



2. INTRODUCTION

2.1 Future Challenges to Transportation Infrastructure

For much of the past half-century, a grid of highways, railroads, waterways, and transit lines provided an unparalleled fluidity of movement. The mobility offered by the surface transportation network gave Americans an unequalled degree of choice and freedom. The transportation network broadened opportunity, eliminating barriers and sustaining the most pluralistic society in world history. Unfortunately, the strong and dynamic American surface transportation system is becoming a thing of the past. The Nation's infrastructure may have appeared resilient to change in the 1970s and 1980s, but more recent forces have overwhelmed the system and threatened its basic functionality. Congestion was once just a nuisance. Today, gridlock is a way of life, and it has greatly eroded the quality of our transportation network. By the middle of the Twenty-First Century, social and economic forces will have altered the United States in ways that were unimaginable just 50 years ago. The Nation's population will swell to 420 million people. That is the equivalent of 11 new Los Angeles metropolitan areas spread out on a transportation grid already strained by congestion and disrepair. Many researchers believe this population growth will be accompanied by a doubling of the country's Gross Domestic Product (GDP), which is highly correlated with transportation demand.

National Surface Transportation Policy and Revenue Study Commission. January 2008

As noted by the *National Surface Transportation Policy and Revenue Study Commission*, the economic strength and competitiveness of the U.S. depends on a safe, efficient, sustainable, and secure transportation system. To compete effectively in the global marketplace, the multimodal transportation system must provide for the reliable, flexible, and economic movement of goods – bulk and consumer – from a diverse array of sources.

In the past 25 years, there has been a transition from a national to a global economy. In the past 40 years, the import share of Gross Domestic Product (GDP) has tripled and the export share has doubled in the U.S. Supply chains extend far beyond the U.S. borders stretching around the world. U.S. industries are continuing to seek new markets overseas and to produce goods internationally at lower production costs. This trend has severely taxed the capacity of the U.S. transportation infrastructure and major investments are needed in the U.S. multimodal transportation system.

Over the next 25 years, all transportation modes will experience significant growth and this growth will continue to constrain the multimodal transportation system if infrastructure investments are delayed. According to forecasts by Global Insight, Inc., economic output in the



U.S. is projected to grow by 150 percent over the next 30 years, while the total freight movement (measured by ton-miles) is projected to increase by 92 percent over that same period.¹ In fact, the *National Surface Transportation Policy and Revenue Study Commission* noted that as a result of this growing importance of international trade in the U.S. economy, international merchandise trade (especially from Asia) is growing faster than overall freight transportation. An increasing share of the domestic freight system is also serving international trade shipments. This is placing increasing pressure on international gateways (seaports, airports, and land border crossings) and the surface transportation infrastructure feeding into and leading out of those gateways.²

Without any additional improvements, it is projected that 55 percent of the U.S. rail system will be operating near or above capacity by the year 2035.³ Truck traffic contributes significantly to the congestion on the highway network and it directly translates into more costs for consumers. In the report, *Transportation – Invest in Our Future – America’s Freight Challenge*, prepared by AASHTO, 92 percent of the value of freight moved in the U.S. is carried by trucks. FHWA projections indicate that the percentage of interstate segments carrying 10,000 or more trucks per day will increase from 27 percent to 69 percent by 2020 and that the number of bottlenecks on the highway system will increase significantly. The growth in freight container traffic has overwhelmed some of the west coast ports and the volume of international container movements is projected to triple by 2025. This impact is felt, not only on the water side, but also on rail and highway intermodal linkage to ports.

The DRA region is situated in the heart of the U.S. multimodal transportation system, and future growth will impact the efficiency of this vast system of roadways, bridges, rail tracks, waterways, and airports. The DRA region is uniquely positioned to capitalize on its multimodal assets. The DRA region’s multimodal transportation system serves global, national, regional, and local markets. Without future strategic investments in highway, rail, waterway, and aviation infrastructure, the existing transportation system will not keep pace with the growing demand. Past multimodal transportation investments have served this region well, however additional investments are needed in the DRA region to ensure the projected growth can be efficiently accommodated and that the U.S. economy is bolstered.

2.2 Global Trade and the DRA region’s Strategic Location

Transportation infrastructure in the DRA region is critical to international and national trade. It is intrinsically tied to economic development in the region. East-west rail traffic, including the

¹ *National Surface Transportation Policy and Revenue Study Commission*. Chapter 2: What are the Future Demands on the Surface Transportation System. January 2008.

