

Technical Memorandum #3 Goals and Objectives



Arkansas Long Range Intermodal Transportation Plan: Goals and Objectives Tech Memo

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1. INTRODUCTION

The United States Congress enacted MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141), on June 6, 2012. Included in this legislation was an increased focus on performance management, which requires the use of performance data to guide decisions in the planning process for state departments of transportation and Metropolitan Planning Organizations (MPO).

The 2015 Arkansas Long Range Intermodal Transportation Plan (LRITP) is the first performance based plan in Arkansas. This plan provides a foundation for the use of transportation data and public/agency input to continually monitor its progress toward desired outcomes. By detailing anticipated results in the plan, AHTD can use feedback from collected transportation data and track its progress over time to monitor the success or failure of different strategies. As the plan progresses, AHTD will fine tune its investment decisions and procedures to identify the most effective uses of capital, equipment and staff.

2. GOALS AND OBJECTIVES

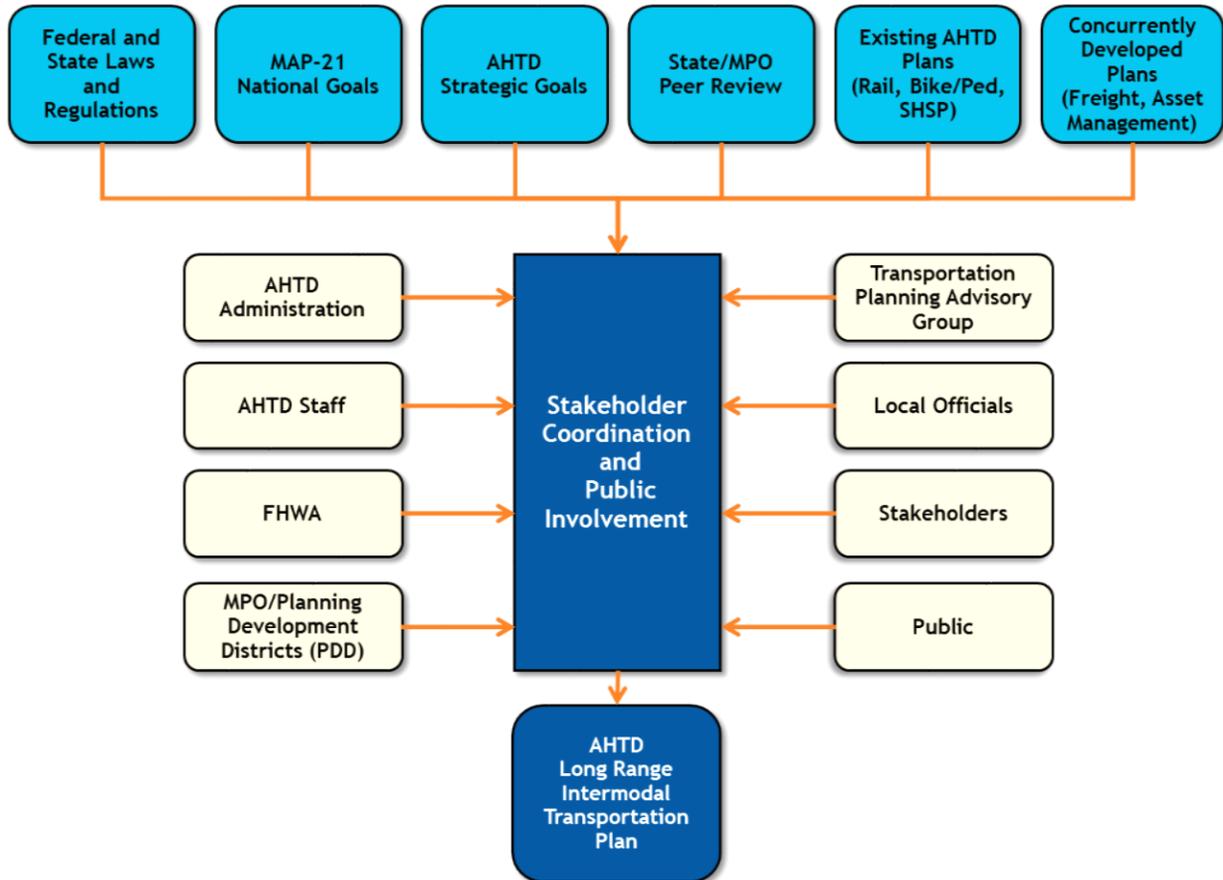
A key component of the performance based planning process is the establishment of goals and objectives, which create a framework for the performance based plan. A *goal* is a broad statement that defines a desired end state. An *objective* is a specific, measurable statement that supports the achievement of a goal.¹ The goals and objectives provide a foundation for the development of performance measures and establish the strategic direction that will drive investment decisions over the life of the plan.

