
APPENDIX TO Nebraska Long-Range Transportation Plan

Stakeholders Meeting Summary of the Meeting: March 2, 2005

A meeting of Stakeholders in the Nebraska Long-Range Transportation Plan (LRTP) was held on March 2, 2005, at the Nebraska Department of Roads (NDOR) from 10:00 a.m. to 3:00 p.m. The stakeholders provided input on the development of the Nebraska LRTP including suggestions on the goals and objectives of the LRTP and the identification of the key issues that the LRTP should address.

■ Welcome – John Craig, Director, NDOR

John Craig, Director of NDOR, welcomed the stakeholders and described the purpose of the meeting.

“Good morning and thank you for attending this stakeholders’ meeting to update the State Long-Range Transportation Plan. We at the Department of Roads are the facilitators of this effort, and we are here to listen. We, like your organizations, will need to reassess our mission as this plan is developed.

Later this morning, you will be briefed on various data and trends relative to population and transportation. This should provide you some useful information for this afternoon’s discussion on the draft long-range non-project-specific goals of safety, mobility, and environmental stewardship. There is much to talk about and we want to hear what you think.

Let me attempt to set the stage for this planning effort. A classmate of mine, Carl Strock, from the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, is now a LTG and Commander in Chief of the U.S. Army Corps of Engineers. He was interviewed recently about the Corps’ activities in the United States, Afghanistan, and Iraq. Carl made the remark that ‘A nation that neglects its infrastructure will struggle in all areas.’ He couldn’t be more right.

Infrastructure is – both literally and figuratively – the cornerstone on which America and Nebraska are built. To say this infrastructure is the cornerstone of economic development is not an overstatement.

In Jeff Madrick’s book “Why Economies Grow,” he asserts neglect in many areas in the United States, but chiefly in education, health care, and transportation infrastructure. He further states that ‘These are classic public

goods. The benefits of decent education, health care, and transportation spread well beyond the individual to the entire nation.’ Further, ‘There is ample economic evidence that investment in infrastructure promotes economic growth.’

Funding should not be our main focus. Rather our main focus should be on what needs to be accomplished. To that extent, investments are different from spending. Wise investments are always prudent.

There are a great many aspects of this planning effort, and although much of it should rightfully be on infrastructure, the emerging area of operations deals with the real and near-real time management of the transportation system, including emergency and incident responses among the various modes and political jurisdictions. This is especially true in the rapidly evolving area of freight logistics whose efficiency, or lack thereof, impacts the price of goods for all of us. The demands of our citizens for us to do more with less will likely continue as we try to balance the needs of the built and natural environments.

The Transportation Research Board of the National Academies identifies critical transportation issues and the Department of Roads adopts these and publishes them in our annual report. These critical transportation issues include safety, security, environment, aging infrastructure, finance, energy, economics, information technologies, human resources, aging population, institutional constraints, and congestion.

This State Long-Range Transportation Plan is about connecting Nebraska to the nation and the world for the movement of people and goods. This is an investment in Nebraska’s future. I look forward to your active involvement in building this future. Thank you.”

■ Introductions – All Attending Stakeholders

All of the attending stakeholders introduced themselves and described their respective roles in transportation in Nebraska.