² *National Surface Transportation Policy and Revenue Study Commission*. Chapter 2: What are the Future Demands on the Surface Transportation System. January 2008.

³ Association of American Railroads



burgeoning volume of container traffic from the Pacific Rim, interchanges at two major locations in the region, Memphis and New Orleans. The Mississippi River, the main artery of the inland waterway system, carries grain from the heart of the country to export markets. Petroleum is transported from the Gulf of Mexico and oil producing regions on barges up the Mississippi River to the Midwest and points beyond. Trade between the U.S. and Latin America is escalating and more trade with Latin America passes through the southeastern states, which include much of the DRA region, than through the rest of the U.S. combined. The expansion of the Panama Canal will change transportation flows and bring more goods into the DRA region to be transloaded for distribution. Truck traffic flows through the region on three east-west interstate highways, I-10, I-20, and I-40, and one north-south interstate, I-55. These facilities, as well as the network of feeder highways, will experience increased congestion. In addition, air freight between China and the U.S. and Latin America and the U.S. will grow steadily over the next 25 years. The eight state Departments of Transportation, as well as other transportation agencies in the DRA region continue to plan for an integrated transportation system that will accommodate future projected growth, however multimodal transportation investments must be adequately funded in the DRA region to ensure these plans are realized in the near future.

The DRA region is home to thousands of multimodal transportation assets. In fact there are more than 230,000 miles of roadway, nearly 10,000 miles of freight rail track, thousands of miles of navigable waterways and 170 intermodal facilities in the DRA region. Some of the key strategic assets of the region are described below.

2.2.1 The Memphis Logistics Hub

Memphis is a focal point for intermodal transportation in the U.S. Strategically positioned with five Class 1 railroads, crossed by several Interstate highways, and home to the world's largest air cargo airport and the nation's fourth busiest inland waterway port, it is a major U.S. intermodal hub. The single largest economic engine in Memphis is the Memphis International Airport and it serves as a regional hub for Northwest Airlines and is home to a Federal Express Corporation Super Hub. The continued development of a powerful value-added air-cargo, logistics, and distribution industry in Memphis depends heavily upon air services. Memphis International Airport is ranked 37th of all U.S. airports in passenger enplanements and number one in cargo volume. Memphis International Airport has been the world's busiest cargo airport since 1992, and operations at the Federal Express Corporation Super Hub accounted for 93.6 percent of all cargo at the airport. Memphis International Airport is poised to become one of the few global transportation logistics hubs in the world due to the strategic improvements made and planned at the airport.

Goods of all types ranging from small, high-value products such as computer components and medical devices shipped by air, to low-value bulk commodities like coal, grain, and petroleum shipped via barge, either have origins or destinations in the region or pass through Memphis. The proposed I-69 corridor, connecting Canada and Mexico, will pass through the region and become



an important transportation asset. Plans are also underway to upgrade other major arterials (US 78 and US 61) connecting Memphis to the region.

The world headquarters of Federal Express is located in Memphis, and its presence has spawned a vibrant warehousing-distribution industry. Global companies such as Nike and Williams-Sonoma, as well as bio-medical firms like Medtronic and Wright Medical have established major facilities in Memphis. Due to the increase in freight movement (both highways and freight rail), as well as a growth in population, the Memphis area faces numerous transportation challenges that will require significant investments in highway, bridges, aviation, and freight rail infrastructure to keep with future demand.

2.2.2 The Inland Waterway System

The inland and intracoastal waterways system is a vital part of the U.S. multimodal transportation network. For only 2 percent of the U.S. freight cost, the inland waterways system moves 15 percent of the nation's commercial intercity freight tonnage (by volume) on 12,000 miles of commercially significant waterways. Twenty-four states are linked directly to the inland waterways system, which includes all eight states in the DRA region. The Mid-America waterways network extends from Brownsville, Texas to the Great Lakes and from Minneapolis, Minnesota to Pittsburgh, Pennsylvania. It is made up of the following two major subsystems:

- The Mississippi River system, the Ohio River system, the Illinois Waterway, and other commercially important rivers and tributaries
- The Gulf Intracoastal Waterway (GIWW)

This Mid-America waterways network serves the DRA region, including its industrial core and a large portion of its agricultural regions. Addressing the needs on the inland and GIWW system in the DRA region is crucial. The responsibility for maintaining a navigable channel and locks on these waterways rests with the USACE and adequate funding is required to ensure these vital waterways remain a viable transportation option.

