



Marketplace Strategy Contract

Final Report

February 25, 2014

**Leader in Multimodal Transportation
and Economic Development**

njrati.org



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Executive Summary

The Heartland Intermodal Gateway (HIG) in Prichard, WV is dedicated to providing a corridor for double-stacked rail across what is known as the “heartland” of the United States. The Rahall Transportation Institute (RTI) was tasked with assisting the development of the HIG and promoting its use. To this end, RTI has conducted several phases of market research to determine a strategy that will best promote the HIG in the context of its surrounding business environment. RTI conducted a market plan to set goals and strategies, as well as providing essential information and communications capabilities. A market assessment was conducted on nearby and similar ports in the region, determining the HIG’s role in the overall port and intermodal marketplace. RTI also analyzed PIERS data to determine the number of companies that import and export in the region and analyze the HIG’s role in the import-export market. RTI also held focus groups, which were conducted by Dr. Deanna Mader, to determine the naming of the site that would optimally attract attention, be easily remembered, and would create a brand. “Heartland Intermodal Gateway” was the name determined for the site. Deliverables for each of these stages is provided both in the package and in the appendices. The HIG is an enormous opportunity for the state and the region, and will contribute greatly to both national and international commerce.

Marketing Plan

Project Background

Development of the Heartland Intermodal Gateway (HIG) has come about in part as a result of the growing need for an intermodal freight terminal in the State of West Virginia. Collaboration among various stakeholders led to public-private funding for the creation of the Heartland Corridor and state funding for a new Special Rail and Intermodal Enhancement Fund.

The HIG comprises approximately 100 acres located on a principal Norfolk Southern (NS) rail line and the Heartland Corridor, bordered by the Big Sandy River, with access to U.S. 52 (the I-73/I-74 Corridor). The facility will offer industrial and warehousing space coupled with intermodal transportation access.

In 1999, RTI conducted a commodity flow study for the West Virginia Department of Transportation (WVDOT). This study provided information on existing transportation infrastructure in the region, which emphasized the need for additional studies related to the lack of container shipments in the Tri-State region (Kentucky, Ohio and West Virginia). Subsequent efforts identified two major impediments for global shipments: 1) the lack of a container pool; 2) the inability to ship double-stacked containers by rail. Studies conducted by RTI indicated the height of the tunnels along the rail line would need to be double-stacked cleared to accommodate double-stacked container trains. Studies also indicated the need for an intermodal container transfer facility along the NS rail corridor that would become known as the Heartland Corridor. It was determined that Prichard, WV would be the optimal regional location for the first intermodal facility in WV.

On September 14, 2012, various community members and stakeholders gathered at the Rahall Transportation Institute office to participate in a focus group for the naming of the intermodal terminal. Deanna Mader, Ph.D., former Interim Dean of the College of Business at Marshall University, facilitated the focus group. After reviewing all the names that were submitted, the West Virginia Public Port Authority unanimously voted to name the facility The Heartland Intermodal Gateway at Prichard.

Purpose/Objective

The purpose of this marketing plan is to promote awareness and understanding of the Heartland Intermodal Gateway (HIG) to audiences within a 125-mile radius of the terminal.

Primary audiences include the following:

- **Beneficial Users** (Importers/Exporters) - Businesses that ship and receive high volume goods and products intermodally
- **Beneficial Users** (Freight Forwarders) - Transportation companies that support these businesses by moving goods and products intermodally
- Chambers of Commerce and Regional Economic Development Groups in key areas within West Virginia, Virginia, Kentucky, Ohio, Tennessee and North Carolina

Secondary audiences include the following:

- Targeted ports/port managers
- State authorities/key elected officials in West Virginia, Virginia, Kentucky and Ohio

Stakeholders include the following:

- Relevant media outlets/reporters/bloggers
- Relevant trade associations and trade journals
- Business Development Partners – Memorandum Of Understanding partners, state, county and regional Economic Development Authorities

Timeframe: Initial development and implementation of the marketing plan and tools occurred in late 2010 and early 2011. This multi-year working document outlines a full marketing plan anticipated to launch in early 2014.

Anticipated Roles:

- Planner - Individual / organization selected to carry out the plan
- Facilitating Staff - Individuals with knowledge of the project designed to support the Planner
- EDA's - Economic Development Authorities
- Other Stakeholders - Individuals or groups with knowledge and stake in the project and development of the terminal

Target Market

The HIG target market includes state authorities/key elected officials, Chambers of Commerce, regional economic development groups and businesses that ship and receive goods. The target market also includes transportation companies contracted by businesses to move goods in key cities throughout West Virginia, Virginia, Kentucky, Ohio, Tennessee and North Carolina, as well as the following ports:

- The Port of Virginia
- Port of New York and New Jersey
- Port of Baltimore, MD
- The Port of Los Angeles, CA
- Port of Long Beach, CA
- South Carolina Ports
- Port of Savannah, GA