3. GOAL/OBJECTIVE DEVELOPMENT PROCESS

The goals and objectives development process included a review of federal and state laws and regulations, guidance from AHTD leadership and AHTD staff, an examination of the existing AHTD Strategic Goals, a review of existing AHTD plans (Rail, Bicycle and Pedestrian, Strategic Highway Safety Plan (SHSP)), coordination with the concurrent development of the Statewide Freight Plan and the Transportation Asset Management Plan, and a peer review of goals and objectives from other states and Metropolitan Planning Organizations (MPO). Figure 3-1 provides a flowchart illustrating the coordination and involvement that was part of the goals development process.

¹ FHWA Performance-Based Planning and Programming Guidebook, September 2013

Figure 3-1: Development Flowchart



3.1 AHTD Strategic Goals

AHTD developed the following Strategic Goals in 2014.

- Provide a safe and efficient Intermodal Transportation System
- Maximize external and internal customer satisfaction
- Strive for continual improvement
- Enhance the social, economic and environmental qualities of Arkansas

The Strategic Goals provide guidance on how AHTD operates as an agency, including customer service and staff development. The goals for the LRITP, however, focus specifically on the development and operation of the transportation system. The goals for the LRITP were developed through coordination with stakeholders and the public to support the broader AHTD Strategic Goals.

3.2 National Goals

MAP-21 established the following national goals which all states and MPOs must strive to achieve.

- **Safety** - To achieve a significant reduction in traffic fatalities and serious injuries on all public roads.
- **Infrastructure Condition** - To maintain the highway infrastructure asset system in a state of good repair.
- **Congestion Reduction** - To achieve a significant reduction in congestion on the National Highway System.
- **System Reliability** - To improve the efficiency of the surface transportation system.
- **Freight Movement and Economic Vitality** - To improve the national freight network, strengthen the ability of rural communities to access national and international trade markets, and support regional economic development.
- **Environmental Sustainability** - To enhance the performance of the transportation system while protecting and enhancing the natural environment.
- **Reduced Project Delivery Delays** - To reduce project costs, promote jobs and the economy, and expedite the movement of people and goods by accelerating project completion through eliminating delays in the project development and delivery process, including reducing regulatory burdens and improving agencies' work practices

FHWA requires that all states and MPOs show progress in achieving the national goals; therefore they were used as a starting point for the LRITP goal development.

3.3 Existing AHTD Modal Plan Review

Over the last several years, AHTD has developed multiple modal plans. These plans were reviewed and the goals and objectives considered in development of the LRITP goals and objectives.

3.3.1 The State Rail Plan

The Arkansas State Rail Plan, completed in 2015 focuses on freight rail, intercity passenger rail, and commuter rail. Freight rail focuses on the movement of goods. “Intercity passenger rail” refers to passenger rail transportation between metropolitan areas. “Commuter rail” refers to passenger rail transportation in a metropolitan area, between a central city and its suburbs, with morning and evening peak period operations and running on a railroad right of way. “Commuter rail” is usually considered transportation mass transit service.

Rail is an important component of the mission of the AHTD, which is to provide a safe, efficient, aesthetically pleasing, and environmentally sound multimodal transportation system for the user. In support of this mission, the AHTD maintains several goals:

- Supports and promotes multimodal transportation activities, including rail
- Works with transportation providers and partners to improve the statewide transportation system
- Seeks to promote connectivity of transportation services and systems
- Supports opportunities for economic development in Arkansas, including opportunities that involve rail
- Maintains cooperative efforts with federal, state and local agencies to ensure environmental quality of life is preserved
- Promotes safety improvements of the multimodal system, including improved safety of the rail system

Table 3-1 shows the vision, goals, and objectives for the Arkansas State Rail Plan that were developed in close collaboration with stakeholders and reflect an extensive outreach effort to understand what Arkansans hope for the future of the Arkansas rail network.

Table 3-1: Rail Goals and Objectives

Vision: Arkansans will preserve, maintain, and improve a vibrant, safe, efficient, and environmentally sound railroad network that serves the economic development objectives and mobility needs of Arkansas communities throughout the state.