- Paul Mullen – Metropolitan Area Planning Agency.
 - Ellis Tompkins – NDOR Rail and Public Transportation, representing Nebraska Railway Council.
 - Steve Burnham – Federal Highway Administration (FHWA).
 - Major Andy Anderson – Nebraska State Patrol.
 - Al Berndt – Nebraska National Guard (Nebraska Emergency Management Agency).
 - Rose White – Nebraska AAA.
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- Duane Westerholt – Nebraska Game and Parks Commission.
- Al Heuton – Nebraska Rural Development Commission.
- Chris Triebisch – Nebraska Department of Labor, Workforce Development.
- Steve Woerth – Nebraska Trails Council.
- Duane Eitel – American Council of Engineering Companies.
- John Craig – NDOR Director
- Monty Fredrickson – NDOR Deputy Director.
- John Jacobsen – NDOR Deputy Director.
- Anna Lannin – Nebraska Department of Aeronautics.
- Melissa Sebak (for Marcia Alber) – Nebraska Health and Human Services.
- Bennie Howe – Federal Railroad Administration (FRA).
- Mike Brienzo – Lincoln and Lancaster County Metropolitan Planning Organization (MPO).
- Bob Munguia – Burlington Northern Santa Fe (BNSF) Railroad.
- Bruce Riecker – Chief of Staff for Congressman Tom Osborne.
- Curt Simon – Metropolitan Area Transit (MAT).
- Georgia Janssen – Nebraska Association of Transportation Providers.
- Brian Praeuner – StarTran.
- Yvonne Austin – Nebraska Department of Environmental Quality, Air Quality.
- Marty Link – Nebraska Department of Environmental Quality, Water Quality.
- Judi Gaiashkibos – Nebraska Commission on Indian Affairs.
- Aimee Spear – Representing Senator Charles Hagel.
- Mark Bechtel – Federal Transit Administration (FTA).
- Art Yonkey – NDOR Planning and Project Development Engineer.
- Kevin Mayberry – U.S. Army Corps of Engineers.
- Terry King – Association of General Contractors.
- Sheryl Lindau – Representing Omaha Mayor Fahey.
- Mary Johnson – substitute for Kathy Campbell, Co-Chair Governor’s Transportation Task Force.
- Elyse Mueller – Federal Motor Carrier Safety Administration (FMCSA).
- Larry Johnson – Nebraska Trucking Association.
- John Gray – Union Pacific (UP) Railroad.
- Mark Breiner – Nebraska Public Service Commission.

- Jerry Henscheid – Omaha Tribe of Nebraska.
- Richard Baier – Nebraska Department of Economic Development.
- James Wright – Representing Congressman Lee Terry.

Managers and Staff for the Nebraska LRTP

Nebraska LRTP Managers

- Steve McBeth – NDOR.
- Leona Kolbet – NDOR.
- Jim Schurr – NDOR.
- Chuck Sunday – NDOR.
- Jill Kuhel – NDOR.

Consultant Staff

- Arlee Reno – Cambridge Systematics, Inc.
- Rob Padgette – Cambridge Systematics, Inc.
- Bill Troe – URS Corporation.

■ **Introduction: Elements of the LRTP and Draft Goals and Objectives**

Mr. Reno introduced the elements of the planning process, which is now underway, and the goals and objectives that have been developed in draft form. The goals and objectives are attached. The Nebraska LRTP is being developed for the State of Nebraska as a whole, not just for NDOR.

The elements of the LRTP are anticipated to be goals and objectives; the review of existing conditions and forecasts of usage for all modes; an estimate of long-term investment needs for all modes; stakeholder involvement (including today's meeting); financial forecasts; performance measures; implementation steps; and final adoption of the LRTP.

The goals and objectives are a brief list, shorter than in other planning documents, because these are the visionary goals for the State's transportation system as a whole. A review was conducted of the goals and objectives of the Nebraska MPOs' long-range plans and of the plans of other states. A NDOR Advisory Committee developed a draft set of goals and objectives, which was then refined by a NDOR Steering Committee. The goals and objectives were presented to the public at the annual District meetings, but today is the first major meeting where a wide range of stakeholders is being asked to comment on the draft goals and objectives.

Mr. Craig said that the prior transportation plan was not usable because there was no focus, and the intent here is to have something that is very useful for all of us. There is nothing sacred about these goals and objectives, and comments are welcome.

Stakeholder Discussion of the Elements of the LRTP and the Draft Goals and Objectives

Stakeholders provided a number of comments on the LRTP's draft goals and objectives as well as examples of the types of issues that the LRTP should address. Comments made by stakeholders are organized into major issue areas. Given that issues and concerns are often shared by several stakeholders, comments are not attributed to specific attendees.