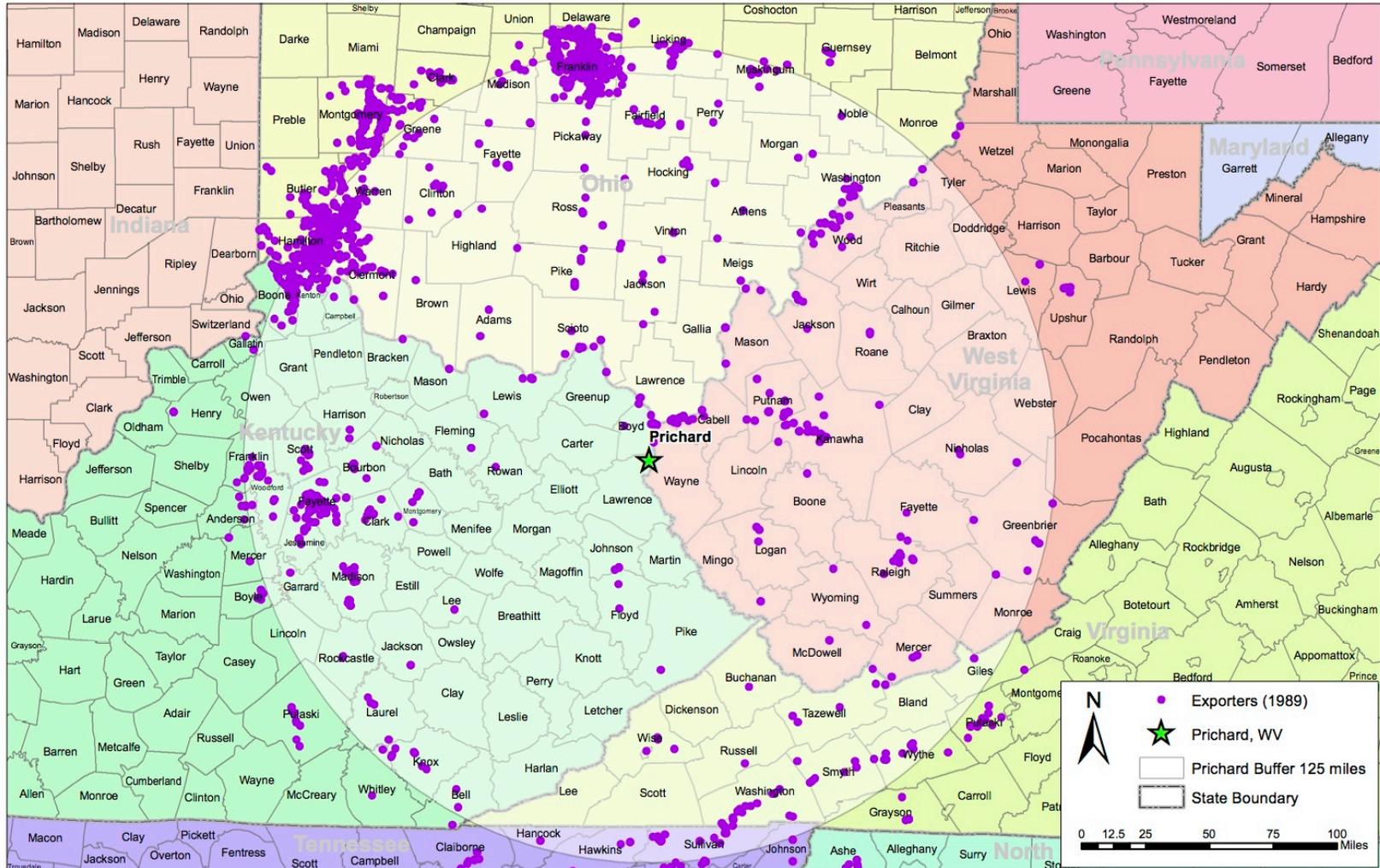
Contact lists of primary, secondary and general stakeholders must be purchased or created with names and contact information for the decision-makers and key individuals within the targeted business community. Economic Development Authority contacts have already been compiled and should be utilized. Contact lists of key reporters/media outlets and bloggers also needs to be developed along with a list of partners, supporters, elected officials and interested parties.

The Planner will facilitate partnerships with Chambers of Commerce and Economic Development groups in targeted areas and send information packets to their members or include a flyer/call to action in the regular chamber membership mailing or mass email.

Stakeholders will be asked to help spread the word about the facility to those who do business at their ports via the most effective communication channels, which may include an email list, mailing addresses, posting flyers in common areas and/or sharing the HIG web site, among others.

Beneficial users of the HIG have been identified within a 125-mile buffer zone of the terminal. Those users are identified as importers and exporters on the following maps.

Heartland Intermodal Gateway at Prichard 125 - mile Exporter Buffer Zone (Preliminary)



Source: United States Census Data 2012

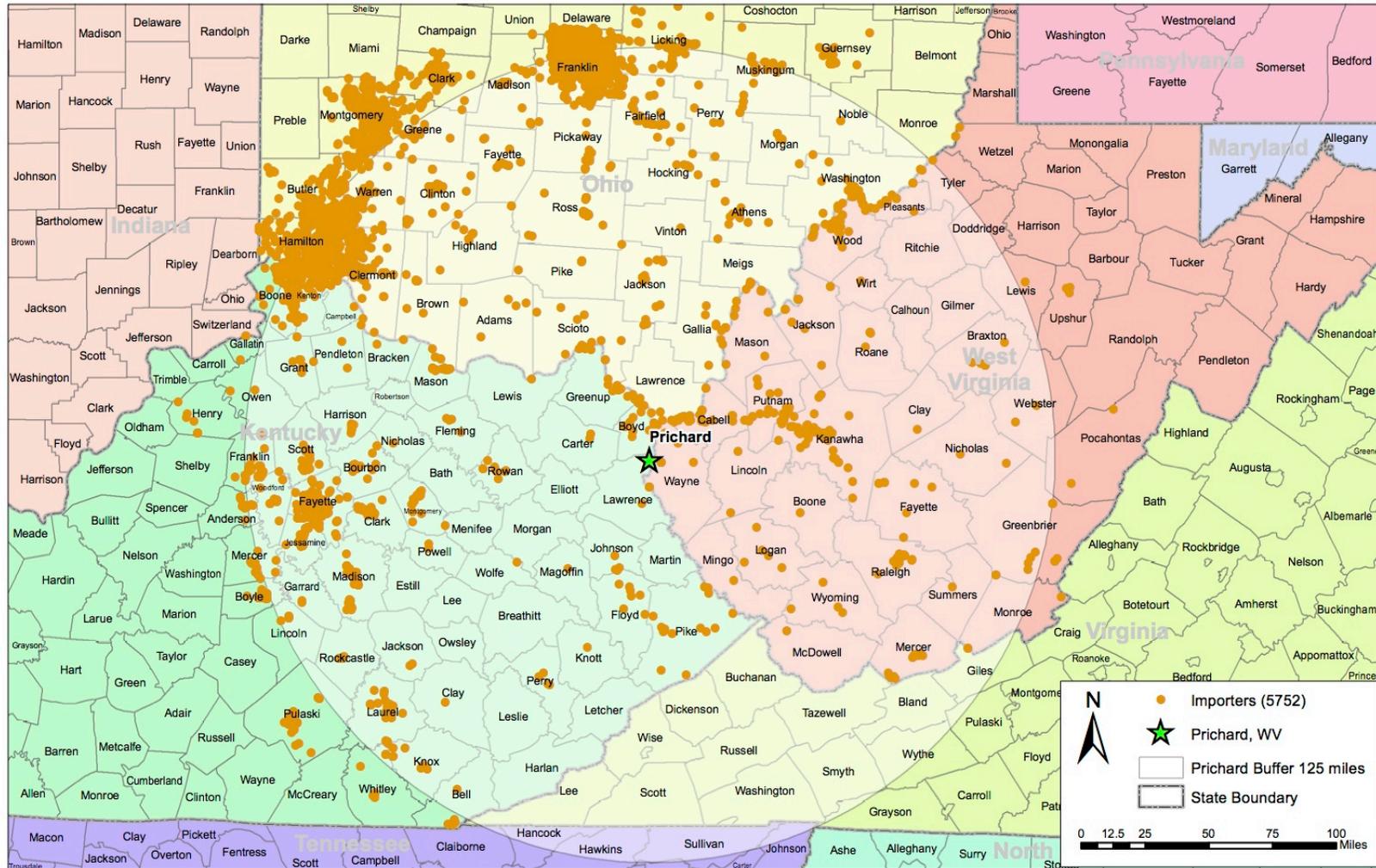
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Map 2 125-mile Importer Buffer Zone

Heartland Intermodal Gateway at Prichard 125 - mile Importer Buffer Zone (Preliminary)



Source: United States Census Data 2012

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Value of Heartland Intermodal Gateway to Customers

The HIG provides immense value to customers, as it

- Enhances the ability to compete and trade globally
- Increases efficiency for intermodal shipments, which saves time and money
- Increases growth in cargo volumes and capacity
- Offers environmentally-friendly transportation options
- Improves access to ports, satellite terminals and distribution centers
- Reduces highway congestion
- Decreases fuel costs
- Provides flexible transportations alternatives in the marketplace

Competitors

- Businesses continuing to follow the “Status Quo”
- Other Intermodal terminals, such as Rickenbacker Intermodal Terminal, Columbus, OH; Roanoke, VA (proposed)
- Truck-served markets, such as the Ports of Baltimore, MD; Norfolk, VA; Charleston, SC and Savannah, GA

Pricing Strategy

The West Virginia Public Port Authority (WVPPA), Norfolk Southern Railroad Corporation, ocean carriers and the terminal operator will determine the pricing strategy for marketing and operations at the terminal.