2.2.3 Public Water Ports

There are 192 public port commodity terminals in the DRA region, however the Port of New Orleans is at the center of the world's busiest port complex – Louisiana's Lower Mississippi River. Its proximity to the American Midwest via a 14,500-mile inland waterway system, six Class I railroads and the interstate highway system makes New Orleans the port of choice for the movement of cargoes such as steel, rubber, coffee, containers, agriculture products, and manufactured goods. It serves as a major interchange point between the inland waterway system and ocean (deep water) shipping. The intermodal connections at the New Orleans Port must be maintained and expanded to ensure the projected growth can be efficiently accommodated and to strengthen the U.S. economy.



2.2.4 Petroleum Industry

The DRA region is home to a significant number of the nation's oil reserves and refining facilities. In fact, there are 16 oil refinery facilities in the DRA region. These facilities require major oil-related infrastructure, such as major crude oil trunk pipelines and transportation networks, to ensure products can be efficiently produced and transported across the country. The DRA region is a vital part of the U.S. petroleum industry. For instance, the Louisiana Offshore Oil Port (LOOP) is the only port in the U.S. capable of accommodating deep draft tankers; one of the four U.S. Strategic Petroleum Reserve facilities is located in the DRA region at Bayou Choctaw, Louisiana. It holds 72 million barrels of crude oil and is connected to the St. James terminal on the Mississippi River by a 37-mile, 36-inch diameter pipeline. The Excelerate Energy Gulf Gateway Deepwater Port/Energy Bridge, which came online in 2006, is the only offshore liquefied natural gas (LNG) terminal in the U.S. and is the first new LNG import facility constructed in more than 20 years. There are four oil seaport/import sites in the DRA region, which are located in Louisiana at New Orleans, Baton Rouge, Gramercy, and St. Rose.⁴

Of the eight states in the DRA region, Louisiana has the most petroleum-related infrastructure. The oil and gas industry is one of the leading industries in Louisiana in the terms of economic impact, taxes paid, and people employed. There are 19 active refineries in Louisiana that account for 15 percent of the total refining capacity in the country.⁵ Louisiana is the third leading producer of natural gas and the fourth leading producer of crude oil in the country. When including the oil and gas production in the Gulf of Mexico, Louisiana becomes the second leading natural gas producer in the country and the third leading crude oil producer.⁶

There are thousands of miles of pipelines in the DRA region that safely carry crude oil from the Gulf of Mexico to refineries in Louisiana and other states, as well as natural gas to all parts of the country. In addition, there are pipelines carrying refined products, such as gasoline, from and through Louisiana to other states in the DRA region and U.S.⁷ It is critically important that the transportation system that supports the petroleum industry in the DRA region be properly maintained and expanded to ensure that there are no interruptions in transporting crude oil, gasoline, and natural gas from the DRA region to other parts of the U.S. This will require investments that will preserve, modernize, and expand highways, bridges, waterways, locks, and pipelines.

⁴ U.S. Department of Energy, Energy Information Administration

⁵ Louisiana Mid-Continent Oil and Gas Association

⁶ U.S. Department of Energy, Energy Information Administration

⁷ Louisiana Mid-Continent Oil and Gas Association



2.2.5 Bio-Energy Industry

2.2.5.1 Ethanol Plants

Ethanol is a renewable fuel produced from corn and increased ethanol usage will boost farm incomes in the DRA region while, at the same time, reducing U.S. reliance on imported oil and reducing carbon monoxide emissions. Ethanol is characterized by the American Coalition for Ethanol as "a homegrown fuel that results in job creation, increased farm income, improved air quality, and greater independence by reducing imports of foreign oil." Based on the 2007 American Coalition for Ethanol, *STATUS*, there is one ethanol plant in the DRA region located in Hopkinsville, Kentucky. This ethanol plant is operated by Commonwealth Agri-Energy and was partially funded by the DRA. Additionally, there are three ethanol plants under construction in the DRA region. The first is a 100-million-gallon-per year ethanol plant near Obion, Tennessee and it is expected to be operational by the late summer or early fall of 2008.⁸ The second is a 60-million gallon-per year ethanol plant in Vicksburg, Mississippi and the third is a 50-million gallon-per year in Fulton, Kentucky.⁹

2.2.5.2 Biodiesel Plants

Biodiesel is a renewable fuel produced from vegetable oils or animal fats. Renewable feedstocks include soybeans, canola, cotton seed, mustard seed, sunflower seed, and restaurant grease, which are found throughout the DRA region. There are approximately two bio-diesel plants in the DRA region located in Batesville, Independence County, Arkansas and Counce, Hardin County, Tennessee.¹⁰ The DRA region is located in a prime area to develop additional bio-diesel plants, which would require transportation infrastructure investments to transport the raw materials to the facilities and the end product to market.

