

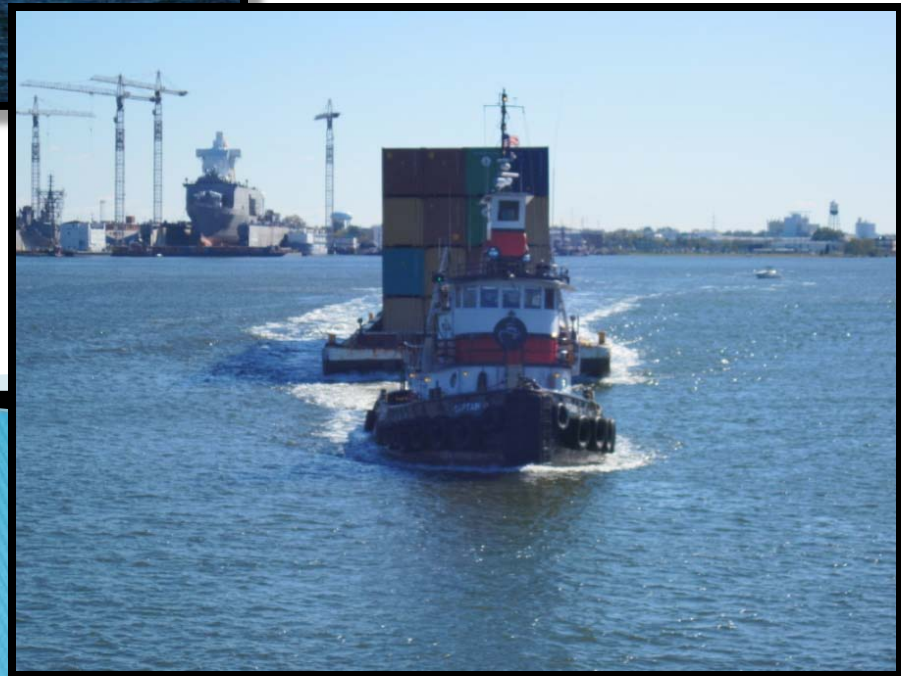
“ I don’t think anything is off the table at this point ... We’ll do whatever it takes to be the #1 port on the East Coast”
– Sec. Sean Connaughton



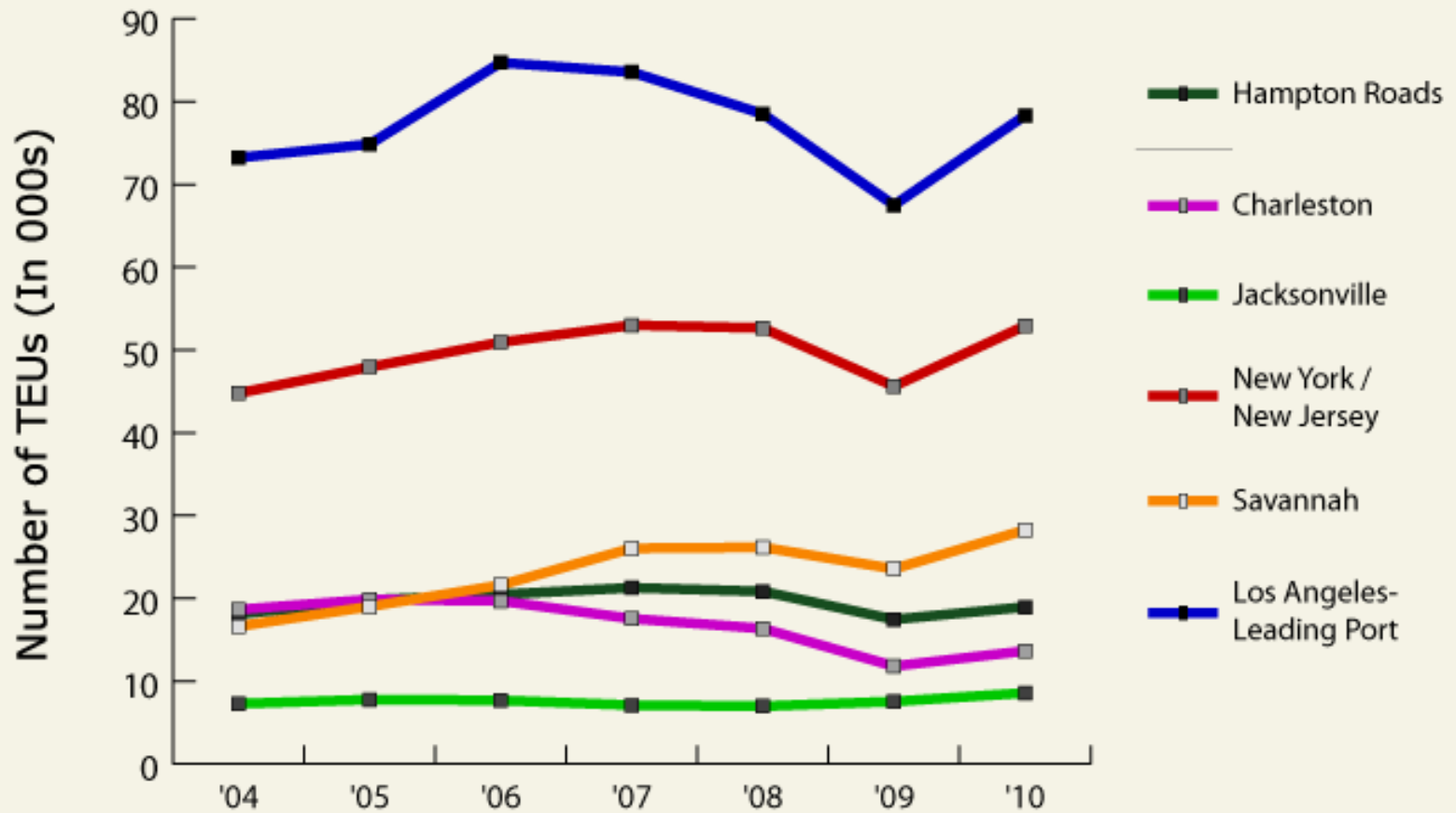
What role can and should tug & barge operations play in achieving the secretary’s stated objective?