Adoption of the LRTP

- The question was raised of who will adopt the LRTP: The Department? The Administration? The Unicameral Legislature? What kind of buy in are we looking for? Mr. Craig responded that it was hoped there would be as broad a consensus as possible. There is no direct answer known to this question now. Whether the Legislature would adopt it at some point in time is not known. Hopefully, with enough local support, the LRTP will be meaningful to all those who are represented.

Nature of the LRTP

- What is the end product? Who will be held accountable for signing off on this? Maybe it lands in the lap of the Governor.
- A good report could help to educate the legislators and keep them informed.
- The inclusion of all roads and modes in the LRTP is good.
- The LRTP should include all transit assets as well as highway assets.
- Sometimes transit agencies are overlooked.
- A statewide transit needs study is underway. There are 61 providers out there who do a tremendous job with very limited resources.

Involvement in the LRTP

- There needs to be diversity in terms of involvement in the LRTP. Today's meeting includes mostly a homogeneous group representing the "Nebraska good life."
- The LRTP should include the involvement of the private taxi and bus companies throughout the State.

Economic Development

- There should be some consideration of economic development or at least of maximizing Nebraska's assets, regardless of whether it is called economic development.
- Transportation is the key to making sure that Nebraska grows and prospers.
- Economic development should be a stand-alone goal because it is so important to the future of the transportation system.
- Economic development should be the focus.
- Many items in the mobility goal tie to economic development, specifically the third, fourth, and fifth objectives.
- We need to maximize our transportation infrastructure all over the State.

Environmental Stewardship

- Environmental stewardship is one of the main goals, and it is great to have these goals but the proof is always in the pudding.

Funding

- Why not make funding a topic in itself? Mr. Craig responded that a lot of discussion went on in the development of the draft goals about whether funding should be an objective in itself. Obviously, there has to be funding in order to reach your overall goals. But funding is derived from those goals.
- Funding of needs is an issue on the reservations. The Decatur Bridge is an example.
- Other agencies need the expertise of the State in assessing and developing sources.
- Funding needs to be accomplished. Changing formulas is not proposed now but maybe there should be some consideration.
- Urban areas in the State are donors to rural areas. There is a need to develop new sources of funds for projects.

Emergency Preparedness and Security

- Emergency preparedness is a critical issue, and there are no specifics now on that topic. Lincoln has had two events in the last six months where roads were closed due to toxic spills.
 - There is a state emergency operations plan for which NDOR is a contributor.
 - We deal with more reactions versus looking ahead and planning.
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- Nebraska has an important railroad yard that is the hub of national railroad transportation.
- The transportation system is vulnerable, so security needs to be talked about also.

Freight Logistics and Rail

- There is an issue of trespassing on railroad rights-of-way, which is an issue with high-volume, high-speed trains and with teenagers unwilling to go to the crossing two blocks away.
- The new rule on horns may provide some relief in some places on rail noise, although the rule making is back at OMB for now. There is also an issue with private crossings, and some redundant and unnecessary ones should be closed.
- A reflectorization rule for the sides of rail cars may help on visibility of trains at night.
- The connection between highways and rail is important. The grade separation program is a long-term goal, but has limited resources. NDOR is trying to move towards grade separations over the BNSF and UP every 20 to 25 miles along the Interstate, so that if there is an incident on the Interstate, traffic taken off the Interstate can utilize a grade separation.
- There are 80 trains per day on BNSF down through Lincoln, and a similar number of UP in the central corridor. Between North Platte and Gibbon, there are 140 to 145 trains per day. This may rise to 200, and eventually there may be a need to eliminate all grade crossings and treat the railroads like an Interstate corridor.
- There is a need to focus on intermodal connections to allow the agricultural economy to continue with both large and small farms. The importance of intermodal connections is increasing.
- Short-line railroads also play an important role in the system.