Promotion Strategy

Materials will be produced to “brand” the HIG and provide all necessary information to potential customers so they can make the decision whether to start using the facility. Using contact databases (Salesforce), planners will utilize the following communication channels (whichever is most appropriate for each) to distribute materials to decision-makers:

Action Items:

- A series of presentations will be scheduled with targeted individuals in key cities. Information packets will be given to attendees.

- The HIG “champions” or a sales force will be trained, provided with packets and will go out in their regions within specific timeframes to meet with key business leaders and present them an information packet.
- For in-person presentations, top leaders must decide whether to hire a sales force or use existing staff and volunteers to travel to target regions and give presentations.
- Information packets will be mailed to target business groups who have the option of registering for a webinar or conference call. Webinars and conference calls will be scheduled so target individuals can learn more and to ask questions about the HIG.
- Staff will make follow-up calls to individuals who do not respond to the mailing and call to action. Staff will investigate and track the level of interest and reasons for business’ lack of interest.
- Information will be provided to partners, supporters and select officials so they can “champion” the cause and direct prospects to the website for more information.
- Rack cards will be printed and distributed to Chambers of Commerce, Economic Development offices and highway welcome centers.
- Ads will be placed in target trade journals and on these journal web sites.

Needs for a successful campaign include:

- Staff trained to answer the phone and schedule webinars and phone conferences
- Personnel to present the webinars and lead the phone conferences, as well as respond to regular phone requests for more information
- Designated personnel to send press releases to media, update the website and possibly tweet and post on social media outlets regarding the HIG

Marketing Goal

The goal of the initial marketing campaign is to raise awareness of the HIG to the primary and secondary audiences and stakeholders.

Marketing Deliverables

- **Logo (Complete as part of phase I RTI Contract):** As a deliverable of a phase I contract with the Rahall Transportation Institute (RTI), a logo was developed for the West Virginia Public Port Authority (WVPPA). A full color and black and white versions of the logo were developed.
- **Tagline:** A tagline will be developed to convey the key message about the HIG. The tagline will be used with the logo and will be included on all materials. For example:

- “Your Portal to Success”
 - “The Future of Shipping is Through Us”
 - “Efficiency + Access + Options = Business Success”
 - “Connecting key pieces of freight logistics for economic development”
- **Phone number** (toll free): A number will be designated for answering calls and providing information about the HIG.
- **Webinars:** Webinars will be developed that will allow organizers to present live online presentations to interested parties.
- **Photography:** High-quality photography will be used on the brochure, website, electronic presentation, video slide show or other video productions. Photography can include an aerial shot of the facility; “beauty shots” of intermodal transportation; and workers and business people. Some stock images may be deemed appropriate, some shots may already exist and others may need to be taken.
- **Website Design & Development:** An initial webpage was developed for the HIG (<http://www.njrati.org/hig>) as a part of the phase I contract between RTI and the WVPPA. The webpage will be expanded to a full website. It will carry the branding theme with the WVPPA logo, tagline, terminal photos and color scheme. Some features of the site include the following:
 - Terminal contact information
 - Pricing information and a way to submit inquiries or download a contract
 - Ongoing expansion of the FAQ page
 - Ongoing expansion of News/Press room
 - Video or slide show about the facility
 - Map/graphic/schematic of the facility
- **Social media:** A social media presence will be established for the terminal as resource for disseminating information for the terminal and connecting with key stakeholders and beneficial users.
 - RSS subscription feed to provide updates and news via email (someone needs to be designated to check and respond to email)
 - Twitter feed, along with a designated individual to post updates and respond to messages
 - A Facebook page may be considered if deemed appropriate for target audience (if so, someone must be designated to build the page and post to it as well).
- **Brochure:** A brochure will be developed and designed to integrate the logo, tagline, color scheme, photos and key messages. It will include contact information and the web address. The brochure will prompt business people to call or go to the website for more information.

- **Map/Schematic:** A graphic designer will create a map of the area and a schematic of the facility. It will be used on the website, in videos/slide shows and will be printed and included in the information packet.
- **Business Letter:** A brief business letter endorsing the project will be created. This letter will outline, key business advantages of the HIG.
- **Schedules:** Printed schedules of webinars, lunch presentations and contact information will be made available for distribution.
- **Folder:** A 9” x 12” folder will be printed with the HIG logo, website, contact information and photos. The folder will have a slot for a business card, and interior pockets to hold the brochure, letters of support, a schedule of upcoming webinars and lunch presentations and a map/schematic of the facility.
- **Envelopes:** Envelopes in sizes to include 10” by 14” will be printed with the HIG logo and return address and a key message such as “Look inside to find out about a new and better way to ship and receive your goods” will be printed.
- **Advertising:** Advertisements will be designed for placement in target trade journals/media outlets. Cost will depend on whether the ads are in full color or black and white, the size of the ads, and placement in the publication. Ads will also be placed on websites of the target trade journals/media sources.
- **Rack Cards:** Rack cards promoting the HIG that are to be placed at highway welcome centers and chamber offices in West Virginia, Virginia, Ohio and Kentucky will be developed, designed and printed.
- **Video Production:** Promotional video vignettes (0:45 second) – at least 2 including construction and post construction - promotion will be produced.

Viral Videos (Began Summer 2013) Videos will continue to be developed to illustrate construction progress through time-lapse vignettes to post on YouTube to share with target audience and key stakeholders.

- **Media Relations:** A contact database will be developed for key business reporters and bloggers in the target region. The facilitator will make contact with reporters and include them on regular updates about the facility. Media may be invited to luncheons and presentations.
- **Grand Opening Ceremony:** A ceremony will be held for the unveiling of the terminal with key dignitaries, business people, elected officials and media representatives.

