

Investing in the "Crossroads of America" Indiana Infrastructure Report

Conexus Indiana: Strengthening Indiana's Competitive Advantage



Conexus Indiana was founded in 2007 to position the Hoosier State as the best place for advanced manufacturing and logistics industries to innovate, invest, employ and succeed. By collaborating with industry, academic and public-sector partners on a shared vision for an innovative, skilled workforce and stronger business climate, Conexus Indiana has helped to create opportunities for advanced manufacturing and logistics companies, prepare Hoosiers to succeed in the state's largest industry sectors and maintain Indiana's competitive advantage in an Industry 4.0 economy.

Conexus Indiana's priorities include:

- Leveraging digital technology to increase Indiana's advanced manufacturing and logistics (AML) competitiveness, productivity and profitability in an emerging Industry 4.0 economy;
- Addressing the industry's most pressing talent needs for a skilled workforce capable of performing high-skill jobs to ensure that Indiana's global leadership in AML is sustained for future generations;
- Convening Indiana's most prominent industry members to drive collaborative decision making and inform supply chain optimization, tech adoption and talent development programming; and
- Supporting these efforts with a robust public education and thought leadership strategy to steer Indiana's largest industry toward future success.

Our Mission

Accelerate, promote, and grow Indiana's advanced manufacturing and logistics economy by leading innovative collaborations among industry, academic and public-sector partners

Our Vision

Indiana's leadership in advanced manufacturing and logistics is sustained for the next generations

"Investing in the 'Crossroads of America' Indiana Infrastructure Report" is one of many educational reports Conexus Indiana has developed in 2020 as part of its statewide work to ensure Indiana maintains its global position.

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Conexus Indiana draws expertise from its statewide industry, education and public-sector network. This network, organized into two industry-specific councils, collectively identifies challenges and opportunities, develops strategies and engages in programs that drive industry growth across the advanced manufacturing and logistics industries.

The Conexus Indiana Networked Community:

- Provides a platform for collaboration and information exchange
- Conducts research and data analyses important for industry success
- Participates in and informs Conexus programs that build a robust talent pipeline
- Engages the public sector on issues that will move the industry sectors forward

Networked Community growth

2018 **113**2020 **265**ON TRACK TO REACH BY 2025

Conexus Indiana Logistics Council (CILC)



Formed in 2008, the Conexus Indiana Logistics Council focuses on issues and opportunities important for the state's logistics industry, including infrastructure. The CILC released its first statewide

strategic plan focused on infrastructure and its importance to the logistics industry in 2010 and subsequently released an updated strategic plan in 2014 as well as six regional logistics plans in 2015. These plans identify critical infrastructure needs across all modes of transportation and establish an industry-informed priority of projects at the state, regional and local levels.

Diverse representation throughout the industry:

- Corporate supply chain
- Trucking
- Railroad
- Airports
- Waterborne transportation
- Third-party logistics providers
- Warehousing and cold storage
- Infrastructure engineers
- Academia/Research institutions
- Public sector

CILC Executive Committee



Infrastructure Investment = Industry Growth

Indiana makes and moves products that impact everyone's lives, and does so better than any other state. Indiana manufactures an automobile every minute, delivers automotive parts every seven minutes and develops and distributes life-saving medicines around the world. Our position as the most manufacturing intensive state in the nation is strengthened by our "Crossroads of America" position.

While Indiana has a natural advantage due to its central location, which creates easy access to 80% of the U.S. population within a 24-hour drive, and access to the Atlantic Ocean and the Gulf of Mexico through its Great Lakes and Ohio-Mississippi River system, we have also invested in creating, expanding and maintaining a robust infrastructure network. Those investments have resulted in a topranked airport for landed cargo, three international ports and a first-in-the-nation interstate network that provides access to world markets.

Manufacturing and logistics are the lifeblood of the Hoosier economy and the global economy.

Indiana's
manufactured goods
delivered via truck
transportation

\$650B worth of goods travel thru our state each year

GDP from manufacturing and logistics

278,000

Hoosiers employed in logistics industry, to grow by 16,000 jobs by 2028¹

An industry with continued growth

As the American economy continues its shift toward a delivery economy – a trend that accelerated due to the COVID-19 pandemic – freight volumes on our roadways will increase.

According to the American Trucking Associations, freight traffic is projected to grow 25% by 2030.² We must optimize our infrastructure network and

add capacity at critical points to meet this rise in the movement of goods.

