- b. Alleys are being used for the rowhouses to bring vehicle access to the back of the site.

4. Parking Structures

No parking structures are proposed, and are not cost effective for projects of this density.

Landscaping

1. Perimeter Screening and Planting

- a. Tall landscaping will be used in the interior courtyards to preserve privacy for the individual units. Landscape at the perimeter of buildings will be used to keep people away from getting close to bedroom windows and to see out of units to help visually patrol immediate areas.
- b. Parking areas will be significantly landscaped to separate it from the living units. Trash enclosures will be constructed of masonry, landscaped and screened around the perimeter. We anticipate two trash enclosures of approximately 8x10 for a project of 288 units of apartments but it will be ultimately decided by the local trash hauler.

2. Parking Lot Landscaping and Screening

- a.i. Trees will be planted on the parking perimeter spaced at 30 feet on center.
- ii. Shrubs and ground cover will be planted in the landscaped area.
- iii. Each tree will be located in a minimum four foot by four foot minimum planting area.
- iv. Shrub and ground cover beds will be three feet wide minimum.

- v. Trees and shrubs will be fully protected from damage by vehicles.
- b. Surface parking areas shall provide perimeter parking lot landscaping adjacent to a street and meet one of the following standards.
 - i. We will provide a five foot wide planting strip between the right-of-way and the parking area.
- c. The White Hawk Plan does not have any gaps in a buildings frontage on a pedestrian street that are adjacent to off-street parking areas and which exceed 65 feet in length.
- d. Parking Area Interior Landscaping
 - i. The White Hawk Plan will comply with (B) Standard 2 and provide one tree for every four parking spaces in a tree planting area that has a minimum dimension of four feet.
 - ii. Development Standards for Parking Area Interior Landscaping
 - (A) All landscaping must comply with applicable standards. Trees and shrubs must be fully protected from potential damage by vehicles.
 - (B) Interior parking area landscaping must be dispersed throughout the parking area. Some trees may be grouped, but the groups must be dispersed.
 - (C) Perimeter landscaping may not substitute for interior landscaping. However, interior landscaping may join perimeter landscaping as long as it extends four feet or more into the parking area from the perimeter landscape line.
 - (D) Parking areas that are thirty feet or less in width may locate their interior landscaping around the edges of the parking area. Interior landscaping placed along an edge is in addition to any required perimeter landscaping.

3. Landscaping Near Buildings

Landscaping will be used as border plantings for the buildings, taller materials will be used to mark and emphasize entries to buildings and courtyards. Hedge materials and ground covers will be used to screen and soften parking areas.

4. Service Areas

Service areas for storage and trash enclosures will be enclosed and screened with six foot minimum height masonry and/or wood or cementitious siding to match adjacent buildings. Landscape materials will be used to soften the utility structures.

5. Street Trees

Street trees will be planted along both sides of public and private streets, a minimum of two feet from the back of curb, placed 20 to 40 feet on center, depending on species, with an average of 30 feet on center. Tree species will be chosen from the City of Central Point approved street tree list.

Lighting

- 1a. A minimum average light level of 1.2 footcandles will be provided at urban spaces and Sidewalks, through the use of building wall lights and pole lights.
- b. "LED" lighting is proposed for general exterior lighting for energy efficiency.
- c. Maximum lighting levels will not exceed six footcandles at any intersection or 1.5 footcandles at any intersection or 1.5 footcandles in parking areas.

2. Fixture Design in Public Rights-of-Way

- a. Pedestrian scale street lighting not exceeding 16 feet in height will be provided along all streets.

- b. Pedestrian street lights no taller than 20 feet will be provided along arterials and collectors.

3. On-Site Lighting

- a. Accessways through parking lots will be lighted with fixtures no taller than 20 feet and will not exceed 1.5 footcandles.
- b. All Exterior lighting of buildings, signs, walkways, and parking lots will be lit with “cut-off” fixtures to avoid casting light on nearby properties.
- c. Fixture heights and lighting levels will be chosen to provide adequate illumination at entryways, building entrances, walkways and parking lots for safety.
- d. Additional pedestrian-oriented site lighting, utilizing bollard lighting and pedestrian sealed pole lighting will be provided at alleys and off-street bike and pedestrian pathways.
- e. Additional lighting will be provided to light each housing unit entry, breezeway entries, project signage and specialized landscape fixtures.