Budget

Proposed HIG Marketing Budget	
January 2014 – January 2015	
Action Item	Totals
Promotional Materials & Items	\$69,425
Outreach	\$80,600
Travel	\$11,569
Software & Subscriptions	\$6,890
Advertising	\$83,625
TOTAL	\$252,109

Estimated Direct Costs = \$252,109

Indirect costs = Indirect costs must be applied to the budgeted items above. Entities that would respond to the request for proposals would calculate their own indirect cost rate. As an example, the federally negotiated Marshall University indirect cost rate is 26% for all off campus projects.

Much of this budget is determined by the number of targeted business people and state officials to be reached through the campaign. The larger the list, the more items will need to be printed and mailed, and more travel and lunch presentations will be needed.

Decisions that impact the final budget noted in this plan will be considered outside this scope of work and will require an amendment to the budget or second scope of work.

Action Plan Timeline/Strategies

At this time, the planner has based the roll out schedule for this campaign on the opening of the terminal for January 2015. The Action Plan Timeline/Strategies & Gantt Charts will need to be revised to accommodate the actual opening date of the terminal. However, it is advisable to start implementation of this plan and indicated action items as soon as possible.

Promotions & Business Development Strategies

Strategy A: Marketing Deliverables

Strategy B: Salesforce Training

Strategy C: Presentation Series Implementation

Strategy D: Face-to-Face Meetings

Strategy E: Mailings

Strategy F: Rack Card Distribution

Strategy G: Host Webinars / Conference Calls

Strategy H: Press Releases

Strategy I: Electronic Promotions

Strategy J: Advertisements

Action Plan Timeline / Strategies

Strategy / Action Item	Person(s) Responsible	Resources Needed	Timeline*	Follow-up Action Items
<p>A. Development of Marketing Deliverables Logo, tagline, phone number, webinars, photography, webpage expansion, social media, brochure, Map/Schematic, business letter, schedule of webinars, presentations and contact information, folder, envelopes, advertisements, rack cards, media relations, grand opening ceremony</p>	Planner	All resources needed are as indicated in this multi-year working document	Weeks 1 - 54 with the majority of tasks completed by Week 15	
<p>B. Salesforce Training 1. Facilitating Staff 2. EDA's Sales Force will be used to manage contacts, potential and current users of the terminals as well as marketing campaigns to reach the target markets.</p>	Planner	<ol style="list-style-type: none"> 1. Software licenses 2. Facility 3. Training staff 4. Relevant terminal information 	Weeks 10-16	B-2. Continuous training / information sharing is necessary as new information develops about the terminal, business and opening
<p>C. Presentation Series Implementation To be held in cities identified within the 125-mile buffer zone. Attendees will be given information packets.</p>	Planner, Facilitating Staff, EDA's, Other Stakeholders	<ol style="list-style-type: none"> 1. Presentation 2. Equipment 3. Promotional Packets 	Development Weeks 12 - 40 Presentations Weeks 14 - 52	C-2. Continuous modification of the presentation / content will be necessary as new information is developed. Updates will be shared with the Sales Team. Quarterly reports will be compiled.
<p>D. Face-to-Face Meetings To be held in cities identified within the 125-mile buffer zone with key business leaders.</p>	Planner, Facilitating Staff, EDA's, Other Stakeholders	<ol style="list-style-type: none"> 1. Promotional Packets 	Weeks 1 - 54	D-2. Follow-up phone calls. Quarterly meeting reports will be compiled.
<p>E. Mailings Business Letter Direct Mail (1) To prospects identified within the 125-mile buffer zone. An electronic version of the letter will also be used to the target audience.</p>	Planner	<ol style="list-style-type: none"> 1. Business Letter 2. Brochure 	Weeks 12 - 15	

*This plan begins on January 2014 and projects a terminal opening in 54 weeks. Most if not all items must be maintained and/or expanded beyond the extent of this timeline and opening of the terminal.

Action Plan Timeline / Strategies
(continued)

Strategy / Action Item	Person(s) Responsible	Resources Needed	Timeline*	Follow-up Action Items
E. Mailings (continued) Business Letter Direct Mail (2) To prospects identified within the 125-mile buffer zone. An electronic version of the letter will also be used to the target audience.	Planner	1. Business Letter 2. Rack Card 3. Other relevant information	Weeks 18 - 21	E-2. Follow-up phone calls Staff will attempt to find out and track the level of interest and reasons a business gives for not being interested.
F. Rack Card Distribution <ul style="list-style-type: none"> • Rack Card Distribution 1 • Rack Card Distribution 2 Chamber of Commerce, rest stop and welcome areas identified within the 125-mile buffer zone.	Planner & Facilitating Staff	1. High-resolution, professional quality stock cards	Weeks 8 - 10 & Weeks 36-38	F-2. Rack Card Distribution (2) may be necessary to provide replenish cards or updated information
G. Host Webinars / Conference Calls To be held in cities identified within the 125-mile buffer zone.	Planner & Facilitating Staff	1. Webinar software 2. Conference call telephone number 3. Presentation 4. Electronic material	Weeks 10 - 45	Quarterly reports will be compiled.
H. Press Releases & Media Advisories	Planner	Up to date terminal information	Weeks 2 - 54	Press releases and media advisories will be drafted and issued on an ongoing basis. These will be linked to "News" on the webpage in addition to any media generated by the communication. Quarterly reports of press releases and media advisories will be compiled.
I. Electronic Promotions <ul style="list-style-type: none"> • Business e-Letter 1 • Business e-Letter 2 • Promotional Videos • Viral time-lapse • Website Design & Development • Social Media 	Planner	Up to date terminal information	Weeks 14 - 16 Weeks 22 - 24 Weeks 5 - 11 Weeks 1 - 54 Weeks 6 - 20 Weeks 8 - 54	Quarterly reports will be compiled.
J. Advertisements <ul style="list-style-type: none"> • Trade Journals • Websites 	Planner		Weeks 6 - 52	Quarterly reports will be compiled.

*This plan begins on January 2014 and projects a terminal opening in 54 weeks. Most if not all items must be maintained and/or expanded beyond the extent of this timeline and opening of the terminal.

Heartland Intermodal Gateway

Week Highlight: 2 Plan Actual % Complete Began / Completed during Phase I Outside planned period