Aeronautics

- Accessibility is one of the Department of Aeronautics' biggest goals. The agency is working hard to meet the needs of the aviation system.

Trails System

- The trails get built but there is no funding for maintaining them.

Supportive of FHWA Goals and Objectives

- The goals and objectives are supportive of the FHWA's goals and objectives.

Comments Related to the Specific Wording of the Goals and Objectives

- Like the use of the words “replace and rehabilitate.”
- Consider adding as a goal “Maximize Nebraska’s Assets” with economic development as a supporting objective.
- Consider adding “subobjectives” that provide more detail.
- Consider adding the objective “Maximize funding for transit, rural, and urban.”
- Consider adding the objective “Coordinate among agencies” to encourage agencies to work together to address issues.
- Add economic development as a stand-alone goal.
- The third, fourth, and fifth objectives under the mobility goal would work well as objectives under an economic development goal.
- Other potential objectives include “maximize infrastructure investment to grow the State,” “finalize long-term projects.”
- Build in the words “efficiency” into the goals and objectives.

Other

- Can we coordinate assets across agencies? An asset may no longer be useful to one agency, but might be of value to another state or local agency.

■ **Introduction to the Existing Conditions**

Mr. Padgette and Mr. Reno of Cambridge Systematics and Mr. Troe of URS Corporation presented a brief series of slides on the existing conditions in Nebraska. Major points of the presentation include:

- Population growth has been concentrated in the east and along I-80, and that is where the most growth is forecast for the future.
 - Travel times for commuters in Nebraska are less than for commuters in the nation as a whole.
 - Most people use personal autos, which is not meant to diminish the importance of transit or walking.
 - Although work trips are only about 30 percent or less of travel, they are the most important portion of peak-period travel.
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- There are counties from which more than 40 percent of residents have to commute to another county to work.
- Transit is available in 78 of the 93 counties.
- Access is a big issue and relates to communities without a full range of retail or job opportunities as well as to the aging population.
- The roadway system is 96,000 miles, with just more than 10 percent consisting of state highways, which carry most (63 percent) of the traffic.
- Nebraska's state roads are mostly in good or very good condition and, for state bridges, more than 90 percent meet Federal requirements.
- About a 50 percent increase in vehicle miles of travel is forecast over the next 20 years, with impacts on all modes. (Mr. Mullen noted that while there is an overall expected 50 percent average increase in traffic volumes, traffic in some parts of the urban area are expected to increase by more than 100 percent.)
- System preservation and accessibility will remain critical even where traffic growth is lower.
- Freight movements on highways and railroads are very large. The impacts of heavy train movements on grade crossings are substantial, particularly in rural areas.
- Air passenger enplanements are concentrated in Omaha and Lincoln.
- Alternative fuels that are not taxed at the pump will not be a major factor impacting on highway revenues for Nebraska, at least for the next 20 years, according to research conducted by Mr. Reno for the American Association of State Highway and Transportation Officials (AASHTO). However, the fixed, fuel tax rate per gallon continues to erode in purchasing power due to inflation, and current sources will be inadequate.
- Mr. Craig said that there were alternatives to motor fuel taxes that are getting more attention including paying by the mile instead of paying taxes on motor fuels.

Stakeholder Comments on Key Issues to be Considered in Developing the Nebraska LRTP

At the conclusion of the presentation on existing conditions, stakeholders were asked to provide additional input on issues that should be considered during the development of the LRTP. Again, comments are organized by major topic areas.