Increase in miles traveled

Vehicle miles traveled (VMT) is a common transportation planning measure that quantifies the amount of travel for all vehicles in a geographic region over a given amount of time. Indiana continues to see growth in VMT and is projected to not only rebound to pre-pandemic activity but exceed both the daily and annual VMT measurements from 2016.

Vehicle miles traveled (VMT) for State of Indiana

YEAR	DAILY VMT	ANNUAL VMT
2016	226,331,900	82,611,144,000
2017	229,032,000	83,596,680,000
2018	228,345,000	83,345,925,000
2019	231,047,000	84,332,155,000
2020	212,332,000	77,501,180,000
2021*	214,845,000	78,418,425,000
2022*	231,047,000	84,332,155,000
2023*	233,781,000	85,330,065,000

*projected



¹ Indiana Department of Workforce Development https://datavizpublic.in.gov/views/EmploymentProjections2018-2028Dashboard ?:isGuestRedirectFromVizportal=y&:embed=y

² According to the American Trucking Associations freight transportation forecast

Freight's reliance on the interstate system

The continued growth in both passenger and commercial vehicle traffic will put additional stress on our infrastructure network throughout the United States. According to the American Transportation Research Institute (ATRI), the number of locations experiencing significant congestion has increased 92% in the last 5 years. Congestion places a heavy burden on industry. The ATRI reports that congestion costs the trucking industry \$74.5B each year with 1.2B hours of productivity lost annually. This loss of productivity equates to 425,533 truck drivers sitting idle for an entire year.³

The ATRI "The Nation's Top Bottlenecks" report for 2020 puts Indiana in the middle of the pack for congestion in the Midwest. Tennessee leads the way with six bottlenecks in the top 100, Indiana, Illinois and Ohio are tied with four in the top 100 and Kentucky and Michigan have the fewest. These figures have remained consistent versus the 2019 report.



I-80 remains a critical corridor for freight holding the top-5 sites for highest daily traffic across the statewide infrastructure network and an average 27% of all traffic being commercial vehicles. In fact, the top 20 spots are along the interstate network and serve over 3.4 million vehicles each day.

Top 10 highest activity sites

RANK	COUNTY	ROUTE	LOCATION DESCRIPTION	AVG. DAILY TRAFFIC
1	Lake	80	I-80/94, East of Illinois state line	201,286
2	Lake	80	I 80/I 90, West bound	191,251
3	Lake	80	I 80 East of Kennedy Ave.	188,712
4	Lake	80	I 80/I 90 East bound	186,329
5	Lake	80	I 80 mainline	185,482
6	Marion	465	I 465 & US 36/SR 67	184,568
7	Lake	80	I 80 East of SR 152/Indianapolis Blvd.	180,030
8	Lake	80	East of US41	176,775
9	Marion	465	I 465 and 70 East side	175,532
10	Marion	465	I 465 North of US 36/SR 6	173,609

Indiana's Commitment to Infrastructure

Consistent and effective investments into our infrastructure network are critical for our industry, our residents and the global economy. For Indiana to remain the "Crossroads of America," we must continue to invest in our infrastructure network across all modes and ensure that efficient movement of goods allows our industries to flourish.

Legacy of infrastructure investment

Major Moves - In 2006, former Indiana Governor Mitch Daniels launched Major Moves, a 10-year transportation plan to improve and expand Indiana's highway infrastructure. Major Moves was funded with \$2.6B in revenue from the lease of the Indiana Toll Road. During the Major Moves time frame, INDOT invested \$10.8B in construction and preservation, preserved 6,300 centerline miles of roadway and rehabbed or replaced 1,400 bridges.

Major Moves 2020 - Former Governor Mike Pence focused on widening and rehabilitating heavily traveled four-lane interstates. Major Moves 2020 projects focused on I-65 and I-69 and moved at an accelerated rate due to the work being focused within existing right-of-ways.

Next Level Roads – Governor Holcomb's long-term, fully funded 20-year plan to improve Indiana's roads and bridges resulting from HEA 1002 (2017) outlines approximately \$60B in total investment in Indiana's highways. INDOT will resurface 10,000 lane miles and repair or replace 1,300 bridges.