Signs

1. White Hawk will comply with all city sign regulations. An entry monument sign of masonry or stone will mark the main entries off Gebhard and Beebe Roads. In addition to standard city street signs, the only other signage will be building number signage and individual address signage.
 - a. The types of signage will be limited to those described in the city sign code.
 - b. All signs in the ETOD district will comply with the TOD design standards.
 - c. No decorative exterior murals are envisioned for White Hawk.
 - d. White Hawk has no commercial uses, so commercial type signage will not be utilized.
 - e. Blade signs directing pedestrians will be used on a limited basis throughout the project.
2. Sign Requirements

White Hawk signage will comply with the “Sign Type” code requirements defined in the code exhibit table for the LMR and MMR Zones.

 - a. White Hawk has no HMR Zones.
 - b. White Hawk has no HMR Zones
3. Sign Materials
 - a. Free standing signs in White Hawk will have a stone or brick base.
 - b. White Hawk signage and supporting structural elements will be constructed of metal or stone with wood or metal informational lettering.
 - c. White Hawk sign lettering will not exceed 16 inches maximum height. Most lettering will be in the eight inch to 12 inch range. House addresses will be four to six inch numerals.
 - d. Sign illumination will be conventional lighting, no neon lighting is anticipated.
4. Prohibited Signs

White Hawk has no interest in having any of the listed “Prohibited Signs” in the project.

Recreation and Open Space Plan

A large park is proposed as a central organizing feature for the neighborhoods. All future residents will be able to walk to the future park as it is a five minute or less walk (plus or minus quarter mile). This is a unique opportunity to have a project area large enough to “pool” the open space requirements to provide a large park area with the first project in the ETOD to accommodate active and passive recreation. This project proposes a park, very

centrally located to the entire 82 acre ETOD. It would be beneficial for surrounding parcels to add to it with their “open space” requirements, either by dedicating and adding land and/or providing “payment in lieu” for improvements. The park is a magnificent “centerpiece” for the entire ETOD. This size park can accommodate a ballpark, or soccer field, passive areas, a tennis court and a music venue all on one site. (See Neighborhood Plan)

The open space is intended to provide a variety of outdoor and recreation amenities. Because the density of this development is higher than other areas, central open spaces for active recreation become very important. White Hawk proposes to dedicate the park as part of their open space requirement. In addition, each of the “apartment blocks” have their own “central commons” each of an individual design that range from 5600 square feet to over 7200 square feet. (See Prototype Courtyard Sketch). The ownership transfer of the park will be assured through an agreement between the developer, DEQ, and the City. The timing of the transfer and improvements has been discussed to happen when building permits for 200 units have been approved to allow for soil remediation plans by DEQ to be accomplished by using soils that come from overall site preparation work on other adjoining phases. The specifics including assurances, timing, roles, etc., associated with the park transfer plan will be part of a development agreement with the City.

Parks and Open Spaces

1. In addition to the large central park, each apartment grouping has a “common Courtyard” ranging in size from 5600 square feet to over 7200 square feet. Each of the rowhouses and duplex units have yards ranging in size from a minimum of 400 square feet to 600 square feet.
2. White Hawk has 36 units of duplex and rowhouse units required to contribute 400 square feet of open space per unit. (36 units x 400 sq. ft. = 14,400 sq. ft. required).

Parks and Open Space Design

1. The central park will include at least one combination garbage/recycling bin and a drinking fountain with White Hawk improvements and two benches and a children’s play structure including a swing and a slide.
2. White Hawk has 288 apartment units, a children’s play structure will be provided in the park.

Building Design Plan

The architectural character proposed for White Hawk will reflect the region’s local climate, history, building practice and materials in a current traditional manner. The architecture will be characterized by being: pedestrian friendly, sensible building forms and massing, articulation, defined entries, quality, durable materials and continuity between neighborhoods of varying densities. (See Preliminary Prototype Buildings and Plans).