Port Container Traffic



Map of the East Coast

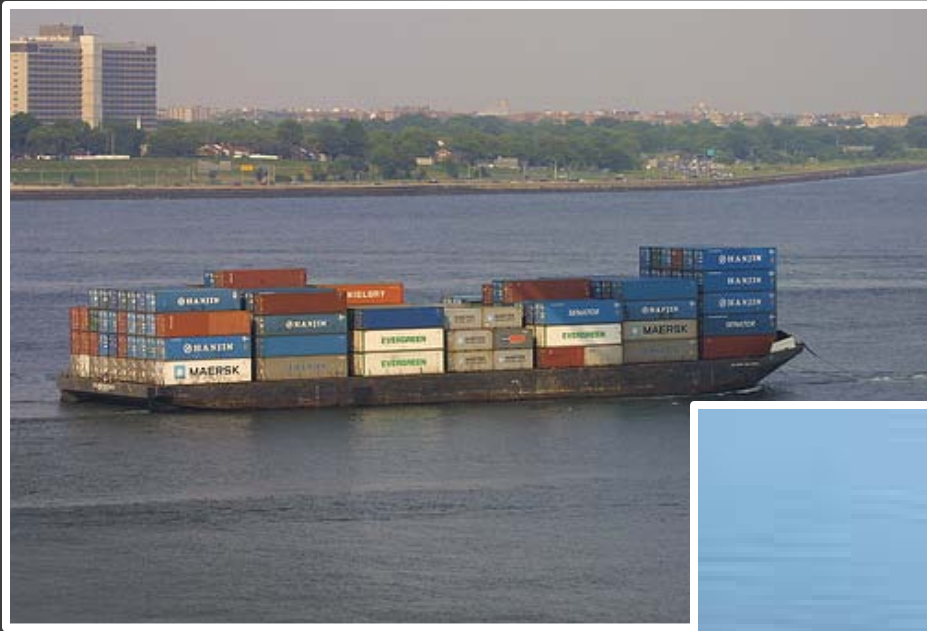


Hampton Roads
metro area:
1.6 million

Inland Port/POR
(Richmond metro area):
+ 1.2 million

Potential reach
(DC + Baltimore
+ Philadelphia
metro areas):
+ 16 million

Who wins?



What obstacles exist?