TECHNICAL ADVISORY COMMITTEE

Lee County Metropolitan Planning Organization
Thursday, March 3, 2016
City of Cape Coral Public Works Building
815 Nicholas Parkway East, Cape Coral, FL 33990
9:30 a.m.



AGENDA

Call to Order

Roll Call

1. Public Comments on Items on the Agenda

New Business

- 2. *Amendment to the FY 2014/2015 and FY 2015/2016 Unified Planning Work Program to add the Activity and Funding for the Leadership Academy (Don Scott)
- 3. *De-obligation of ACSU Funding for the Round-a-bout Study (ARS40) and the SU Funding for the Cape Coral Bicycle Pedestrian Study (G0143) for use under the new Planning Funds Agreement Beginning on July 1st (Don Scott)
- 4. +Review and Input on the Draft FY 2016/2017 and FY 2017/2018 Unified Planning Work Program (Don Scott)
- 5. *Recommend MPO Endorsement of the Safe Routes to School Applications (Ron Gogoi)
- 6. Update on the Round-a-bout Study and other MPO Projects (Ron Gogoi)

Other Business

- 7. Public Comments on Items not on the Agenda
- 8. LeeTran Report
- 9. FDOT Report
- 10. Announcements
- 11. Topics for next meeting
- 12. Information and Distribution Items

Adjournment *Action Items *May Require Action

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, or family status. Persons who require special accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Mr. Johnny Limbaugh at the Lee MPO at 239-330-2242 or by email at limbaugh@leempo.com at least seven (7) days prior to the meeting. If you are hearing or speech impaired call (800) 955-8770 Voice / (800) 955-8771 TDD. The MPO's planning process is conducted in accordance with Title VI of the Civil Rights Act of 1964 and related statutes. Any person or beneficiary who believes he has been discriminated against because of race, color, religion, sex, age, national origin, disability, or familial status may file a complaint with the Lee County MPO Title VI Coordinator Johnny Limbaugh at (239) 330-2242 or by writing him at P.O. Box 150045, Cape Coral, Florida 33915-0045.

ADOPTION OF AMENDMENTS TO THE FY 14/15 AND FY 15/16 UNIFIED PLANNING WORK PROGRAM

RECOMMENDED ACTION: Review and approval of amendments to the FY 14/15

and FY 15/16 Unified Planning Work Program (UPWP)

to add a task and to adjust funding.

The MPO staff is proposing amendments to the Unified Planning Work Program (the MPO's budget) to add a task to cover the staff time, funding and travel for the Leadership Academy training and meetings in support of the program. In addition, staff is adding funding to Task 3.3 Freight and Goods to cover the remaining of the fiscal year. Attached are the underline and strike through changes to the task sheets for these amendments.

Section: ADMINISTRATION UPWP Task No: 1.1

Task: PROGRAM MANAGEMENT AND SUPPORT

OBJECTIVE

To properly manage the transportation planning process, ensuring that it is continuous, cooperative and comprehensive.

METHODOLOGY

- Staff support of MPO, TAC, and CAC meetings including meeting notification, advertisement and the preparation of minutes and agenda packages.
- Orientation of new TAC, CAC and MPO members.
- Amendment of TAC, CAC and MPO bylaws if and when necessary.
- Provide Florida Government in the Sunshine (Sunshine Law) updates and orientation to MPO, TAC and CAC members.
- Address through its attorney Florida Sunshine law issues, if and when needed, as they apply to scheduling subcommittee meetings, special meetings of the MPO and participation of MPO advisory committee members in special committees and Boards not part of the MPO planning process.
- Maintaining records for proper management of charges, performance of grant requirements, annual financial audits and budgets.
- Present annual audit report to MPO' Executive Committee.
- Employee paid time off and health benefits.
- Preparing and submitting monthly progress reports, invoices, and related documents, as required.
- Preparing for and participating in the MPO's joint certification reviews with FDOT each year and with FHWA every four years.
- Travel and participation in training activities.
- Preparing agreements, and resolutions that are not specific to another task.
- Participation in the statewide MPO Advisory Council and its subcommittees.
- Staff attendance at conferences and educational seminars related to its UPWP tasks, but not specific in another UPWP task.
- Update Lee County MPO's Continuity of Operations Plan (COOP), as needed.
- Establish, re-establish, or maintain staff planning functions during and following a natural or manmade catastrophic event in accordance with COOP.
- Update the master organizational interlocal agreements as necessary.
- Update the transportation planning funds joint participation agreement.
- Monitor CAC so that it represents minorities in proportion to the 2010 Census.
- Postage and purchase of office supplies.