Three types of housing are proposed for White Hawk:

- 1.) Rental apartment living.
- 2.) Duplex, zero lot line single family attached housing for sale and rental.
- 2.) Two story rowhouses for sale or rental.

Building Design Standards

- A. 1.a. The design of all the buildings will employ natural ventilation with generous openable Windows and cross ventilation where possible.
- b. Passive heating and cooling is accomplished through meeting the Oregon Energy Code, shading devices, good building practices and good windows.
 - c. Day lighting will be used to cut down on the lighting load. Nine foot ceiling heights will be common to increase window area and reflectance.
 - d. Sun shading will be accomplished by use of overhangs, deck structures, trellises and strategically placed deciduous trees.
 - e. Water conservation measures will include low flow plumbing fixtures, shower flow restrictors and low water use landscape materials. Drip irrigation will be used to the maximum extent as a more efficient irrigation practice.
 - f. The buildings are very simply composed for cost efficiency and to avoid excessive waste of materials.
 - g. Many of the “LEED” practices are mentioned above, we have done numerous LEED standard buildings, but most likely will not be pursuing certification for White Hawk. We have found it more cost effective to utilize the LEED principles without the costly documentation and testing to use those funds for better fixtures, windows, insulation and venting.
2. The buildings have been designed to have interesting massing and articulated elevations on all sides for an interesting, safe walking environment.
3. Convenient, safe, direct access is provided to all unit types from “enclosed breezeways” at apartments, and direct garage and front door access for rowhouses and duplexes. A complete gridded pedestrian system and courtyard walkways is provided to provide access from building to building to open spaces and the park, through interesting walks.
4. Except for a few “picture windows,” all windows will be operable to selectively provide ventilation depending on the orientation of the building and time of year.

B. Architectural Character

- 1.a. There is not a consistent architectural pattern in the area as it has very sporadic rural development. The designation of the area as an ETOD puts structure to the area to develop in a more urban character. As we have previously mentioned our intent with the architecture is to draw on local traditions and climatic conditions and develop a current architecture that is appropriate to the area.
- b. This project is entirely residential so we have minimal effect on commercial or civic buildings other than our site planning respect for adjacent uses.
 - c. Again, we are accomplishing a number of these goals and objectives with our residential buildings and have very little impact on future commercial and civic uses.

C. Building Entries

- 1.a.i. The building entries have been oriented to the street to the maximum extent possible. In this case the “public streets” from the “private streets” will be practically “imperceptible” in the “built form.” Many of our entries come off “common courtyards” but does not diminish the pedestrian experience as the buildings are all designed to have “lively elevations” at each exposure.
- 1.a.ii. The main entrances are connected to the sidewalk with a well-defined pedestrian walkway.

- 1.b. No building facades in White Hawk are over 200 feet in length.
- 1.c. All entries fronting a pedestrian access way will be sheltered with a minimum four foot overhang or shelter.
- 1.d. An exception may be granted in certain cases in that “access is to a courtyard” and identified access ways are provided through a parking lot to directly connect the building complex to the most direct (appropriate) pedestrian route.
- 2. Commercial and High Mix Residential
White Hawk has no commercial or high mix residential.
- 3. Residential
 - a. At White Hawk all main entrances to each primary structure face the street it fronts on, public street or private street. Several buildings have more than one main entrance, but at least one entrance per building faces the street.
 - b. Attached residential buildings have been designed to have an entrance opening on to the street.
 - c. The main entrances to the attached residential and apartment buildings have been designed to be prominent, interesting and pedestrian accessible.
 - d. For attached residential structures, porches are at least eight feet wide and five feet deep and covered by a roof supported by columns for brackets.
 - e. The front porch will have a roof pitch that matches one of the pitches of the roof when more than one pitch exists to create architectural interest.
 - f. The porch elevation roof will be different than the main elevation for a more prominent entrance.
 - g. The front major entrance to the multi-dwelling complexes has added emphasis from “gable towers and decks” that mark the main entrances to the buildings. (See Prototype Building Elevations).

D. Building Facades

1.a. General

White Hawk does not propose any building frontage greater than 30 feet in length Without a “break” identified by a change in façade, decks, entries, etc. due to the Articulation planned for the proposed buildings.