Freight Logistics and Intermodal Connectors

- The importance of intermodal connectors is understated. Six hundred million ton-mile of freight is moved in the State and most freight movement involves trucking for some portion of the trip, even if other modes are also utilized.
- A key for the agricultural sector has been the move towards much larger centralized collection points for grain products, such as major loading facilities for unit trains. At these collection points, trains must be able to load 75 to 100 cars at a time.
- The enormous volumes on Nebraska's rail lines means that trains impact some grade crossings for 20 percent of the time every day, which requires the increasing need to separate the highway traffic from the rail traffic for quality of life, safety, and security reasons.
- Part of the economic development issue is assuring that the intermodal connectors are in place.
- A majority of the rail freight travel in Nebraska is through movement. Given the high rate of through movement, funding sources beyond Nebraska should be considered.

Safety

- Safety is a central concern.
 - Railroad-highway grade crossings are difficult to implement because not only is there a funding issue, but also people do not like to see the existing crossings closed.
 - Mr. Craig noted that fatality rates are declining in Nebraska, but NDOR would like to see further substantial declines, perhaps driven by U.S. Department of Transportation's (DOT's) goal to drive the rate down from 1.4 per 100 million vehicle miles of travel to 1.0. Crashes in Nebraska were the lowest ever in 2004. Crashes in work zones are down 40 percent in the last six years.
 - A huge transportation corridor runs across the State right along I-80. We need to target safety improvements where we get the most bang for the buck.
 - New technologies will help with safety as well as mobility.
 - For heavy vehicles, the goal is to reduce crashes by 43 percent by 2010.
 - There is a need to assure that transportation service providers have acceptable backgrounds and safety records.
 - There has been a 23 percent reduction nationwide in bicycle and pedestrian deaths, and trails may have had a role in this, as well as increased use of shoulders on highways.
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- There is a need for an emphasis on safety in legislative issues as well as enforcement issues. Examples of potential actions include gathering information on problem drivers and companies, and targeting corridors with high numbers of truck and bus crashes.
- We should invest in high payoff places.
- The wildlife issue is growing with an increasing number of vehicle crashes involving deer or other species.
- National security is an important issue. Emergency disasters might be natural or man made, but some sort of alternative routing should be available.

Mobility

- Mr. Craig noted that, except for the Omaha and Lincoln areas, most of the roadway system is operating at level of service “A,” meaning there is no congestion.
- There is a need to deconflict road and rail traffic.
- Routes have to be available for periods when Interstate traffic is diverted.

New Technologies

- New technologies should be encouraged so we are not left behind.
- Nebraska can become the Middle East in terms of hydrogen.
- Biofuels is the future of the rural United States in terms of economic development.
- Intelligent transportation systems (ITS) is definitely a growth area and a way to get more efficiency.
- Nebraska should take the lead on the use of alternate fuels and hybrid vehicles.

Economic Development

- Mr. Craig noted that economic development came up four times in the morning’s discussion. Much of the contribution to economic development is through freight logistics and intermodal facilities. The question is how to measure economic development, which the Department does not now have the expertise to do.
- Economic development was a major concern expressed during the Governor’s Task Force process.
- A number of states have economic development funds and have done a good job using these funds.

- Many development projects are completed within six months to a year, which makes it very difficult for transportation investments to be coordinated.
 - Economic development is the umbrella that covers all of the other transportation goals identified.
 - There is a need to compete in the global economy, not just the local economy.
 - A free flow of interstate commerce is necessary.
 - Political boundaries do not mean a thing in economic development; rather, there are economic market boundaries.
 - It is important to determine whether economic development resulting from infrastructure investments is being attracted to Nebraska or just moved somewhere else within Nebraska.
 - Rural Nebraska will continue to have needs whether there is economic growth or decline, so growth for rural Nebraska is in everyone's interest, such that rural Nebraska has a viable economy rather than being a welfare area.
 - Is it possible to let us really help to decide on how some of the money going to our region is going to be spent?
 - Economic development might be addressed through programming or dedicated funds.
 - There should be an effort to evaluate what other states are doing with regards to economic development.
 - Resources should be used to build on Nebraska as a natural asset.
 - The growth of the area along the front range of the Rockies offers a huge opportunity for the western part of the State.
 - Changes must be made to keep the youth in the State. There is a need to build a viable economy soon to keep the "echo boom" in the State. Investments must be made strategically. There is a short window of opportunity.
 - Low congestion is a draw to the State and should be maintained.
 - Some sort of faster response should be available for developers, such as Wal-Mart.
 - The Nebraska LRTP needs to be integrated with comprehensive planning.
 - There is a need to recognize areas that will be developed in the next five years, in those areas that do have ongoing development.
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Local Transportation Infrastructure