Section: ADMINISTRATION______ UPWP Task No: 1.1

Task: PROGRAM MANAGEMENT AND SUPPORT (CONTINUED)

PREVIOUS WORK

• Developed lease agreement with the City of Cape Coral and prepared stand- alone policies and procedures related to the administration of the MPO.

- Preparation of agenda packages and technical assistance for the MPO Board, TAC and CAC Committee's.
- Coordination with federal, state and local government committees and MPO Committees.
- Preparation of contracts and agreements between the MPO and participating agencies.
- Preparation of Certification Documentation, agreements, resolutions and JPA's.

END PRODUCT

- Monthly: Agenda packages for MPO, TAC, and CAC meetings.
- Summer/Fall of 2014 and 2015: Work with Auditor to prepare MPO audit for the Executive Committee's review.
- January 2014 and 2015: Joint state certification reviews.
- Spring 2016: Prepare surveys and reporting data in support of Leadership Academy tasks. Attend and participate in webinars and travel to one out of state meeting in conjunction with the Leadership Academy training program.
- As needed: Update MPO's founding interlocal agreement and other agreements.
- Accounting services.
- Monthly, with each PL fund invoice: Progress reports.
- Quarterly: Participation in the statewide MPO Advisory Council and the FDOT District 1 Coordinated Urban Transportation Studies (CUTS) Committee.

FINANCIAL PARTICIPATION – 2014/15		RESPONSIBLE AGENCY
PL staff	\$249,000	Lead Agency: Lee County MPO
State (soft match)	\$54,918	
Local (MPO)	\$0	
Total	\$303,918	

FINANCIAL PARTICIPATION – 2015/16	
PL staff	\$188,000
State (soft match)	\$41,464
Local (MPO)	\$0
Total	\$229,464

Section: SYSTEMS PLANNING UPWP Task No: 3.1

Task: LONG RANGE TRANSPORTATION PLANNING

OBJECTIVE

Develop and maintain a Long Range Transportation Plan (LRTP) that is technically sound, multimodal in nature, financially feasible and consistent with community values, state and federal planning emphasis areas (PEAs), neighboring counties and Lee County's travel demand for the next twenty years.

METHODOLOGY

- Review and produce necessary amendments to keep up with changes in the growth patterns, financial resources, political environment and changes to local and State Plans.
- Use input from the MPO, TAC, CAC, BPCC, TMOC, Local Coordinating Board (LCB), FDOT and the public to keep the LRTP up-to-date.
- Provide model runs in-house for local governments who do not have in-house modeling capabilities and produce future traffic projections for various projects.
- Support for and review of the development and validation of the Lee model.
- Completion of new financial resource forecasts for a comprehensive update of the long range multimodal transportation plan which extends the horizon year to 2040, including projection of needed funds for operations and maintenance.
- Commence work leading to a 2040 needs and financially feasible highway, ITS, bicycle pedestrian, paratransit and transit elements.
- Prepare public involvement plan for the development of the Long Range Transportation plan.
- Consideration of social, economic, energy, and environmental effects and distribution of benefits
 and adverse environmental impacts with respect to low income and minority communities and any
 other traditionally underserved and under-represented groups during the comprehensive update.
- Review and comment on the consistency of proposed local government comprehensive plan amendments and revisions with the MPO's Long Range Transportation Plan.
- Development of base year and future zonal data in support of future LRTP updates.
- Modeling of Land Use Scenarios in support of Local Comprehensive Plan changes and the 2040 LRTP.

PREVIOUS WORK

- Conversion of the model and networks from Transportation Planning (TRANPLAN) to Cube Voyager as part of the development of the 2035 Long Range Transportation Plan.
- 2010: Adopted 2035 Long Range Transportation Plan.
- September 2012, December 2012 and May 2013: Amendments to the 2035 Long Range Transportation Plan.
- Fall/Winter 2013: Begin running land use scenarios to test land use changes and Transit Orientated Development that will increase transit use and reduce trip lengths and trips.
- Spring 2014: Begin developing future year zonal data, future population projections, revenue forecasts in support of the 2040 LRTP update.