2.3 Enhancing Mobility

As noted by the *National Surface Transportation Policy and Revenue Study Commission*, today, traffic congestion restricts the mobility of much of this country's population. Congestion affects Americans in communities throughout the country, large and small, and is often as severe on weekends as it is during weekday commutes. With the anticipated steep increase in our population, the impacts will be beyond anything we have yet experienced.¹¹

⁸ U.S. Department of Energy, Energy Information Administration

⁹ *STATUS*, American Coalition for Ethanol. 2007.

¹⁰ Biofuels Marketplace

¹¹ *National Surface Transportation Policy and Revenue Study Commission*. Chapter 2: What are the Future Demands on the Surface Transportation System. January 2008.



Meeting the existing and future multimodal transportation needs in the DRA region, to satisfy both passenger and freight needs requires, a comprehensive multimodal approach and dedicated funding. The demands of system users in all of the eight DRA states – commuters, regional, and interstate travelers, and those moving goods through and to and from the region must be considered. In addition, the needs of each of the individual modes may benefit by implementing Intelligent Transportation Systems (ITS) to improve operation and efficiency. There are approximately 170 intermodal facilities in the DRA region and these critical interchange points must be expanded to provide efficient connections between modes throughout the DRA region.

The following are some of the key areas of concern for enhancing mobility for the region, grouped by mode.

2.3.1 Highways and Bridges

To satisfy future highway demand, an approach using three levels of analysis should be considered. The first is preservation and maintenance. If performed regularly, roadway maintenance can prolong the useful life of a transportation facility and can delay more costly reconstruction projects. The second is modernization. Modernization needs are related to upgrading the safety, functionality, and overall operational efficiency of a facility or service without adding major physical capacity. The third is expansion. Expansion needs are focused on adding lanes (capacity) or new facilities to the roadway system.

Bridges are an important component of the highway system in the DRA region. The major river bridges over the Mississippi and Ohio Rivers, as well as other inland waterway systems are integral parts of the U.S. and regional transportation system. Currently there are 20 roadway bridge crossings (two crossings provide two bridges) over the Mississippi River that provides a total of 74 travel lanes and four roadway bridge crossings over the Ohio River that provide a total of 10 travel lanes in the DRA region. All of the eight state DOTs place significant emphasis on improving bridge conditions in the DRA region to ensure these vital structures are safe and provide connectivity to accommodate the efficient movement of people and goods. Due to the condition of some bridges, there are several bridges in the DRA region that will require rehabilitation, widening and strengthening. Due to the and the projected growth in truck traffic in the next 25 years, new bridges across the Mississippi River will be constructed to ensure the projected growth can be efficiently accommodated and the U.S. and regional economy is bolstered. New bridges are needed to accommodate the projected growth in goods movement and traffic increases over the next 25 years. Some bridges are currently being constructed while other are being studied, but funding for new bridges is needed in order to bolster the U.S. and regional economies. The major bridge crossings in the DRA region must be maintained and modernized to provide adequate capacity and safety for the movement of people and goods. New bridges must also be constructed in strategic areas to ensure the DRA transportation system remains efficient and provides adequate connections over the inland waterway systems.



The proposed I-69, which is a Congressional High Priority Corridor, will connect the countries of Mexico, the United States, and Canada and traverse through Louisiana, Arkansas, Mississippi, Tennessee, and Kentucky within the DRA region. The increased trade created by this proposed new interstate will have a significant economic impact in the DRA region, generating opportunities for job creation and demand for additional services.

2.3.2 Intelligent Transportation Systems

Intelligent Transportation Systems (ITS) can improve transportation safety and mobility and enhance productivity through the use of advanced information and communications technologies. Expansion of existing ITS infrastructure and implementation of new systems to provide congestion relief and to improve safety and security are necessary to increase mobility in the DRA region. There are 14 ITS providers in the DRA region and investments in ITS will assist in reducing congestion in areas of the region, improve freight mobility and improve emergency response during hurricane or other natural disasters in the region.