Tasks	PLAN START	PLAN DURATION	ACTUAL START	ACTUAL DURATION	STATUS	Timeline																																																					
						Jan Weeks 1-54	Feb	March	April	May	June	July	Aug(6mon)	Sept	Oct	Nov	Dec	15-Jan																																									
1 Marketing Deliverables						[Timeline bars for Marketing Deliverables]																																																					
1.1 Logo, Tagline (Phase I)	1	54	1	54	Completed	[Timeline bar for 1.1]																																																					
1.2 Phone number	6	2			Scheduled	[Timeline bar for 1.2]																																																					
1.3 Webinars	10	30			Scheduled	[Timeline bar for 1.3]																																																					
1.4 Photography (Phase I)	1	54	1		In Process	[Timeline bar for 1.4]																																																					
1.5 Webpage (Phase I)	1	54	1	54	Completed	[Timeline bar for 1.5]																																																					
1.6 Social Media	8	47			Scheduled	[Timeline bar for 1.6]																																																					
1.7 General Flyer	1	54	1	54	Completed	[Timeline bar for 1.7]																																																					
1.8 Brochure	6	4			Scheduled	[Timeline bar for 1.8]																																																					
1.9 Map/Schematic	10	5			Scheduled	[Timeline bar for 1.9]																																																					
1.9.1 Business Letter	1	4			Scheduled	[Timeline bar for 1.9.1]																																																					
1.9.2 Webinar Schedule / Presentation	6	3			Scheduled	[Timeline bar for 1.9.2]																																																					
1.9.3 Presentation / Schedule of Presentations	10	6			Scheduled	[Timeline bar for 1.9.3]																																																					
1.9.4 Collection of Contact Information	6	6			Scheduled	[Timeline bar for 1.9.4]																																																					
1.9.5 Folder, envelops, letterhead	6	4			Scheduled	[Timeline bar for 1.9.5]																																																					
1.9.6 Advertisement Development	3	5			Scheduled	[Timeline bar for 1.9.6]																																																					
1.9.7 Rack Cards	4	4			Scheduled	[Timeline bar for 1.9.7]																																																					
1.9.8 Media Relations	1	54			Scheduled	[Timeline bar for 1.9.8]																																																					
1.9.9 Grand Opening Ceremony	45	10			Scheduled	[Timeline bar for 1.9.9]																																																					
2 Sales Force Training	10	6			Scheduled	[Timeline bar for 2]																																																					
3 Presentation Series Implementation	12	40			Scheduled	[Timeline bar for 3]																																																					
4 Face-to-Face Meetings	2	53	1		In Process	[Timeline bar for 4]																																																					
5 Mailings					Scheduled	[Timeline bar for 5]																																																					
5.1 Business Letter Direct Mail 1	12	3			Scheduled	[Timeline bar for 5.1]																																																					
5.2 Business Letter Direct Mail 2	18	3			Scheduled	[Timeline bar for 5.2]																																																					
5.2 Direct Mail Follow-up Calls	24	2			Scheduled	[Timeline bar for 5.2]																																																					
6 Rack Cards Distribution					Scheduled	[Timeline bar for 6]																																																					
6.1 RC Distribution 1	8	2			Scheduled	[Timeline bar for 6.1]																																																					
6.2 RC Distribution 2	36	2			Scheduled	[Timeline bar for 6.2]																																																					
7 Host Webinars / Conference Calls	10	35			Scheduled	[Timeline bar for 7]																																																					
8 Press Releases / Media Advisories	2	54			Scheduled	[Timeline bar for 8]																																																					
9 Electronic Promotions					Scheduled	[Timeline bar for 9]																																																					
9.1 Business e-Letter 1	14	2			Scheduled	[Timeline bar for 9.1]																																																					
9.2 Business e-Letter 2	22	2			Scheduled	[Timeline bar for 9.2]																																																					
9.3 Promotional Video spots (:45 seconds)	5	6			Scheduled	[Timeline bar for 9.3]																																																					
9.4 Viral Promotions / Time-lapse	1	54	1		In Process	[Timeline bar for 9.4]																																																					
9.5 Website Design & Development	6	14			Scheduled	[Timeline bar for 9.5]																																																					
9.6 Social Media Management	8	46			Scheduled	[Timeline bar for 9.6]																																																					
10 Advertisement Placement	6	52			Scheduled	[Timeline bar for 10]																																																					

This plan begins on January 2014 and projects a terminal opening in 54 weeks (approximately mid-Jan. 2015). Most if not all items must be maintained and/or expanded beyond the extent of this timeline and opening of the terminal.

Market Assessment

As part of the marketing strategy, an assessment of nearby and similar terminals were conducted to find where the HIG fit into the economy of the region. The findings are produced below.

Chambersburg Terminal

The CSX Intermodal Chambersburg Terminal is an 85-acre facility close to the center of Chambersburg, Pennsylvania. The location of the facility near distribution and residential areas serves as linkage between manufacturing and population centers. The Chambersburg Terminal allows the movement of freight containers from train to truck without any direct handling of the freight itself. Intermodal transportation combines the long-haul efficiencies of rail with the short-haul flexibility of trucks to achieve cost-effective, efficient and reliable freight transport. Currently, the facility receives one train every morning and dispatches one every evening. Chambersburg Terminal manages cargo mainly from the West Coast and Chicago to regional warehouses and local distributors. The terminal also directs cargo to destinations including Chicago, Dallas, California, Oregon and Washington.

Hagerstown Intermodal Terminal (P)

Norfolk Southern is building a \$ 100 Million rail-truck intermodal facility just minutes from four states and one hour from Washington, DC and Baltimore metro areas. The Hagerstown intermodal facility lies at the intersection of interstate 81 that's covers the nation from Canada to Tennessee, and interstate 70 that connects Maryland with Utah. The new terminal will be 4 miles long, with the main pad and parking covering 170 acres.

Strengths:

- Located close to rail connection lines spanning the eastern US and beyond
- One of the nation's oldest and most strategic transportation hubs
- Hagerstown has a modern regional airport with easy access to 3 major airports (Baltimore/Washington International (BWI), Dulles International (IAD) and Ronald Reagan Washington National Airport (DCA).
- A Variety of Logistics and Distribution Space in Excellent Locations. Hagerstown and Washington County have over 500,000 square feet of office space available, and Washington County has over 1.8 million square feet of industrial/commercial space available.

Port of Pittsburgh

Pittsburgh is the second busiest inland port in the nation and the 19th busiest port, of any kind, in the nation. The Port of Pittsburgh ships and receives more than 38 million tons of cargo each year which make an annual benefit of \$800 million to the region. The strategic location of Pittsburgh Port District's is a key advantage to interstate shipping. The Port of Pittsburgh is the origin point of a 10,000-mile waterway system, which reaches markets in 24 states and as far south as New Orleans and as far west as Sioux City. Both CSX and Norfolk Southern railroads serves the port complex. Moreover, the ease of accessibility makes it is an overnight truck delivery away from half of the markets in both the U.S. and Canada. The Port of Pittsburgh has also entered into two international sisters' port agreements with Duisburg, Germany, Monterrey, and Mexico.