- The Governor's Task Force process identified local infrastructure funding as a major concern.
- There was some expression during the Governor's Task Force of the need for some additional roads to go onto the state system. Would this improve the system and improved maintenance? There is already a funding shortfall for the state system.
- Local bridges are not in such good condition as state bridges. (County and municipal representatives were invited but are not here today.)
- Often there are paved roadways up to the nearest town or village, and then the road is gravel.
- Although it was mentioned that 63 percent of traffic is on the state system, about 99 percent of traffic starts on a local road.
- State and local systems must work together. Improving local roads may actually take pressure off the state system.

Funding

- Protecting the highway trust fund is a major concern that was expressed in the Governor's Task Force.
- The largest funding items for the state highway system are the Interstate, the expressway system, the completion of more railroad viaducts, and eight Missouri River bridges that need replacing over the next 20 years.
- There should be a fund set aside for economic development so Nebraska can compete.
- We need to address all modes in funding.
- Trails can receive capital funding but then you are on your own for maintenance.
- Railroads have significant limitations on providing funding for grade crossings.
- Some states have used their long-range plans to justify additional funding, and we can do that or use it to help prioritize.
- Nebraska only gets funding for one and one-half railroad viaducts per year.
- Limited resources will be available. It is important to prioritize funding.

Accessibility

- Tourism assets in the State are often difficult to reach. An example is Toad Stool Park in the western part of the State. Access to this park is by a 23-mile gravel road.
- There is a shocking disparity between transportation services that are available in urban areas and in rural areas. Significant areas of Northwest Nebraska did not have certificate holders for taxi services. Insurance at 31 cents per mile is prohibitive for mom and pops.
- Air space needs to be protected, so that airports have approaches.
- Secondary roads are important.
- Private providers should not be ignored. Greyhound has cut bus service in the State. Intercity bus service should be restored or increased.
- Interconnectedness of communities should be improved to allow for growth.
- Not everyone in the State has a license.

Environmental Stewardship

- Mr. Craig noted that environmental stewardship is receiving more and more attention and is becoming a quality of life issue.
- The NDOR now has 18 wetlands banks.
- Environmental requirements must be passed down to all subcontractors engaged in activities.
- At NDOR facilities, floor drainages in motor vehicle repair areas should go down to septic systems.
- Dust issues and open burning are air quality concerns, and must also be considered down through subcontractors. Disposal of materials is also important.

Transit

- Bus transit enhancements in Omaha and the Nebraska Transit Corridors Study (NTRAC) should be considered.
 - There is an initiative called “United We Ride,” aimed at coordinating transportation services.
 - Public transportation should not be just an afterthought but a primary focus of the LRTP.
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- The workforce development community needs improved services and coordination so they can get to jobs and schools.
- It is hard for cities and counties to come up with match money for replacement vehicles.
- Agencies are facing higher operating costs due to increases in insurance and gas.
- Most rural transit drivers are senior citizens, and this is a safety issue.
- Public transportation should be encouraged and provided for the disabled.
- Transportation services should be coordinated.
- Growth in the elderly population is making it difficult to meet the demand with current funds. Some systems have cut fixed-route service to provide enough service for the elderly. Some elderly are moving from rural areas to urban areas and placing demands on the system.
- Although most of the State does have some form of transit, places like Thurston County do not. The County needs transit due to its high-poverty status.
- There is a need for transit systems both within urban areas and connecting the various urban areas.
- Many people in the State cannot access transit unless they are disabled. Although the service is available to everyone, often the hours of service do not work for someone trying to use transit to go to work.