Critical road projects expanding capacity and improving connectivity

I-69 (North & Evansville to Indy)

- Travel speeds improved by 29mph
- 282 contracts
- Investment by state \$5.269B

I-465

- 35 contracts
- Investment by state \$1.305B

Ohio River Bridges

- 14 contracts
- Investment by state \$663.83M

U.S. 31

- 54 contracts
- Investment by state \$1.151B

House Enrolled Act 1002 (2017)

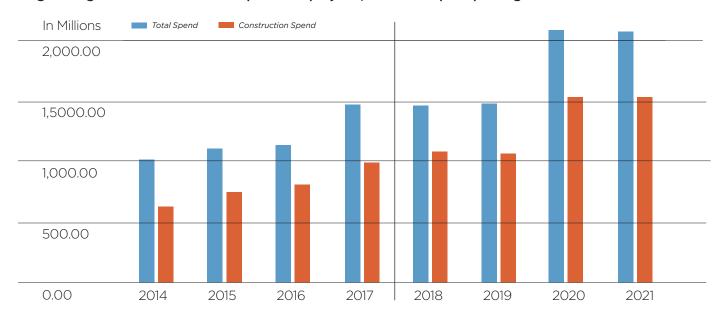
In 2017, the Indiana General Assembly passed legislation generating \$1.2B annually in new funding for Indiana's roads and bridges over the next 20 years. This was the largest and most comprehensive infrastructure investment Indiana had ever made.

Increased infrastructure funding, long a goal of industry throughout Indiana, provides critical resources to state and local governments to improve and modernize our infrastructure network. These additional resources stem from user-fees, a modern approach to ensure that not only are users of the system contributing their fair share but also that these vital dollars generated by our transportation system are invested in our transportation system.

Funding mechanisms

- Indexing of fuel tax all fuel tax rates will be indexed annually using a formula that incorporates inflation and Indiana personal income growth
- Fuel tax increase 10 cent increase to restore the lost buying power
- Municipal Wheel Tax Adjustment lowered the minimum population threshold to enact this tax from 10,000 to 5,000
- Increased registration fees an additional statewide infrastructure improvement fee was implemented on all passenger vehicles and trucks
- Electric vehicle fee an annual statewide infrastructure improvement fee of \$150 was implemented to ensure that electric vehicles contribute to the system
- Dedicated sales tax on gasoline to state highway fund

This legislation has had a dramatic impact on resources available to improve our infrastructure. While neighboring states have halted transportation projects, Indiana keeps improving.







House Enrolled Act 1002 has also fueled investments into local projects addressing critical needs

Community Crossings Matching Grant Program

Launched in 2016, the Community Crossings
Matching Grant Program provides funding to cities,
towns and counties across Indiana to improve local
roads and bridges. While this program predates
HEA 1002 (2017), the infrastructure bill provided a
dedicated funding source to make these investments
year after year.



Local Trax

Building on the success of the Community Crossings Matching Grant Program, Local Trax was launched in 2018 to provide grants to cities, towns and counties for grade separation, crossing closure and other safety enhancement projects at highway-rail intersections on local roads. Local Trax improves the safety as well as quality of life for residents and is funded through the HEA 1002 (2017).



to date funding provided to communities - requires only a 20% local match

Indiana by the numbers

Using data available through various state agencies, the following charts highlight critical elements that shape our infrastructure network. For the purposes of this report, Conexus Indiana is highlighting Top 20 rankings.

During the construction and passage of HB1002 (2017), activity was the key mechanism for a user-fee system, which draws on the principle that the more you use the system, the more you contribute to the health and longevity of the network. There are flat fees that help support HEA1002, but the primary funding mechanisms are the indexing and increasing of the tax on fuel — both diesel and gasoline. With the exception of electric vehicles, the amount you drive (vehicle miles traveled) is directly linked to the amount of fuel you purchase.

The four charts below show the Top 20 counties in the state for Users (Chart 1), Activity (Chart 2) Revenue (Chart 3) and Investment (Chart 4). These charts highlight the direct relationship between activity and investment within the user fee system. Due to the elongated timelines of construction projects, there are outliers within the data but, overall, activity equals investment in Indiana.