END PRODUCTS

- Fall/Winter 2014: Develop Needs plan Alternatives.
- Summer 2014: Development of the LRTP update scopes and Public Involvement Plan.
- Spring/Summer 2015: Begin development of Cost Feasible alternatives. Update of the Goods and Freight, Transit, Congestion Management and the Bicycle Pedestrian Elements.
- Summer 2015: Development of the Needs Plan.
- December 2015: Adoption of the 2040 Long Range Transportation Plan.
- Ongoing: Amendments as Necessary

Section: SYSTEMS PLANNING UPWP Task No: 3.1

Task: LONG RANGE TRANSPORTATION PLANNING (CONTINUED)

FINANCIAL PARTICIPATION – 2014/15		RESPONSIBLE AGENCY
PL staff	\$20,000	Lead Agency: Lee County MPO
State (soft match)	\$4,411	
Total	\$24,411	
FINANCIAL PARTICIPATION – 2015/16		
PL staff	\$ 20,000 _ <u>17,</u>	
	<u>500</u>	
State (soft match)	\$ 4,411 -3,86	
	0	
Total	\$ 24,411 _ <u>21,</u>	
	<u>360</u>	

Section: SYSTEMS PLANNING UPWP Task No: 3.3

Task: FREIGHT AND GOODS MOVEMENT PLANNING

OBJECTIVE

To improve the efficiency of intermodal transportation and intermodal capital investments and enhance inter-jurisdictional coordination and cooperation.

METHODOLOGY

- Participate in regional freight/intermodal efforts such as the Strategic Intermodal System (SIS), freight workshops, and seminars.
- Continue coordination with the Lee County Port Authority and Seminole Gulf Rail Road (RR) on freight and goods movement activity.
- Update and expand list of contact names, addresses and phone numbers of freight stakeholders in Southwest Florida, and continue coordination with major freight stakeholders.
- Conduct additional freight related studies if necessary.
- Identify freight hot spots, high freight corridors and operational improvements that address swept path width, off tracking, motor vehicles, bicycle and pedestrian conflicts within Lee County.
- Analyze the results of the Truck survey questions as part of Congestion Management Process for Public and Stakeholders.

PREVIOUS WORK

- Review and provide input and data for the development of the Strategic Intermodal System (SIS).
- Development and approval of a Lee County MPO Goods and Freight Studies.
- Coordination with freight operators and local agencies on goods and freight movement issues and identify needed improvements.

END PRODUCTS

- Ongoing: Coordination with freight stakeholders on freight and goods activities.
- Spring 2015 and 2016: Truck driver survey and inventory of problem locations as part of Goods and Freight study in order to develop a list of infrastructure improvements to address operational problems.
- Summer 2015 and 2016: Identify projects from the truck driver survey to solve operational problems and remove goods and freight bottlenecks.

FINANCIAL PARTICIPATION – 20°	14/15	RESPONSIBLE AGENCY
PL staff	\$5,000	Lead Agency: Lee County MPO
State (soft match)	\$1,103	
Total	\$6,103	
FINANCIAL PARTICIPATION – 20°	15/16	
PL staff	\$ 5,000 <u>7,50</u>	
	<u>0</u>	
Local (FTA match)	\$1, 103 _ <u>654</u>	
Total	\$ 6,103 _9,15	
	<u>4</u>	

DE-OBLIGATION OF ACSU FUNDING FOR THE ROUND-A-BOUT STUDY (ARS40) AND THE SU FUNDING FOR THE CAPE CORAL BICYCLE PEDESTRIAN STUDY (G0143) FOR USE ON THESE STUDIES UNDER THE NEW PLANNING FUNDS AGREEMENT BEGINNING ON JULY 1ST

RECOMMENDED ACTION:

Approval of the de-obligation of a portion of the project funding for the Round-a-bout and the Cape Coral Bicycle Pedestrian studies that will not be spent in this fiscal year for use on these studies beginning on July 1, 2016 under the new MPO Planning funds agreement.