- b Monotonous building designs along a street frontage have been avoided by designing all four elevations to be interesting.
- c. Trellises, long overhangs, decks, insets, and trees have been incorporated to provide “sun-shading” from the summer sun.
- d. Elevations on major buildings have been designed to have “vertical elements” at no greater length than 30 feet to “break down” longer buildings visually to smaller proportions that is more acceptable to the “eye.”
- e. Living units and a variety of living spaces front different frontages to provide interest. No garages front any major street to emphasize the pedestrian environment.
- f. The living units of each building type have living spaces that have surveillance of the street.
- g. All White Hawk buildings propose high quality building materials found in the best residential neighborhoods.
- h. The exterior walls of all building facades will be of suitable durable building materials as shown on the proposed building prototypes. None of the identified “prohibited building materials” are proposed to be used on any building.
- i. The elevations have been designed to have the same materials palette on all four sides

of the building.

- j. No parking structures are proposed, nor are they economically feasible at this density.
 - k. There are no commercial structures on the White Hawk project.
 - l. Attractive, articulated elevations have been designed for each street frontage. (see Prototype drawings.)
- 2. Commercial and High Mix Residential/ Commercial
White Hawk has no Commercial or High Mix/Residential/Commercial Zones or development.
 - 3. Residential (Duplexes and Rowhouses)
 - a. Garages are proposed to be two car garages off an alley, the garages will exceed 40% of the horizontal length but the living space above accentuated the elevation to achieve the vitality the code wishes to achieve and provides a realistic parking solution for the building type. The access to the garages and parking is from an alley, not a "frontage street."
 - b. Building elevations of upper stories of apartment buildings facing pedestrian routes shall have articulated detailing including windows, balconies, dormers and trellises.

E. Roofs

- 1. Commercial and High Mix Residential/Commercial
White Hawk has no Commercial and High Mix Residential Commercial.
- 2. Residential
 - a. No flat roofs are proposed.
 - b. No flat roofs with parapets are proposed.
 - c. We have proposed 8:12 roofs at the most visible elevations on the large apartment buildings filled in with 4:12 "saddles" to "emphasize" the vertical elements of the buildings and minimize large unnecessary energy wasteful roof areas. The 4:12 "saddles" break down large buildings to appear as 3 separate smaller buildings for a more appropriate residential scale.
 - d. Roof shapes have been designed to emphasize important building masses and have been integrated into the total building design to present visually interesting articulated masses and elevations, and to break down the "apparent scale" into smaller proportions.

F. Exterior Building Lighting

- 1. Commercial and High Mix Residential/Commercial
White Hawk has no commercial and high mix residential/commercial.
- 2. Residential
 - a. Only lighting necessary for safety and ADA requirements will be proposed for the project for energy efficiency and operations costs reasons.
 - b. Porch and entry lights will be provided at each residential unit as a practical safety and identity necessity. Most likely these fixtures will be compact fluorescents or LED.
 - c. No exterior lighting will exceed 100 watts per fixture, in any residential area.

G. Service Zones

- 1. Trash and mail collection and distribution can be planned for convenient and efficient use after discussion with local mail providers and trash haulers.

2. No mechanical equipment (HVAC) is required for the apartment units as they will be heated with small electrical units and may be air conditioned with PTAC units or a minisplit system.
3. Wall mounted AC units will be designed as part of the wall of the unit or screened behind proposed decks. The only ground mounted units would be at the rowhouse or duplex units and space exists in the yards for necessary pads.
4. Screening materials and landscape screens will be “architectural extensions” of the principal materials of the buildings.

H. Parking Structures

There are no parking structures in White Hawk. Parking structures will not appear until densities are 100 units per acre and greater density in our experience in urban areas.

Transit Plan

We are not aware of an adopted “transit plan” for this ETOD area, however due to the Definition and vision of the area, we have “proposed” for discussion and analysis a couple of “future transit stops and routes” probably by bus service for this ETOD district. These suggestions are our initial reactions and are open for discussion and change by the greater community. We applaud the forward thinking of the community to accommodate a coordinated “transit plan.”