Tribal Issues

- There are issues of acquiring right-of-way in tribal lands.
- A lot of road improvements would be coming through tribal lands.
- While Nebraska as a whole has low unemployment, there is still depression-area unemployment on some of Nebraska's reservations with unemployment rates that exceed 25 percent. State road construction offers an opportunity for jobs.
- Biofuels are the future in the United States. Some of these plants could be located on the reservations.

Demographics

- Nebraska has a growing immigrant and elderly population.

Outcome of the LRTP

- Is this LRTP for education, a policy plan, or an implementation plan?
- Who is responsible and accountable for carrying out the LRTP? Accountability must be a part of the LRTP.
- What is the timeframe?
- What is the private-sector role? (e.g., Who should pay for railroad crossings?)
- Are resources allocated most efficiently and effectively?
- Will this be a general policy plan with no teeth or an action plan?

■ **Wrap-Up and Follow-Up**

Mr. Reno invited stakeholders to provide written comments on their comment sheets, either now or through the mail, using the pre-addressed envelopes that were distributed. A summary of the meeting and a copy of the slide presentation will be provided. The LRTP will continue with an assessment of needs, implementation steps, and performance measures. An LRTP will be developed by early next year. Mr. Fredrickson said that information will also be available on the NDOR web site; i.e., Summary of the Existing Conditions and a Timeline.

Mr. Craig expressed thanks to all participants. He said that the issue would be to all “row together in the same direction” to accomplish what we want to get done. NDOR is one of the participants, and we will need to fulfill our own role. Everyone in this room has a role to play in terms of getting our jobs done. It still gets back to how can we work better together? This is a simple thing to say but hard to do.

On March 29, 2005, NDOR will host the third state safety summit, with some of the same people in this room. We will continue to put some meat on the bones. We will take what is said and put it together in some practical way. But if it’s not us, then who? And if not now, then when? It will be really complicated and really hard work. At the end of the year, we will be better off.

Nebraska has a lot going for it in comparison to some other states. As evidenced today, we can get together and work together. On funding, our Congressional delegation has worked hard and brought back more than \$120 million in the last five years, two-thirds of which went to the locals. There is an opportunity for us to work together and quite literally to build Nebraska.

Mr. Craig then provided recognition to the NDOR planning managers and staff who are leading this effort. He said this has been a tremendous meeting from the point of view of the state transportation side and wished everyone a safe journey home.

Appendix: Draft Goals and Objectives

Goals	Objectives
<p>Safety</p> <p>Provide a transportation system that minimizes loss of life, health, and property.</p>	<ul style="list-style-type: none"> • Reduce fatalities, injuries, and property damage on the transportation system.
<p>Mobility</p> <p><i>Preserve the System:</i> Maintain and preserve the transportation system.</p> <p><i>Improve the System:</i> Enhance mobility and accessibility, and provide efficient connections for the movement of people and goods.</p> <p><i>Operate the System:</i> Manage and operate the transportation system to improve reliability and capacity.</p>	<ul style="list-style-type: none"> • Systematically replace and rehabilitate transportation assets to maintain or improve their condition. • Prepare for and provide effective and coordinated responses to incidents and emergencies. • Preserve the connections between communities and the transportation system. • Optimize the intermodal connection of people and goods. • Support statewide economic development through coordination of transportation planning activities of state, regional, local, tribal, and private entities. • Improve and expand the transportation system to increase reliability and enhance operations.
<p>Environmental Stewardship</p> <p>Ensure that the transportation system is sensitive to the human and natural environment.</p>	<ul style="list-style-type: none"> • Avoid, or minimize and mitigate the adverse effects of transportation on the human and natural environment. • Coordinate environmental and socioeconomic issues with Federal, state, regional, local, and tribal planning entities.