As part of the new requirements under the MPO Planning funds agreement, the current Planning projects that are funded with SU funds are being terminated at the end of the fiscal year (June 30, 2016) and both of these projects will be moved under the new agreement. As part of this process, the two current agreements need to be terminated by the MPO Board ending on June 30, 2016 with the new funding agreement approved by the Board when we have a final version. Attached are the two amendments to the Transportation Planning Funds Agreement for the Round-a-bout and Cape Coral studies. The amount of funding that will be de-obligated will be provided at the meeting as the Consultants for both projects are currently determining those projections. In addition to taking action on the agreements, the UPWP also needs to be amended to reflect the de-obligation of these funds and the **attached** pages include the strike through/underlined changes.

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AMENDMENT TO THE TRANSPORTATION LAP FUNDS JOINT PARTICIPATION AGREEMENT

Financial Project No.:	Fund: ACSU	FLAIR Approp.:
434991-1-18-01	Function:	FLAIR Obj.:
(item-segment-phase-sequence)	Federal No.: <u>F800756648001</u>	Org. Code:
Contract No.: ARS40	DUNS No.:	Vendor No.:
CFDA Number & Title:	CSFA Number & Title:	

THIS AMENDMENT TO THE JOINT PARTICIPATION AGREEMENT (Amendment) made and entered into on this 18th day of March 2016, by and between the STATE OF FLORIDA, DEPARTMENT OF TRANSPORTATION (Department), an agency of the State of Florida, whose address is Office of the District Secretary, 801 North Broadway, Bartow, FL the Lee County Metropolitan Planning Organization whose address is P. O Box 150045, Cape Coral, FL 33915-0045.

RECITALS

WHEREAS, the Department and the MPO on ? entered into a Transportation Planning Funds Joint Participation Agreement, hereinafter called the "Agreement", whereby the Department passed through Federal funds to the MPO to assist the MPO in performing transportation planning activities set forth in its Unified Planning Work Program (UPWP).

WHEREAS, the Parties have agreed to modify the Agreement on the terms and conditions set forth herein.

NOW THEREFORE, in consideration of the mutual covenants in this Amendment, the Agreement is amended as follows:

- 1. The duration of the Agreement is modified. The Agreement will expire on June 30, 2016.
- 2. Any remaining services within the UPWP for the Agreement that have not been completed prior to June 30, 2016, will be included in the UPWP for the forthcoming Metropolitan Planning Agreement between the Department and the MPO that is expected to commence on July 1, 2016.
 - 3. The total amount for services performed under the Agreement must be decreased by \$
 - 4. The final invoice for the Agreement must be submitted by the MPO to the Department no later than August 31, 2016.
 - 5. Other than as expressly set forth above, the terms and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF, the undersigned parties have executed this Joint Participation Agreement on behalf of the referenced legal entities.

The remainder of this page intentionally left blank.

Signed, Sealed and Delivered in the presence of:	
MPO	Florida Department of Transportation
Lee County Metropolitan Planning Organization	
MPO Name	
Commissioner Brian Hamman	
Signatory (Printed or Typed)	Department of Transportation
Signature	Signature
MPO Chair	
	Tible
Title	Title
Witness	Witness
Signature	Signature
	Legal Review
	Department of Transportation

525-010-02 POLICY PLANNING OGC – 04/14 Page 1 of 2

AMENDMENT TO THE TRANSPORTATION LAP FUNDS JOINT PARTICIPATION AGREEMENT

Financial Project No.:	Fund: ACSU	FLAIR Approp.:
435012-1-18-01	Function:	FLAIR Obj.:
(item-segment-phase-sequence)	Federal No.: <u>F800756648001</u>	Org. Code:
Contract No.: G0143	DUNS No.:	Vendor No.:
CFDA Number & Title:	CSFA Number & Title:	

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Lee County Metropolitan Planning Organization	
MPO Name	
Commissioner Brian Hamman	
Signatory (Printed or Typed)	Department of Transportation
Signature	Signature
MPO Chair	
	Tible
Title	Title
Witness	Witness
Signature	Signature
	Legal Review
	Department of Transportation

Section: PROJECT PLANNING UPWP Task No: 4.4

Task: ADMINISTRATIVE AND PLANNING CONSULTANT SERVICES

OBJECTIVE

Select consultants to assist staff with administrative and transportation planning activities in support of the UPWP work tasks where staff resources need additional support or specific administrative and planning expertise.