Overview:

- The Port of Pittsburgh Commission Web site acts as a comprehensive shopping link for shippers seeking information on the river system
- The availability of export packaging facilities in the region and the low cost of river transportation make the Port of Pittsburgh a desirable export location
- A \$705 million project is under way to make the Monongahela the most efficient river in the nation. Three small locks are undergoing renovation and repair, while a new dam and lock were in place by 2010.
- Average river transit to/from the Port of Pittsburgh is nine days to/from St. Louis and 12 to 15 days to/from New Orleans
- The Port of Pittsburgh Commission offers a full-service location for shippers seeking information on river terminals and barge lines
- LASH barge and trans-shipment at Gulf Coast ports provide the potential for direct trans-ocean movements
- The Port of Pittsburgh is a first-class cruise destination. USA Today recommends the leg from Pittsburgh to Cincinnati for the best scenery on the inland waterways

Columbiana County Port Authority

Columbiana County sits in the middle of the nation's fourth largest market: the Cleveland-Pittsburgh Industrial Corridor, with over 6.5 million people. The county's location can serve the region's automotive, aerospace, polymer and metal industries. The county is known for its well trained workforce and the abundance of several energy resources. Moreover, its Location in the middle of five of the nation's largest metropolitan areas extending from Chicago in the west to New York in the east and Atlanta in the south gives it an advantage in regard of travel time .

Columbiana County has two rail tracks served by Norfolk Southern Railway available at the terminal with capacity for one unit train of 100 cars (one 3,800-foot and the other 3,600-foot, with plans to extend to 6,000 feet).

Features:

- Four acres of riverside storage are available nearby the terminal
- 25 acres are available on the other side of railroad tracks.
- One 212,000-square-foot warehouse is available for processing material at the terminal.
- An additional 700 acres are available across State Route 7 for future distribution and processing facilities.
- One 6-inch pipeline stretches from dockside to three steel storage tanks at back, making a capacity of 872,000 barrels.

South Point Industrial Park on the Ohio River

This is an ongoing project aimed to construct access roads to create better freight flow between Ohio River's barges, rail and highway systems. This project will build an industrial roadway to connect the existing highways with the future inter-modal facility. The construction includes a road along the Ohio River, loading/unloading site, rehabilitation of rail tracks, and implementation of crossing signals. No existing roads are associated with this project as all roads will be new access roads along the river, liquid loading facilities, and future rail development within the Point Industrial Park. This project is thought to stimulate the development of the South Point Inter-modal Transfer Facility in the Point Industrial Park. The proposed facility should be part of a larger project that would ease handling of all solid, liquid and container products between N & S Heartland Corridor, the Ohio River and the highway system via U.S. 52 and I-64.

The location of the Point Industrial Park on both Ohio River and the main Norfolk and Southern rail lines offers international shipping advantage to/from the East and West Coasts. Its multi-modal facility acts as a key access point into and out of the heart of Ohio through River System and Heartland Corridor for bulk goods, international shipping containers, 3PL (Third Party Logistics), global importing and exporting with warehousing capacity available. The Point's free of congestion year around accessibility marks an important advantage compared with other urban areas. Moreover, the Point is the only place where the Heartland Corridor meets with the Ohio River, making it the right place where freight arriving at Norfolk, VA can be moved from or to barges.

Roanoke Region Intermodal Facility (P)

The Roanoke region is located at the cross road of two important rail corridors: I-84 and the Heartland Corridor. The construction of an Intermodal Facility in this area will help managing truck traffic on both corridors. The facility will improve rail freight along rail lines parallel to route 460 and will reduce shipping time between Hampton Roads to Chicago by 1.5 days. Roanoke Intermodal Facility is supposed to achieve significant economic benefits for the Roanoke region, including an increase in annual employment of up to 2,900 jobs and tax revenues of up to \$71 million annually.

Norfolk Southern estimates potential traffic to be as follow: probable railcar containers shipped will be 60 per day on average between 2010-2020, and the number will increase to 150 per day after 2020. The anticipated short haul truck traffic will be approximately 87 trucks per day from 2010-2020 and 235 trucks per day in 2020. The above anticipations assume a five-day work week and 260 working days per year. The construction of Roanoke Region Intermodal Facility and the Rail Enhancement Fund grant to Norfolk Southern for tunnel clearances will lead to the reduction of approximately 150,000 trucks from Virginia's roads each year.

Virginia Inland Port (VIP)

Virginia Inland Port is one of four facilities owned by Virginia Port Authority. In addition to VIP, the Authority owns Norfolk International Terminals, Portsmouth Marine Terminal, and Newport News Marine Terminal. VIP is located in Warren County, VA. It is the second smallest of the four facilities with an area of 161 acres. The terminal is supported by 17,820 feet of rail track running parallel to Norfolk Southern Railway's main rail line. Cargo from the other three state-owned terminals travel to VIP five days a week, bringing the Port of Virginia 220 miles closer to the U.S. Market, and 75 international shipping lines. The facility also contains 17,820 of on-site rail serviced by Norfolk Southern. It is within one mile from I-66 and within five miles of I-81.

CSX National Gateway Project

Pittsburgh Terminal

The Pittsburgh Terminal will be a modern intermodal facility that will allow shippers and local businesses to realize improved shipping options, reduced congestion on highways and lower transportation emissions.

CSX is currently evaluating possible locations in collaboration with customers and local authorities

Baltimore-Washington Rail Intermodal Facility

The purpose of the new intermodal facility and is to facilitate and support intermodal freight transportation to relive highway congestion and to address current and future regional infrastructure and freight distribution needs.

CSX is currently evaluation possible locations in collaboration with customers and local authorities. The intermodal facility's proximity to existing freight, port and highway infrastructure in Baltimore/Washington D.C. region and ability to facilitate future economic benefits within the State of Maryland are critical aspects of the projects purpose.

Results of Data Mining of the PIERS Import and Export Data Sets

Problem

The HIG in Prichard, WV represents a significant investment of public and private capital. The inland container port serves to support the Heartland Corridor project and regional economic development. The need to identify existing importers and exporters is critical for both the immediate and long term financial success of the terminal operations.

Data

RTI is working closely with the Appalachian Regional Commission (ARC) and UBM Global Trade. The Port Import Export Reporting Service (PIERS) has successfully established a public/private consortium to geo-spatially analyze PIERS Export Data for the ARC Region. Through this effort, it was determined that the potential of the HIG import and export market should be further investigated.

PIERS import and export data is one of the most comprehensive databases of United States of America waterborne trade activity in the world. PIERS unique infrastructure and proprietary technologies allow PIERS to not only publish import data but also complete coverage of US export transactional data. The PIERS data is presented in a tabular data format. RTI has been successful in geo-coding the PIERS tabular data into a geo-spatial search engine.

GEO Spatial Organization

While working with the Norfolk Southern Corporation, the Business and Industrial Development Group, the Ports of Virginia, and the Virginia International Terminals, it was determined that the potential market penetration for the HIG would cover a radius of 125 miles, but not necessarily be limited by this given distance. The PIERS import and export data has been geo-spatially organized into concentric zones around the intermodal terminal. These specific zones are as follows, from the terminal leading up to the 25 mile radius, 25-50 mile radius, 50-75 mile radius, 75-100 mile radius and 100-125 mile radius. The import and export data is then further organized within each radius by state, county address and company.

GEO Spatial Analysis Findings

Within the 125-mile HIG market radius, there are 5,231 companies that engage in either import or export activities through an international gateway maritime port - 3,929 imports, 1,302 exports.