Goal	Objectives
Improve safety of the Arkansas rail transportation system	<ul style="list-style-type: none"> • Improve safety of highway/rail grade crossings • Assist with grade separation and grade closures, where practical • Support Operation Lifesaver and other efforts to increase public awareness of safety issues
Use rail transportation as a tool to drive economic development	<ul style="list-style-type: none"> • Communicate the benefits of rail transportation to Arkansas stakeholders • Identify railroad-served sites • Promote shovel-ready, railroad-served sites • Facilitate communications among industry, economic development representatives, and logistics service providers
Preserve and expand the availability and efficiency of railroad transportation options in Arkansas	<ul style="list-style-type: none"> • Preserve existing railroad lines • Maintain inactive railroad corridors intact • Establish new or restored rail transportation service where appropriate • Promote intermodal options to make rail transportation available to locations not directly served • Support efforts to bring railroad lines in Arkansas to industry weight standards • Promote efforts to bring railroad lines to a state of good repair • Assist in eliminating capacity constraints where necessary • Support improved connections between rail lines, roadways, and waterways, and between rail networks
Support passenger rail services	<ul style="list-style-type: none"> • Advance viable opportunities to link Arkansas population centers with intercity passenger rail service • Advance viable opportunities for commuter rail service in Arkansas urban areas • Support improvements to the existing Texas Eagle service for Arkansas
Identify funding sources	<ul style="list-style-type: none"> • Communicate the benefits of rail transportation to decision makers • Investigate options for dedicated, reliable rail transportation funding source • Promote opportunities to develop public/private partnerships • Monitor and pursue federal funding and financing opportunities
Minimize environmental impacts of rail transportation in Arkansas	<ul style="list-style-type: none"> • Assist railroads and communities to develop cooperative solutions to adverse environmental impacts of rail transportation to land adjacent to railroad rights of way.

3.3.2 The State Bicycle and Pedestrian Plan

AHTD identified the need to develop a more robust bicycle and pedestrian plan for the state. AHTD provided leadership and funding for development of this Plan, however the strategy used in the planning process facilitated participation from multiple state agencies. Moreover, because bicycling and walking trips are typically short distances and take place predominantly at the local level, the state engaged municipal and county governments and Metropolitan Planning Organizations (MPOs) as key partners in this effort. As such, this goal of the Bicycle and Pedestrian Plan is to speak both to and for the entire state on matters of bicycling and walking and the vision developed as part of this process states that Arkansas communities can provide transportation and lifestyle options for their citizens and strengthen the economic and social vitality of their communities.

To pursue this vision, the Plan establishes three overarching goals for the state's bicycle and pedestrian initiatives:

- **Goal 1:** Realize the economic benefits of bicycle and pedestrian-friendly communities and bicycle-related tourism and recreation on Arkansas' roads, shared use paths and mountain bike trails.
- **Goal 2:** Develop a statewide Bicycle and Pedestrian Network that supports a) on-road bicycling for recreation and transportation, b) pedestrian access and safety within municipalities and unincorporated rural communities, c) development of shared use paths with regional and/or statewide significance, and d) access to mountain bicycling venues.
- **Goal 3:** Conduct research and analysis leading to implementation of specific strategies for achieving zero pedestrian and bicyclist deaths from crashes with motor vehicles by 2025, and reducing injury crashes by 50 percent (over 2010-2014 levels).

The following eight objectives define areas of activity that are central to achieving the goals.

- **Objective 1:** Establish laws and policies at the state level that will empower state agencies, local governments, public interest groups and citizens to work effectively toward achieving the Vision and Goals of this Plan.
- **Objective 2:** Develop a robust bicycle and pedestrian program within the state of Arkansas.
- **Objective 3:** At AHTD, more fully and effectively use Federal funding available for bicycle and pedestrian infrastructure and activities by establishing annual spending goals for select programs.
- **Objective 4:** On a regular cycle, review and update as necessary the bicycle and pedestrian accommodation policy, roadway design guidelines and standards, and management and maintenance policies for state highways.
- **Objective 5:** Identify and establish a Statewide Bikeway Network, using predominantly Arkansas state highways that will support designated U.S. Bicycle Routes, statewide

bicycle touring on roads and long distance trails, access to mountain bicycling venues, and access to Bicycle Hub Communities.