METHODOLOGY

- Staff development of scopes and RFPs for the selection of qualified consultants in support of
 planning studies and administrative tasks. Extend and develop addendums to Consultant
 agreements, as necessary and consistent with new and existing requirements.
- Staff monitor consultant contracts for Title VI and DBE compliance. Comply with DBE policy by reporting to FDOT on actual payments to DBE contractors.
- Staff submittal of scopes, contracts and agreements to FDOT and FHWA for review and approval prior to advertisement and selection.
- Consultant Services that include the development and modeling of land use scenarios in support of the 2040 update to the Long Range Transportation Plan.
- Consultant Services that include the development of existing and future zonal data in support of the 2040 update to the Long Range Transportation Plan.
- Consultant Services that include transportation modeling support for LRTP amendments and updates.
- Consultant Services that include transit modeling and planning in support of LRTP amendments and updates.
- Consultant Services that include transit studies in support of the Transit Authority and/or the County's Transit Task Force. Completing the tasks identified in the Lee County Transit Authority Action Plan.
- Administrative Consultant support to the MPO staff including accounting and conducting audit services.
- Consultant Services that include assisting staff with public involvement activities.
- Consultant Services that include the collection of traffic data, development of performance measures and analyzing the effectiveness of Congestion Management Projects and Programs. Corridor analysis of Congestion Management improvements, including ITS, TSM, transit, access management and TDM measures.
- Consultant Services that include conducting planning studies and feasibility assessments of Congestion Management and Bicycle/Pedestrian projects.
- Consultant Services that includes assisting staff with the implementation of the recommendations
 from the Bicycle/Pedestrian Master Plan including conducting a Bicycle/Pedestrian Action Plan,
 safety and education programs.

PREVIOUS WORK

- 2012: Prepared RFP for and selected General Planning Consultants (six) that conducted various studies including transit studies, traffic modeling, grant applications, traffic data collection and traffic studies.
- 2009: Scope, RFP and selection of the Long Range Transportation Plan Consultant.
- 2011/2012: Scope, RFP and selection of the Rail Feasibility Study Consultant.
- 2014: Scoping of the San Carlos Trolley lane planning study.
- Summer 2012: Development of scope for the development of land use scenarios in support of the 2040 LRTP update and begin project.
- 2012/2013: Develop a Bicycle/Pedestrian Action Plan scope and complete project.
- Summer 2012 and 2013: Conduct 2011/2012 and 2012/2013 audits
- Fall 2013: Scope and develop RFP for MPO legal services.

Section: PROJECT PLANNING UPWP Task No: 4.4 Task: ADMINISTRATIVE AND PLANNING CONSULTANT SERVICES (CONTINUED) END PRODUCTS

- Ongoing: IT Support services.
- Ongoing: Legal support services.
- Summer 2014 and 2015: Conduct 2013/2014 and 2014/2015 audits
- Summer/Fall 2014: Implement the recommendations of the Bicycle Pedestrian Safety Action Plan. Develop scope of work to support the implementation of the bicycle/pedestrian priorities including education outreach activities, road safety audits, working with law enforcement agencies on high crash trend issues and the development of media packages in support of educations/enforcement activities.
- Fall 2014/Spring 2015: Develop scope(s) and conduct the tasks for the development and update
 of the 2040 LRTP including the update of the Bicycle/Pedestrian Master Plan, the update of the
 Goods and Freight Plan, the Congestion Management Plan, the Transit element consistent with
 the Transit Development Plan, conducting the public involvement, producing the final plan
 documentation and reporting the projects similar to the TIP reporter tool.
- Spring 2015: Collection of data for performance measures consistent with final federal and state requirements to supplement current MPO developed performance measures.
- Summer 2014 through Winter of 2014: Staff project management and support of the Transit Queue Jump study and the Transit Bus Pull out study that are funded with SU funds.
- Summer 2014 through Spring 20156: Staff project management and support of the Round-a-bout feasibility study funded with SU funds.
- Summer 2014 through Spring 20156: Development of scope for the Cape Coral Bicycle Pedestrian Master Plan and advertising RFP for selection of consultant to conduct the study. Task includes the project management and support of the project with the assistance of City of Cape Coral staff.
- Ongoing: Develop scope of services for the implementation of the recommendations of the rail feasibility study recommendations including coordinating with all of the affected local jurisdictions with the implementation of Comprehensive Plan language in support of the rail corridor.
- Summer 2015 through Spring 2016: Bicycle Pedestrian data collection activities in support of the bicycle/pedestrian program.
- Fall 2014: Allocate \$50,000 in PL Consultant funding for FDOT's effort to develop, fund and maintain Lee County's portion of the Districtwide Model.
- Winter 2014: Develop scope(s) for the analysis of proposed Needs and Cost Feasible Plan alternatives. This task will include the analysis of various alternatives using various performance measures.
- Spring 2015 and 2016: Maintenance of the TIP reporter tool to provide TIP formatted consistent with FDOT and FHWA/FTA requirements.
- Winter 2014: Contract services to update the MPO website to handle a high volume of information and in an organized manner while making it easier for staff to update and edit.
- Ongoing: Contract for administrative services support on an as needed basis.