Import Geo-Spatial Analysis

<i>Zone</i>	<i>Import</i>
<i>100-125</i>	<i>3,220</i>
<i>75-100</i>	<i>299</i>
<i>50-75</i>	<i>186</i>
<i>25-50</i>	<i>141</i>
<i>HIGP -25</i>	<i>83</i>

Table 1

Export Geo-Spatial Analysis

<i>Zone</i>	<i>Export</i>
<i>100-125</i>	<i>1053</i>
<i>75-100</i>	<i>113</i>
<i>50-75</i>	<i>52</i>
<i>25-50</i>	<i>53</i>
<i>HIGP -25</i>	<i>31</i>

Table 2

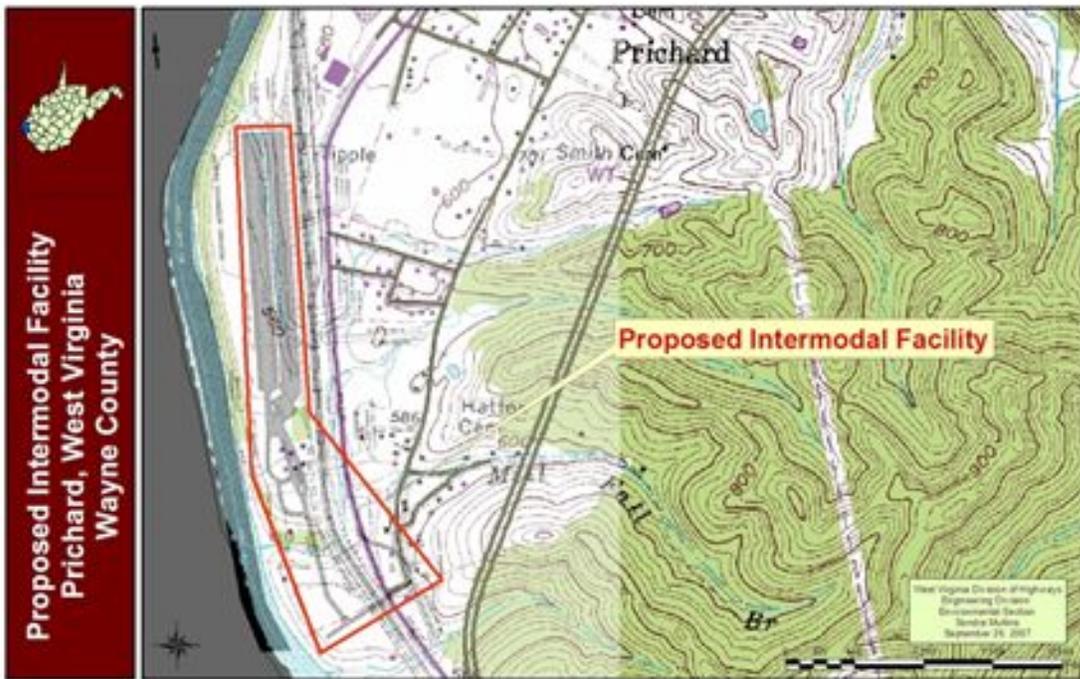
The PIERS import and export data is calculated by using the bill of lading processed at each coastal port of entry. A bill of lading is a document used in the transport of goods by sea. It serves several purposes in international trade, both as transit information and title to the goods. The data used in this analysis does not include truck borne freight data to Canada or Mexico nor does it include air cargo freight data.

<http://www.piers.com/>

Recommended Names for the Proposed Intermodal Facility Currently Known As The Prichard Intermodal Facility

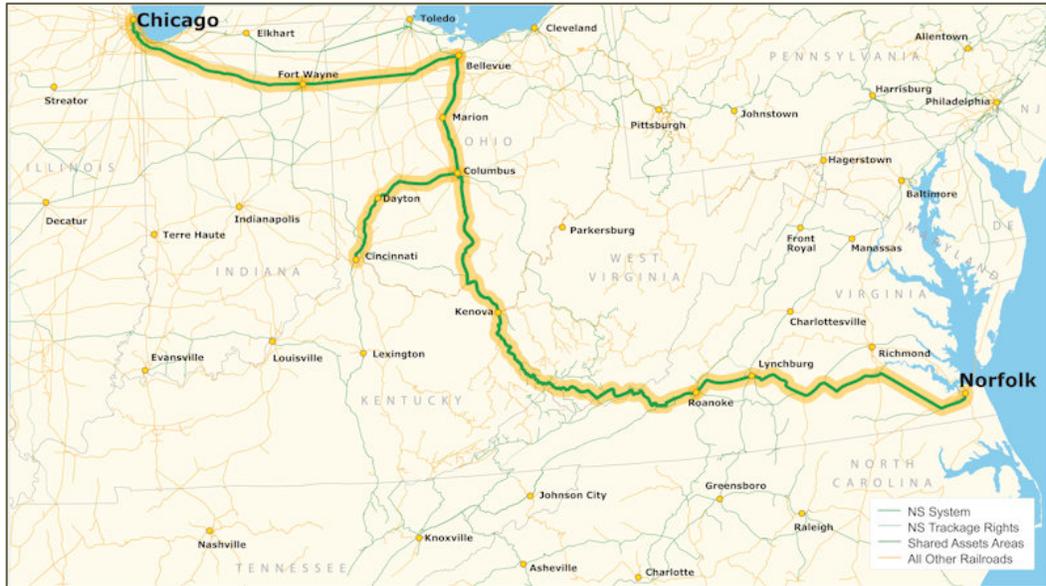
Background

The Prichard Intermodal Facility (also known as the Prichard Intermodal Facility Project, the Prichard Intermodal Development Site Project, and the Prichard Intermodal Terminal) is a thoroughly researched, federal and state approved, eagerly anticipated project designed to facilitate transportation along the Heartland Corridor. The establishment of the facility is intended to increase domestic and multinational commerce in the Mid-Atlantic region.



Source: WV Department of Transportation

The Heartland Corridor is a partnership between Norfolk Southern and several federal and state agencies which stretches from Norfolk, VA to Chicago, IL and routes through the Prichard, WV area. According to numerous local, state, and federal studies, this location presently is ideal for both rail and over-the-road transportation. It is also ideal for future use of air and possibly water modes of transportation.



Source: The Future Needs Us

Problem

The specific name of a business is critical for identification, buyer awareness, top of mind, brand preference, and successful marketing. Location is always important for a business' success, but in certain cases, the name also must encourage a connectedness between the business' location and the markets it serves. Such is the case with the Prichard Intermodal Facility intended to serve regional, national, and global markets.

Public, private, and government discussions determined the name of the proposed intermodal facility would require input from all parties and careful selection. The focus group method of data collection was the research method chosen because it allows for the most free-flow of ideas and active discussion among representatives of the key parties.

