



**State of North Carolina**  
**Office of the Lieutenant Governor**

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Dear Maritime Study Advisory Team Members,

I would like to take this opportunity to thank you for your willingness to participate in this endeavor to help understand our state's future in the maritime industry. I am sorry that I am unable to be with you today but due to the General Assembly session I am needed in Raleigh.

As you may be aware, North Carolina is currently engaging in an in-depth analysis of our transportation infrastructure. Through the Governor's Logistics Task Force, which I chair, leaders in the transportation industry, business and government from across the state are examining how North Carolina can move people, goods and information in a more efficient and effective manner. We have been travelling across the state to hear from various constituencies and are currently in the process of completing a statewide plan for improving and developing future infrastructure to meet our goals and needs. Through our travels we have also heard about the role that ports play in North Carolina's infrastructure needs and commerce capabilities. Though we are benefitted by our position on the East Coast, we have begun to realize that the maritime landscape is changing quickly with the expansion projects of both the Panama and Suez Canals and that more analysis is needed to understand the potential of our maritime infrastructure.

Therefore, it was decided by the Task Force leadership that a study of the commercial maritime position of North Carolina be undertaken. This study is led by an Executive Team which I chair and includes Al Delia from the Governor's office as Vice-Chair, Secretary Gene Conti (NCDOT), Secretary Keith Crisco (NC Department of Commerce), and Secretary Dee Freeman (NCDENR) and we are tasked with overseeing the work of the study team and directing their efforts.

NCDOT has assembled an outstanding set of research teams. AECOM and URS are the top in their field and as chair of the Executive Team, I look forward to seeing the results of their analysis. You will be hearing from many members of their team today about how the study will progress and the role that you will play in it.

Thank you again for your willingness to participate in this group. We certainly appreciate that you have given time out of your already busy schedules to take part in this study. Please do not hesitate to contact me if you have any questions and I look forward to communicating with you over the course of the study, as well as seeing you at future team meetings.

Sincerely

A handwritten signature in cursive script that reads "Walter Dalton".

Walter Dalton