FINANCIAL PARTICIPATION – 2014/15		RESPONSIBLE AGENCY
PL staff	\$20,000	Lead Agency: Lee County
PL consultant**	\$419,671	MPO
State (soft match)	\$96,971	
SU Consultant Projects**	\$ 700,000 _ <u>17</u>	**The Consultant Services
-	8,000	include the LRTP update,
Total	\$714,642	implementing the
FINANCIAL PARTICIPATION – 2015/16		recommendations from the
PL staff	\$20,000	Bicycle Pedestrian Safety Action
PL consultant**	\$333,079	Plan, LRTP amendments, Audit
State (soft match)	\$77,873	services, Legal Services, CMS,
SU Consultant Projects**	\$ 552,000 ?	Bicycle Pedestrian and Round-
Total	\$ 982,952 ?	a-bout studies.

PRESENTATION AND REVIEW OF THE DRAFT FY 2016/2017 AND FY 2017/2018 UNIFIED PLANNING WORK PROGRAM

RECOMMENDED ACTION: Review and provide comments on the draft tasks

included in the FY 2016/2017 and FY 2017/2018

Unified Planning Work Program.

Every two years the MPO is required to develop and submit the Unified Planning Work Program (UPWP) to the FDOT and the Federal Highway Administration (FHWA). A draft hard copy of the document will be provided at the meeting and staff will go through the MPO planned tasks for the next two years. The Committee will be asked to approve the final version of the UPWP at its May 5, 2016 meeting.

ENDORSEMENT OF THE SRTS PROJECTS

RECOMMENDED ACTIONS: The Committees are being asked to endorse the

Safe Routes to School Applications.

There is \$7 million/year in Safe Route to School (SRTS) funds available statewide for implementing bike ped infrastructure projects. Each applicant is responsible for prioritizing the proposals and submitting them to FDOT. The deadline for submission of projects to FDOT is March 31, 2016.

In response to FDOT's call for proposals for SRTS funds in FY 2018, FY 2019 and FY 2020, the Lee County School District is submitting 2 project applications. The school district prioritized proposals are as follows:

Priority #1: The proposal calls for sidewalks that will benefit Tice Elementary School. <u>Cost Estimate</u>: \$849,594

Maintaining Agency: Lee County BOCC

Priority #2: The proposal calls for sidewalks that will benefit Trafalgar Elementary School located in Cape Coral. Road. <u>Cost Estimate</u>: \$689,425

Maintaining Agency: City of Cape Coral

e-mailed prior to the meeting.

Project location maps and other relevant documents for these proposals will be

UPDATE ON THE ROUNDABOUT STUDY AND OTHER MPO PROJECTS

RECOMMENDED ACTION: This is not an action item. Staff will provide an update

on the ongoing Lee County Roundabout Study, Cape Coral Bike Ped Master Plan and TIGER funded LCCSI.

Currently, there are three (3) MPO projects currently under way including the Lee County Roundabout Study, Cape Coral Bike Ped Master Plan and the TIGER funded Lee County Complete Streets Initiative (LCCSI). The agency lead for the Cape Coral Bike Ped Master Plan is the City of Cape Coral Public Works Division. At the March 4th meeting, staff will provide status updates on each of these projects as well as other ongoing project development phases of projects on state highways and MPO funded sidewalk projects as needed.