2.3.3 Freight Rail

A viable freight rail system is vital for job growth and economic development in the DRA region. There are six Class I railroads serving the region and Memphis and New Orleans serve as two major interchange points between the eastern and western railroads at the Mississippi River. The DRA region is also served by 45 local short-line railroad companies. As railroads carry the highest percentage of our nation's freight measured by ton-miles, it is critical that the freight rail system be maintained, modernized, and expanded to handle the projected freight growth. Key mobility needs include elimination of bottlenecks at bridges crossing the Mississippi River, investments in local short-line railroads to serve additional sites for industrial development, and access improvements to intermodal facilities.

2.3.4 Passenger Rail

There are five Amtrak routes serving the DRA region. In addition to the intercity Amtrak service, Memphis, New Orleans, and Little Rock have urban rail trolley line service. Intercity passenger service can provide an environmentally friendly and fuel efficient alternative to long distance auto travel. Maintaining and expanding the current system to serve growing population areas can assist in relieving congestion on DRA roadways. The existing Amtrak system routes should be maintained and opportunities to expand passenger rail service in the DRA region, such as from Memphis to Nashville and from New Orleans to Baton Rouge should be explored. In urban areas, feasibility and planning studies for light rail operations should be undertaken by the local public transportation agency and a service between New Orleans and Baton Rouge is currently being studied.



2.3.5 Air Transportation

The DRA region contains 13 airports that provide passenger and freight service. While these airports are critical to the movement of people and goods in the DRA region, there are 240 other airports that support general aviation services. A strong air transportation system is needed to support economic development opportunities in the DRA region. Memphis International Airport is a major intermodal freight hub in the U.S. Upgrading access to and from the airport and providing improved intermodal connections via the highway and freight rail networks are necessary for Memphis International Airport to remain a key economic engine in the DRA region.

2.3.6 Waterways, Ports and Locks

Water transportation plays an important role in the economy of the DRA region. Two major considerations in providing mobility within this system are the condition of the waterways and the network of ports and terminals along the system. The waterways must be maintained to adequate channel depth to support shipping. In addition, the locks located on the system must be maintained to provide sufficient capacity. Ports and terminals need to be positioned to support industries that rely on water transportation and intermodal connections to and from the ports via rail and highway are necessary. As noted earlier, the responsibility for maintaining a navigable channel and locks on the inland waterway system rests with the USACE and adequate funding is required to ensure these vital waterways remain a viable transportation option.

2.4 Improving Intermodal Connectivity and Expanding Goods Movement

The shift to a global marketplace has been made possible by the intermodal transportation system. This impact has been profound within the DRA region as it has supported the growth of the logistics and distribution sector of the economy. The hub of worldwide package distribution is located in Memphis and a complementary highway network has been responsible for the location and expansion of companies in the region. Container traffic has grown dramatically and recent railroad investments in the region are significant. However, highway improvements are needed to allow for container movement to other rail facilities, to warehouse/distribution/manufacturing facilities, and to access the interstate highway network.

To realize the benefits of waterway transportation, rail and highway connections to ports must be enhanced in the DRA region. The container on barge (COB) concept is dependant on these linkages. Greater implementation of this concept shows great promise in shifting container traffic from the congested highway and rail networks to the waterway system. Both the Port of Greater Baton Rouge and the International Port of Memphis currently support COB services. Sea Point is seeking shipper commitments that would support the construction of the ship to barge trans-loading facility in the Mississippi River downstream of New Orleans. Three factors critical to the



success of COB are: service reliability of transit within the Inland Waterway due to aging lock and bridge infrastructure; and navigation channels not maintained to authorized depths; and the lack of connectivity to existing roadway and rail infrastructure.

2.5 Benefits of Intermodal Connectivity and Additional Options

An efficient multimodal transportation system is necessary to support and stimulate economic development in the DRA region. Each mode has its strengths in serving the region's transportation needs, be it the capacity to move large quantities of bulk materials economically (waterways), to transport containers long distances at reasonable cost (rail), to provide high speed service over long distances (air), or to provide access to individual locations within the region (highways). The connection between each of these modes is critical if the overall system is to provide economical and efficient service.