Chart 1 Users Top 20

RANK	COUNTY	POPULATION 2020 estimated
1	Marion	966,106
2	Lake	483,701
3	Allen	381,633
4	Hamilton	344,094
5	St Joseph	272,325
6	Elkhart	208,060
7	Tippecanoe	195,804
8	Vanderburgh	181,122
9	Porter	171,694
10	Hendricks	173,511
11	Johnson	160,831
12	Monroe	147,311
13	Madison	130,003
14	Clark	118,736
15	Delaware	113,538
16	LaPorte	110,199
17	Vigo	106,796
18	Bartholomew	83,401
19	Howard	82,476
20	Kosciusko	80,012

Chart 2 Activity Top 20

RANK	COUNTY	DAILY TRAVEL (VMT)
1	Marion	32,838,000
2	Lake	18,332,000
3	Allen	12,138,000
4	Hamilton	9,938,000
5	St Joseph	8,167,000
6	Porter	6,816,000
7	Vanderburgh	6,292,000
8	Elkhart	5,779,000
9	Hendricks	5,553,000
10	Tippecanoe	4,812,000
11	Johnson	4,805,000
12	Clark	4,462,000
13	LaPorte	4,457,000
14	Madison	3,819,000
15	Vigo	3,529,000
16	Monroe	3,508,000
17	Boone	3,486,000
18	Delaware	3,452,000
19	Hancock	3,204,000
20	Bartholomew	2,984,000

Chart 3 Revenue Generated by County - July 2017 to October 2020

RANK	COUNTY	REVENUE
1	Marion	\$197,966,0175
2	Lake	\$121,932,637
3	Allen	\$98,293,932
4	Hamilton	\$87,959,227
5	St Joseph	\$65,740,727
6	Elkhart	\$50,549,113
7	Vanderburgh	\$43,898,223
8	Tippecanoe	\$43,851,283
9	Porter	\$42,439,370
10	Hendricks	\$39,912,037
11	Johnson	\$38,647,578
12	Madison	\$37,391,213
13	LaPorte	\$35,182,348
14	Monroe	\$33,705,477
15	Delaware	\$33,352,463
16	Clark	\$31,327,410
17	Vigo	\$29,993,713
18	Kosciusco	\$27,914,603
19	Howard	\$25,916,171
20	Bartholomew	\$24,985,026

Chart 4 Investment by County for Fiscal Years 2022-2025

RANK	COUNTY	PROGRAMMED FUNDS
1	Marion	\$613,593,769
2	Wayne	\$379,299,624
3	Lake	\$254,094,446
4	Allen	\$234,494,732
5	Scott	\$177,387,090
6	Floyd	\$176,411,673
7	Hamilton	\$146,432,257
8	Vanderburgh	\$143,643,650
9	Tippecanoe	\$134,102,645
10	LaPorte	\$127,931,126
11	Posey	\$119,051,204
12	Elkhart	\$103,857,498
13	Miami	\$99,870,091
14	Vigo	\$95,186,722
15	Grant	\$92,925,137
16	Porter	\$91,941,556
17	Marshall	\$77,584,233
18	Hancock	\$76,103,531
19	Clark	\$71,689,042
20	Henry	\$66,418,665

To highlight this link between activity, revenue and investment, we have highlighted the larger municipal counties across the state in **Chart 5**. The final column shows the average ranking of the four categories, highlighting performance relative to size.

Chart 5 Performance Relative to Size

COUNTY	USERS	ACTIVITY	REVENUE	INVESTMENT	AVERAGE RANKING
Allen	3	3	3	4	3.25
Clark	14	12	16	19	15.25
Marion	1	1	1	1	1
Lake	2	2	2	3	2.25
Vanderburgh	8	7	7	8	7.5

The increased funding from HEA 1002 (2017) has provided critical funding for major infrastructure projects throughout the state. **Chart 6** identifies the Top 20 projects in the last five years – without projects associated with I-69. The majority of the projects are focused on the interstates – 17 of the 20.

This can be explained in two ways:

- As we saw in the Top 10 highest activity sites chart on page 4, the overwhelming majority of vehicle miles traveled occurs on the interstate network.
- 2. Interstate projects come with a higher price tag than other projects despite their scope possibly being smaller.