- **Objective 6:** Conduct research, develop marketing strategies and coordinate partnerships that will enable the state and local communities to realize the economic benefits of a robust bicycle tourism industry.
- **Objective 7:** Integrate bicycle and pedestrian safety into the State’s ZERO DEATHS CAMPAIGN.
- **Objective 8:** At the ADH, continue public education and policy advocacy activities as it relates to bicycle and pedestrian injury prevention and fostering changes in the built environment that enable and encourage more bicycling and walking among Arkansans.

3.4 Coordination with the State Freight Plan

The State Freight Plan was developed concurrently with the LRITP. Coordinated communication between the developers of the plans ensured that the goals and objectives of each plan was reflective and supportive of the other.

3.5 AHTD Executive Leadership Meeting

AHTD leadership attended an Executive Leadership Meeting in June, 2015, to provide their input on the development of goals for the plan. During an interactive session, participants were asked two questions related to the goals of the LRITP. The participants were given post-it notes to write up to three responses for each question which were then presented on a board. The questions asked of the leadership team are presented below with the associated responses.



Leadership team collaborating during the LRITP interactive session.

Question 1: What as an agency do you want to accomplish?

28 responses were recorded and grouped into categories as shown Table 3-2 along with the number responses per category.

Table 3-2: What should AHTD accomplish?

Category	Responses
Safety	3
Maintenance and preservation of the existing system	7
Sustainable funding	7
Improve customer satisfaction	6
Other (no more than 1 response per category)	5

Question 2: What are your goals/objectives for the plan?

Direct answers are provided in Table 3-3.

Table 3-3: What are your goals for the LRITP?

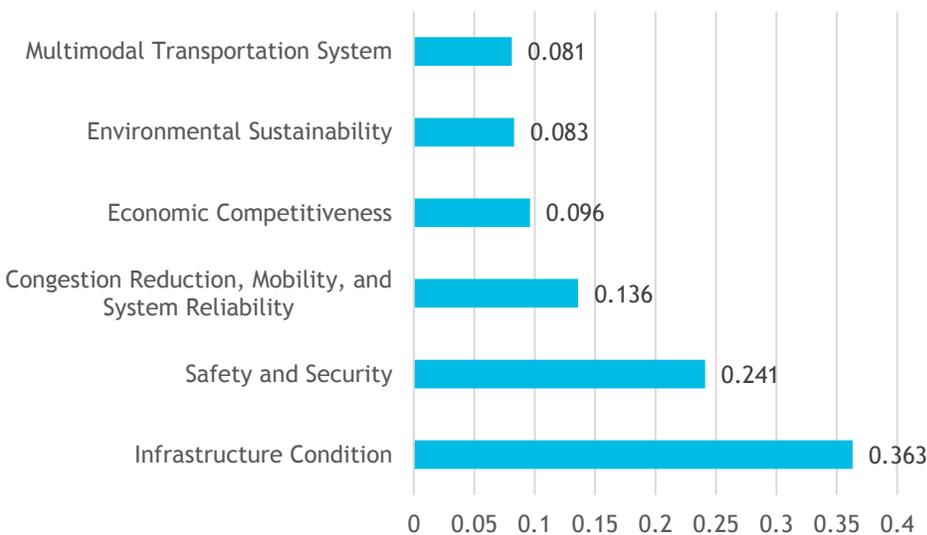
AHTD Leadership Responses	
How to allocate resources	Address Governor’s Working Group on Highway Funding recommendations
Performance driven best use of funds	Partnering, but know there is a balance
Must be achievable	Transportation’s role in the state economy
Adaptive to multiple directions and flexible - what must be done no matter the future	Reader friendly; eye popping, and understandable to the general public
Transition to DOT	Role in regional needs
Four-lane grid system	DOT-related policies

The responses show that AHTD leadership is most concerned with proper maintenance of the existing system, sustainable funding, improving safety and customer satisfaction.

3.6 MPO and AHTD Interactive Sessions

In August 2015, AHTD conducted an interactive goal session with the MPOs where representatives reviewed the preliminary LRITP goal areas and completed priority comparisons between the goal areas. AHTD also conducted a similar exercise with AHTD staff, allowing them to prioritize goal areas and performance criteria to rank priorities. Figure 3-2 shows the MPO and AHTD collective goal priorities and group level percentages.