A strong intermodal transportation system is necessary for the region to maintain a strategic position in the global marketplace. The existing mix of water, air, rail, and highway facilities has supported economic development in the DRA region. To maintain this position, future investments are needed to ensure that intermodal connectivity is strengthened to provide a foundation to support the projected freight growth in the DRA region and that system expansion be supported to extend beyond the major hubs. The implications of global trends, including transportation developments, must be addressed to maintain the DRA region's competitive advantages and to serve the global, national, regional, and local economies.

The multimodal transportation system within the DRA region and its connections to the larger U.S. system must be maintained, modernized, and expanded to satisfy existing transportation demands and to meet future demand. Elimination of existing capacity bottlenecks is one issue that must be addressed. In addition, the system must be positioned to create new development opportunities throughout the DRA region.

2.6 Benefits of Improving the Multimodal Transportation System

Based on the multimodal needs identification process completed in the DRA region, the current level of funding for transportation is not expected to keep pace with transportation needs identified in the DRA region. With the growing gap between multimodal transportation needs and anticipated revenues, key policies and initiatives to ensure this gap is narrowed rather than expanded must be identified quickly. In the future, it is anticipated that transportation systems will not be able to rely as heavily on motor fuels taxes due to vehicles becoming more fuel efficient and because motor fuels tax revenue is not keeping pace with inflation. The *National Surface Transportation Policy and Revenue Study Commission* released its report to Congress in January 2008. The Commission was required under Section 1909 in SAFETEA-LU to conduct a comprehensive study of the current and future needs of the surface transportation system; short-



term sources of Highway Trust Fund revenues; new and alternative sources of revenue; and develop a conceptual plan to ensure that the surface transportation system will continue to serve the needs of the U.S. The recommendations from this report were reviewed and referenced in the *DRA Multimodal Transportation Assets, Needs and Recommendations Report*.

If multimodal transportation improvements are completed over the next 25-years, then the DRA region will be well suited to increase its position in the global economy and contribute greatly to the U.S. economy. Preserving, maintaining, modernization and expanding the transportation system in the DRA region is crucial. If the system is properly preserved, maintained, modernized, and expanded then safety, congestion relief, improved freight mobility, increased intermodal connectivity, economic development, and the other benefits will be realized.

Thus, if the growing gap between multimodal transportation needs and available revenue is addressed, the DRA region could experience the following:

- Increased ability to recruit and maintain industries;
- Increased access to higher paying jobs;
- Increased employment;
- Increased state and local tax revenues;
- Increased tourism;
- Increased safety and security; and
- Decreased traffic congestion.

The benefits of developing a comprehensive and integrated multimodal transportation system could assist in the following:

- Decreased cost of production;
- Decreased cost of distribution;
- Decreased personal cost of travel;
- Increased home values;
- Strengthened state, regional and local economies;
- Strengthened tourism industry; and
- Increased mobility of people and goods.

In many ways, the transportation system is the lifeblood of the DRA economy and an important component in the quality of life. Truck and vehicular traffic will continue to increase. This alone will place tremendous demand on the transportation system in the DRA region. *The DRA Multimodal Transportation Assets, Needs and Recommendations Report* highlights over a hundred of strategic modal recommendations that were provided and developed by regional stakeholders and the DRA project team that will strengthen the multimodal transportation system



in the DRA region to assist in improving safety, recruiting and maintaining industries, increasing access to jobs, increasing tourism and reducing traffic congestion.

2.7 Developing a Strategic Plan to Achieve Results

Enhancing the transportation infrastructure within the DRA region will position the region to benefit from the global trade challenges of the next 25 years. Building on the available transportation resources and logistics facilities already in place, the goal of further economic development and growth can be stimulated with new multimodal transportation investments. To do so however, requires a strategic approach that requires coordination at the federal, state, and local levels throughout the region. A key element to achieving this report was constant coordination and consultation between the eight states in the region. The foundation has been set to ensure proper coordination is maintained to expedite multimodal transportation improvements in the DRA region. This effort will require the DRA to work with regional transportation partners to develop implementation priorities that will include all modes, as well as linkages between modes. The needs within each state must be considered in terms of their contribution to improving the overall multimodal transportation system. A DRA categorical funding program that includes highways and bridges, ITS, freight rail, passenger rail, airports and waterways, ports, and locks should be developed and federally funded so improvements can be made over the next 25 years to ensure great economic development opportunities are provided to the citizens of the DRA region and at the same time provide an efficient and responsive multimodal transportation system that meets future demand.