Chart 6 Top 20 Project Spend last 5 years *without I-69

RANK	PROJECT	COUNTY	INVESTMENT
1	I-65/I-70 North Split	Marion	\$316,470,675
2	I-65 Added Travel Lanes S.R. 58 to U.S. 50	Bartholomew, Jackson	\$143,000,000
3	I-65 Added Travel Lanes S.R. 32 to S.R. 47	Boone	\$83,733,000
4	I-69 Added Travel Lanes and Resurfacing S.R. 38 to S.R. 32/67	Madison, Delaware	\$79,127,759
5	I-65/S.R. 267 Interchange Reconstruction, I-65/C.R. 550 S. New Interchange, I-65/I-865 improvement	Boone	\$62,899,700
6	I-65 Added Travel Lanes U.S. 30 to S.R. 2	Lake	\$62,060,000
7	I-74 Reconstruction S.R. 229 to S.R. 101	Franklin, Ripley	\$60,837,501
8	I-65 Added Travel Lanes S.R. 58 to S.R. 46, Resufrace S.R. 46 to U.S. 31	Bartholomew	\$57,873,818
9	I-65 Bridge and Pavement Rehab	Boone, Clinton, Tippecanoe	\$47,287,000
10	I-465 Northeast Rehabilitation	Hamilton, Marion	\$47,186,069
11	I-70 Rehabilitation Henry Co.	Henry	\$44,478,737
12	I-70 Rehabilitation Hendricks Co.	Hendricks	\$44,412,000
13	I-69 Rehabilitation Grant Co.	Grant	\$34,773,018
14	I-70 Rehabilitation Hancock and Marion Cos.	Hancock, Marion	\$31,897,000
15	S.R. 37/146th St. New Interchange	Hamilton	\$29,814,166
16	I-70 Rehabilitation South Split to I-465 (westside)	Marion	\$28,086,000
17	I-65 and I-865 Rehabilitation Boone and Marion Cos.	Boone, Marion	\$27,858,686
18	S.R. 26 Rehabilitation Clinton	Clinton	\$27,215,971
19	I-65, I-80/94 Bridge Rehabilitation Lake and Porter Cos.	Lake, Porter	\$26,852,054
20	U.S. 41 Rehabilitation Vanderburgh Co.	Vanderburgh	\$26,765,349

Chart 7 Top 20 Project Spend last 15 years *with I-69 highlighted

RANK	PROJECT	COUNTY	PROJECT COST
1	I 69 New Road Construction	Monroe	\$340,053,171
2	I 265 Bridge Ohio River Bridges Construction	Clark	\$330,898,445
3	I 69 New Road Construction	Greene	\$199,787,190
4	I 69 New Bridges Construction	Morgan	\$164,862,216
5	US 31 New Road Construction	Hamilton	\$145,009,864
6	I 65 Added Travel Lanes	Bartholomew	\$134,171,205
7	I 69 New Road Construction	Greene	\$115,018,039
8	I 69 New Road Construction	Daviess	\$ 111,375,136
9	US 421 Milton - Madison Bridge Replacement	Jefferson	\$104,323,618
10	I 69 Added Travel Lanes	Hamilton	\$96,501,925
11	I 69 New Road Construction	Greene	\$95,412,238
12	I 65 Added Travel Lanes	Johnson	\$93,654,001
13	I 69 New Road Construction	Daviess	\$93,013,188
14	I 69 Added Travel Lanes	Madison	\$91,715,401
15	I 69 New Road Construction	Pike	\$90,388,604
16	I 465 & I 70 Added Travel Lanes West Side	Marion	\$89,400,438
17	I 65 Added Travel Lanes	Tippecanoe	\$88,815,225
18	I 465 Added Travel Lanes North Side	Marion	\$75,906,091
19	I 465 & I 74 Interchange	Marion	\$71,751,723
20	I65 Added Travel Lanes	Clark	\$71,255,450

The conclusion of I-69 will mark the end of an incredible financial commitment by the State of Indiana (Chart 7). As mentioned earlier in the report, the I-69 project is projected to cost a combined \$4.09B spanning six sections from Evansville to Indianapolis and the I-69 North Project. This project stands out because it has been funded through the three infrastructure programs mentioned earlier in the report: Major Moves, Major Moves 2020 and Next level Roads. This project has also driven substantial investment into counties in unprecedented levels.

For example:

Green County, 53rd in Indiana in population has three Top 20 investments totaling \$410,217,467. That combined investment exceeds the project cost for I-65/I-70 North Split in Marion County (\$316,470,675) and I-465 Northeast Rehabilitation in Hamilton and Marion counties (\$47,186,069.00).

Projects for the future

Chart 8 highlights the Top 20 future projects. While the major investments are scheduled to be made along the interstates, that number is reduced from 17 (Chart 6) to 10. The majority of the projects are still focused on rehabilitation and reconstruction, but the interstate system sees \$424,153,782.00 invested into additional travel lanes on I-64, I-65, I-70 and I-465.

The Top 20 Counties for Future Spend look familiar, albeit with some notable new entrants. Wayne County, similar to Greene County is scheduled to see a major investment, as is Scott, Miami and Posey County.