Figure 3-2: Goal Area Priorities



3.7 T-PAG Interactive Session

AHTD assembled a team of business leaders, government representatives and transportation leaders to form the Transportation Planning Advisory Group (T-PAG) to provide guidance on the development of the LRITP. In a September 2015, meeting, the T-PAG members indicated that the following issues were important to Arkansas and transportation within the state:

- Economic growth
- Safety
- Enhanced community
 - Increased/improved bike/pedestrian facilities
 - Local growth
 - Health
 - Personal economics
 - Access to transportation options/choice
- Mobility of aging population and younger population
- Options to create more mobile society as an economic development tool
- Access to safe/affordable food supply
- Smooth/free-flowing interstates; competitive system
 - Economic development connection - commercial traffic, visitors, commuters
- Preservation of the existing transportation system: take care of what we have today
- Adequately and fairly funded system

The group was then asked “What does this mean to AHTD and other transportation providers?”

The following responses were given:

- Department needs to diversify - more multimodal
 - Think beyond highways
 - There are hurdles to diversifying to accommodate more modes
- Improve partnerships with local government
- Capacity building among stakeholders, ex: rural areas working with agencies - how do these areas provide meaningful input
 - Local elected/staff/general public/business/chambers of commerce
- Focus on maintenance of what we have - serve the whole state
- Increased public transportation support in all areas

Similar to the results from the AHTD Leadership meeting, the T-PAG members expressed that maintaining the existing system, adequate funding, safety, and customer satisfaction are important focus areas for the LRITP. The T-PAG members also felt that the transportation system could enhance the community setting by providing multi-modal transportation options to improve health and connectivity among an aging population.

3.8 Public Meetings

AHTD conducted public meetings, with five meetings located geographically across the state (map below) to improve accessibility to all Arkansans. The purpose of the first round of

meetings was to obtain input from the public and local officials on the goals for the plan and to identify key issues that should be addressed.

3.8.1 Results of the First Round of Public Meetings

As a part of the AHTD Long-Range Intermodal Transportation Plan (LRITP), AHTD and the consultant team conducted five public meetings in the following cities.

- North Little Rock
- Monticello
- Springdale
- Jonesboro
- Hope

The purpose of the meetings was to give stakeholders background information on the LRITP and to give them the opportunity to share comments and questions to help AHTD as it continues to develop the Plan.

At the meetings, stakeholders had the opportunity to provide feedback on the draft goals established by AHTD and also to identify their own transportation priorities.

3.8.1.1 Comment Form Summary

After viewing all of the available information, stakeholders that participated in the public meetings had the opportunity to complete a comment card. The comment cards allowed stakeholder to rate the importance of each proposed goal, share any additional goals that should be considered, and share any additional comments or questions about the LRITP. Sixty nine comment cards were completed.

When filling out the comment card, these stakeholders had the opportunity to provide feedback on the goals of the LRITP. First, they rated the importance of each of the proposed goal areas. Choices included extremely important, very important, somewhat important, not important, and not sure. Table 3-4 shows how stakeholders rated the goal areas:

Table 3-4: Public Meeting Stakeholder Feedback on LRITP Goals

Overall	Extremely Important	Very Important	Somewhat Important	Not Important	Not Sure
Safety and Security	54%	33%	9%	4%	0%
Infrastructure Condition	54%	39%	6%	1%	0%
Congestion Reduction, Mobility, and System Reliability	45%	36%	18%	1%	0%
Economic Competiveness	38%	36%	22%	4%	0%
Environmental Sustainability	30%	36%	26%	4%	3%
Multimodal Transportation System	38%	38%	20%	4%	0%

In addition to the comment cards received during the public meetings, online comment forms were also received via the project website. As of November 16, 2015, 39 comment forms were received online. The online stakeholders rated the goal areas as follows.

Table 3-5: Online Stakeholder Feedback on LRITP Goals

Overall	Extremely Important	Very Important	Somewhat Important	Not Important	Not Sure
Safety and Security	44%	36%	13%	8%	0%
Infrastructure Condition	51%	41%	5%	3%	0%
Congestion Reduction, Mobility, and System Reliability	41%	41%	15%	3%	0%
Economic Competitiveness	28%	44%	20%	8%	0%
Environmental Sustainability	31%	38%	21%	5%	5%
Multimodal Transportation System	38%	33%	21%	8%	0%

3.8.1.2 Reaction to Goals

Overall, 84 percent of stakeholders that completed cards at the public meeting indicated that they were comfortable with the goals as presented, 15 percent indicated they were not comfortable with the goals presented, and one percent indicated that they could not make a decision at the time of the meeting. Seventy-nine percent of stakeholders that responded online indicated that they were comfortable with the goals presented. Twenty-one percent indicated they were uncomfortable with the goals presented. Specific comments received in this regard are available in the October Public Meetings Summary (Appendix A).

3.8.1.3 Additional Comments

Participants also had the opportunity to provide written comments in the public meeting and online comment forms. These comments included feedback on the goal areas presented, support of the goal areas presented, general comments related to Arkansas transportation, and suggested strategies. These comments were considered in the refinement of the objectives and are provided in Appendix A.

3.8.1.4 Transportation Priorities

Stakeholders that participated in the public open houses were able to participate in an activity where they could share the transportation priorities for Arkansas in the next 25 years. Each stakeholder was again given six dots that they could place on the various categories. All six stickers could be placed on a single category, or spread out among different categories. Table 3-6 shows the collective results from the five public meetings.

Table 3-6: Public Meeting Stakeholder Priorities

Priority	Number of Stickers
Maintain current transportation system assets	90
Increase bicycle/pedestrian options	72
Make safety improvements such as adding shoulders or improving signing/striping	65
Expand highways by adding lanes or constructing new routes	56
Increase urban public transit options	41
Increase rural public transit options	31
Improve local land use coordination	24
Increase the number of intermodal connections (e.g. truck to rail or barge to rail)	24
Improve freight infrastructure (e.g. rail, ports, waterways)	22
Other - please specify	7

As shown in Table 3-6, stakeholders felt that maintaining the current system, increasing bicycle/pedestrian facilities, and improving safety were the most important factors for AHTD to consider in developing the LRITP.

Similar to the exercise with the public meeting attendees, online stakeholders had the opportunity to rank the importance of each transportation area in Arkansas over the next 25 years. Table 3-7 illustrates these rankings.

Table 3-7: Online Stakeholder Priorities

	1 st Priority	2 nd Priority	3 rd Priority	4 th Priority	5 th Priority	6 th Priority
Maintain current transportation system assets	30%	22%	11%	24%	5%	0%
Expand highway by adding lanes or constructing new routes	37%	19%	19%	0%	5%	5%
Increase rural public transit options	0%	7%	4%	12%	5%	10%
Increase urban public transit options	11%	4%	15%	4%	14%	25%
Improve freight infrastructure (e.g. rail, ports, waterways)	0%	0%	0%	12%	23%	10%
Increase bicycle/pedestrian options	4%	15%	15%	4%	9%	10%
Make safety improvements such as adding shoulders or improving signing/striping	11%	30%	30%	8%	14%	15%
Improve local land use coordination	4%	0%	4%	28%	14%	5%
Increase the number of intermodal connections (e.g. truck, to rail or barge to rail)	0%	0%	4%	8%	14%	20%
Other	4%	0%	0%	0%	0%	0%

4. LRITP GOALS AND OBJECTIVES

The goals and objectives for the LRITP are presented in Error! Reference source not found..

Table 4-1: LRITP Goals and Objectives

PRELIMINARY LRITP GOALS	MAP-21 NATIONAL GOAL AREAS							OBJECTIVES
	Congestion Reduction	System Reliability	Safety	Infrastructure Condition	Freight and Economic Vitality	Environmental Sustainability	Project Delivery	
<p>Safety and Security - - Improve statewide safety by funding projects reducing fatal and serious injury crashes, reducing vulnerability (the magnitude of impact on the system due to events such as major traffic incident, flooding, lane closure, bridge failures, and seismic activity), and improving resiliency of the system (the ability of the system to recover from these events).</p>	✓	✓	✓	✓	✓			<ul style="list-style-type: none"> Align safety goals with the goals of the AHTD Strategic Highway Safety Plan (SHSP). Partner with the Arkansas State Police, local governments, and federal agencies to administer comprehensive traffic safety programs related to driver, roadway, and railroad crossing safety. Partner with counties and local governments to provide training on low-cost safety applications for local roads. Coordinate with District Engineers to identify roadways and bridges that are vulnerable to extreme weather events and other natural phenomena. Improve the resiliency of the transportation system to meet travel needs in response to extreme weather events. Coordinate with local governments for disaster preparedness. Work with emergency management agencies to expand emergency communications infrastructure across the state. Work with emergency management agencies to ensure efficient and coordinated responses to emergency and disaster events. Identify non-interstate crash hotspots and develop recommendations that have the potential to reduce crashes.
<p>Infrastructure Condition - Invest in the existing highways and bridges to maintain and preserve the existing system.</p>		✓	✓	✓	✓		✓	<ul style="list-style-type: none"> Enforce weight and size restrictions to protect roads and bridges. Improve ride quality on NHS roads. Follow asset management principles to optimize preservation strategies on the state highway system. Identify potential freight corridors within which special attention is given to preempt commercial vehicle bottlenecks.