Chart 8 Top 20 Counties for Future Spend (FY2022-FY2025)

RANK	PROJECT	COUNTY	PROJECT COST
1	I 70 Reconstruction	Wayne	\$330,404,000
2	Clear Path - I 69 & I 465 NE Indianapolis	Marion	\$280,000,000
3	I 465 NW Indianapolis Added Travel Lanes	Marion	\$180,000,000
4	I 65 Added Travel Lanes	Scott	\$160,000,000
5	I 64 Added Travel Lanes	Floyd	\$129,000,000
6	I 65 Added Travel Lanes	Tippecanoe	\$82,474,782
7	SR 62/Lloyd Expressway Mobility and Safety Improvements	Vanderburgh	\$66,005,334
8	I 469 Pavement Replacement	Allen	\$55,818,474
9	US 31 Interchanges	Miami	\$54,829,677
10	I 70 Added Travel Lanes	Hancock	\$52,679,000
11	I 65 Patching	Marion	\$51,363,303
12	SR 62/Lloyd Expressway Mobility and Safety Improvements	Posey	\$43,697,190
13	US 30 New Interchange	Allen	\$39,920,412
14	US 20 Added Travel Lanes	Elkhart	\$30,167,831
15	US 31 Interchanges	Marshall	\$30,062,670
16	I 80 Traffic Management System	Lake	\$30,000,000
17	SR 912 Bridge Replacement	Lake	\$26,474,001
18	I 70 Bridge Replacement	Vigo	\$26,294,324
19	US 20 Added Travel Lanes	Elkhart	\$22,817,402
20	US 31 New Bridge Construction	Marshall	\$22,000,000

Looking Ahead

Conexus Indiana and its industry partners recognize that Indiana's leadership is earned and not given. Our state has significant geographic advantages that contribute to our success – but they don't guarantee it. Indiana thrives, while neighboring states falter, by forging strong, results-oriented partnerships between industry and public-sector leaders at all levels.

As Hoosiers, we tell our story proudly. We are a top-ranked state for doing business with AAA credit rating and an air, rail and waterborne network that outranks other states. Each of these rankings is the result of our willingness to work together and find solutions.

Our infrastructure network is no exception.
Advanced manufacturing accounts for one-third of Indiana's GDP and employs over 500,000 Hoosiers.
Most of what Hoosiers make moves across our infrastructure network. Our roadways bring Indiana's goods to the world efficiently and cost-effectively, allowing Hoosier companies to thrive and motivating foreign companies to choose Indiana. Whether through Major Moves, Major Moves 2020 or Next Level Roads, Indiana has a long history of making impactful investments that fuel industry growth.

House Enrolled Act 1002 (2017) provides critical and dedicated funding to fuel the next generation of infrastructure improvements. Industry across the state worked together with public-sector leaders to create a user-fee model that generates \$1.2B per year in new funding for improved maintenance and new capacity projects on our over 5,700 bridges and our more than 29,000 lane miles of road.

But our work is far from over. The COVID-19 pandemic underscored the criticality of resilient supply chains and accelerated the shift to "e-tail" commerce. With 80% of goods delivered via the road network, Indiana must continue to expand capacity, rising to meet the challenge of the delivery economy. We must continue to address inefficiencies within our network. We have 4 of the top 100 bottlenecks in the U.S. and connectivity challenges that limit our businesses' opportunities to improve operations and reach new markets.

Technology is creating new products and new opportunities every day. It also is creating new challenges that our industry and public sector must address. With world-leading companies like Cummins innovating how vehicles are powered and OEM auto companies changing how cars operate, Indiana must have the dedicated resources to ensure that our infrastructure network moves the vehicles of today and tomorrow.

Conexus Indiana is currently undertaking two critical studies. We are conducting a commodity movement study to identify the movement and value of goods into, out of and within our state. This information will identify critical shipping corridors and quantify the financial cost of congestion within our borders.

A second study seeks to evaluate the return on investment for dollars invested into various functional classes. The results of this work will allow parties to forecast better the economic impacts of various transportation projects across diverse geographic and economic segments of the state. As Conexus continues to examine opportunities to develop transformational infrastructure projects, these two reports will contribute valuable data and unique perspectives to inform our work better.

Hoosiers take pride in our state and our communities. For Indiana to continue to be the nation's envy and a top-ranked state for doing business, we must continue to make meaningful and consistent investments into our transportation network of today and tomorrow.