PRELIMINARY LRITP GOALS	MAP-21 NATIONAL GOAL AREAS							OBJECTIVES
	Congestion Reduction	System Reliability	Safety	Infrastructure Condition	Freight and Economic Vitality	Environmental Sustainability	Project Delivery	
<p>Congestion Reduction, Mobility and System Reliability - Invest in the multimodal transportation system to improve mobility, connectivity, accessibility, and reliability for people and goods.</p>	✓	✓		✓	✓			<ul style="list-style-type: none"> • Provide predictable, reliable travel times. • Complete the Connecting Arkansas Program (CAP) that improves transportation connections throughout the state by increasing roadway capacity. • Implement context sensitive solutions in the transportation system design. • Implement Intelligent Transportation System (ITS) strategies to inform and provide travelers with real-time information regarding weather conditions, travel times, emergencies, and delays. • Use technology advances to improve system performance. • Plan and prepare for autonomous and connected vehicles. • Use output from MPOs’ Congestion Management Systems to identify and address congested areas on the NHS. • Work with partners to encourage Travel Demand Management strategies to reduce the traffic demand during peak hours. • Support multimodal transportation alternatives and intermodal mobility.

PRELIMINARY LRITP GOALS	MAP-21 NATIONAL GOAL AREAS							OBJECTIVES
	Congestion Reduction	System Reliability	Safety	Infrastructure Condition	Freight and Economic Vitality	Environmental Sustainability	Project Delivery	
<p>Economic Competitiveness - Improve intermodal transportation system connectivity, efficiency, and mobility to support existing industries and strengthen national and regional economic competitiveness.</p>	✓	✓			✓			<ul style="list-style-type: none"> • Continue development of the four-lane economic development connectors (Four-Lane Grid System) to improve connectivity to all citizens and promote economic development. • Prioritize and enhance intermodal connections for both passenger and freight movement by establishing an appropriate network of intermodal connectors. • Collaborate with the Arkansas Economic Development Commission to identify projects that will improve the State’s economic competitiveness. • Use outputs from State Rail Plan to identify rail improvement needs. • Support the maintenance and operation of state highways, bridges, transit, rail, ports, locks, and dams. • Identify key routes in need of long-term additional capacity to support Arkansas and external trading partners. • Identify projects to address localized congestion /capacity issues that negatively impact freight movement.
<p>Environmental Sustainability - Enhance the performance of the transportation system while avoiding, minimizing and/or mitigating impacts to natural and cultural resources.</p>						✓	✓	<ul style="list-style-type: none"> • Identify and reduce barriers to reduce delay and improve the project delivery process. • Minimize impacts to natural, historic, and cultural resources. • Support initiatives to reduce congestion and improve air quality. • Implement context sensitive solutions in the transportation system design.

PRELIMINARY LRITP GOALS	MAP-21 NATIONAL GOAL AREAS							OBJECTIVES
	Congestion Reduction	System Reliability	Safety	Infrastructure Condition	Freight and Economic Vitality	Environmental Sustainability	Project Delivery	
<p>Multimodal Transportation System - Partner with responsible modal agencies, local jurisdictions, and planning organizations working to improve safety, accessibility, and connectivity for the movement of people and goods.</p>	✓		✓		✓			<ul style="list-style-type: none"> • Develop and sustain efficient intermodal connections to allow for more efficient transfer of goods between modes. • Support multimodal transportation alternatives and intermodal mobility. • Use outputs from State Bicycle and Pedestrian Plan to provide transportation lifestyle options for citizens. • Coordinate with MPOs and local governments' land use planning and regional/local modal plans. • Partner with MPOs and local governments to consider implementing approved and adopted bicycle/pedestrian facilities on the state highway system.

These goals and objectives were considered in the development of the transportation performance measures for the AHTD LRITP. Technical Memorandum #4A describes the process to identify the performance measures, describes the performance measures by goal area with associated objectives, and provides recommendations regarding implementing these proposed performance measures.