Focus Groups

- Procedures:** Focus groups were held at 9:00am and 11:00am on Friday, September 14, 2012, in the large conference room of the Rahall Transportation Institute. Tables were arranged in a square with participants seated around them in a U-formation and the moderator, Dr. Deanna Mader, standing at the opposite end. The room was void of pictures, images, or graphics that may inadvertently skew or hinder participant involvement. A 3M flipchart was used to record key comments and suggested names. The sheets were posted on the wall to maintain continuity of the discussion. Both focus group sessions were videotaped.

- **Participants:** Ten participants attended the first focus group and twelve attended the second. Participants represented both genders and all relevant areas: general public, business, government. Geographic areas represented were local, state, and regional.
- **Focus Group Timeframe:** For the first 5-10 minutes of the session, the moderator welcomed the participants and reviewed the focus group rules for participation and decorum (Appendix B). Each person then was required to read and sign the focus group waiver (Appendix C). The next 5-10 minutes were used to set the mental framework of the focus group by the moderator leading the participants in discussing a series of questions: What do we name? Why? What makes a good name? (Research-based and participant generated) The next 1-hour 15 minutes to 1-hour 20 minutes were spent discussing various aspects of proposing a name. A chart of intermodal facility name categories was used for reference as needed by the moderator (Appendix D).
- **Proposed Names:** All persons in each session participated in the discussion. Discussion points revolved around the following key criteria (participant verbatims are included):
 - Familiarity – Prichard, Huntington, Tri-State, Heartland
 - Location – Prichard, Huntington, Tri-State, Midway (Heartland), Central Heartland, American-Heartland, Heartland-Prichard
 - Function – Intermodal, Logistics, Transportation, Port, Terminal, Gateway, Facility, Center, Park, Commerce
 - Markets – Global/International, National, Regional, State, Local
 - Commerce & Economic Development – projected significant growth, access to and from the world market, Gateway, Park (commercial development surrounding and including the transportation facility)

Through a process of open discussion, participants considered each participant-proposed name for its viability, applicability, familiarity, memorability, sustainability, pleasant sound/connotation, and functionality. Recurring themes included: 1) perception of location (e.g. Heartland [positive – broad geographic coverage, widely known, warm feeling], Prichard or Huntington [negative – too localized]); 2) a desire to convey function (e.g. intermodal [positive – broad function, multimodal], terminal and transport [negative - too specific], port [negative – significant water transportation uncertain], facility [negative – implies a building]); 3) a desire to convey a global presence (e.g. Gateway [positive – implies access to and from the world market; negative – concern with possible branding by CSX]); and 4) a desire to indicate growth of commerce and economic development (e.g. Park [positive – implies extensive commerce or industry such as an industrial park], Center [positive – implies commerce; negative – implies retail-only such as a shopping center]).

In both focus groups, it was suggested several times that for the short term, the selected name should include the phrase “at Prichard.” This would aid in the perceptual

and marketing transition from the current identification of the project to the permanent name in the minds of the public and businesses.

In order to approach consensus, the moderator asked participants to vote for or against words, phrases, and names throughout the focus group sessions. Participants then were asked to vote for their top two or three choices among the names still being considered at the end of each session. Surprisingly, the final names selected to put forward were highly consistent across the focus groups in spite of the diverse nature of the groups' composition.

As a result of the focus group participants' discussions and votes, two names were put forward from the first focus group and three names from the second. The recommended names are:

- Heartland Intermodal Gateway
- Heartland Intermodal Park
- Heartland Intermodal Gateway at Prichard
- Heartland Intermodal Park at Prichard
- Heartland Intermodal Terminal at Prichard

Summary

Two focus groups were conducted on Friday, September 14, 2012, with the purpose of recommending a short list of permanent names for the approved and funded project presently known as the Prichard Intermodal Facility. Participants in the sessions represented both genders, the general public, businesses, government, and the region. Discussions revolved around several key criteria and a high level of consistency between groups was noted. The votes for the preferred names generated by each group resulted in a total of five names put forward. They are:

- Heartland Intermodal Gateway
- Heartland Intermodal Park
- Heartland Intermodal Gateway at Prichard
- Heartland Intermodal Park at Prichard
- Heartland Intermodal Terminal at Prichard

Appendix A Marketing Deliverables

The tools listed below were developed and delivered to the WVPPA as terms of agreement under the “Strategic Marketing Plan” contract with the Rahall Transportation Institute.

- Logos
- Promotional Flyer
- Webpages

Heartland Intermodal Gateway Marketing Tools

Deliverable: Logos



Version 1



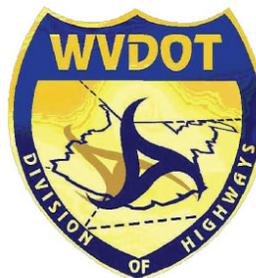
Version 1



Version 2



Version 2



Heartland Intermodal Gateway Marketing Tools Deliverable: Promotional Flyer

Heartland Intermodal Gateway

Prichard, West Virginia, USA

Connecting key pieces of freight logistics for economic development



What is the Heartland Intermodal Gateway (HIG)?
The Heartland Corridor which runs from Norfolk, Virginia to Chicago, Illinois, provides on-dock rail at the Ports of Virginia with double-stack clearance through southern West Virginia to Chicago and provides access to west coast ports and other ports in the Heartland of America. HIG will serve as a cargo transfer station along the Norfolk Southern rail line. The facility will offer industrial and warehousing space, a modern and efficient freight container service and improved access to international rail lines.

Where is HIG?
Prichard, West Virginia, USA
HIG is comprised of approximately 100 acres located on the Norfolk Southern Heartland Corridor. It is bordered by the Big Sandy River with access to U.S. Highway 52 along the I73/74 Corridor approximately 10 miles south of I-64 in Kenova, West Virginia.

Benefits

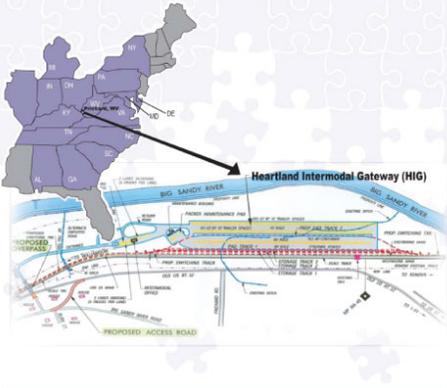
- Provides for the increased flow of goods between the east coast, midwest and west coast
- Increases efficiency for large shipments which saves time and money
- Enhances the ability to compete and trade globally
- Provides alternative shipping options for domestic markets
- Offers environmentally friendly transportation options
- Improves access to ports, satellite terminals and distribution centers
- Reduces highway congestion and fuel consumption

njrati.org/hig



Front

Coming Late 2014 - Early 2015



James D. York, Executive Director
West Virginia Department of Transportation
Public Port Authority
1900 Kanawha Boulevard East
Building 5, Room 122
Charleston, WV 25305
James D.York@wv.gov
(304) 558-0330



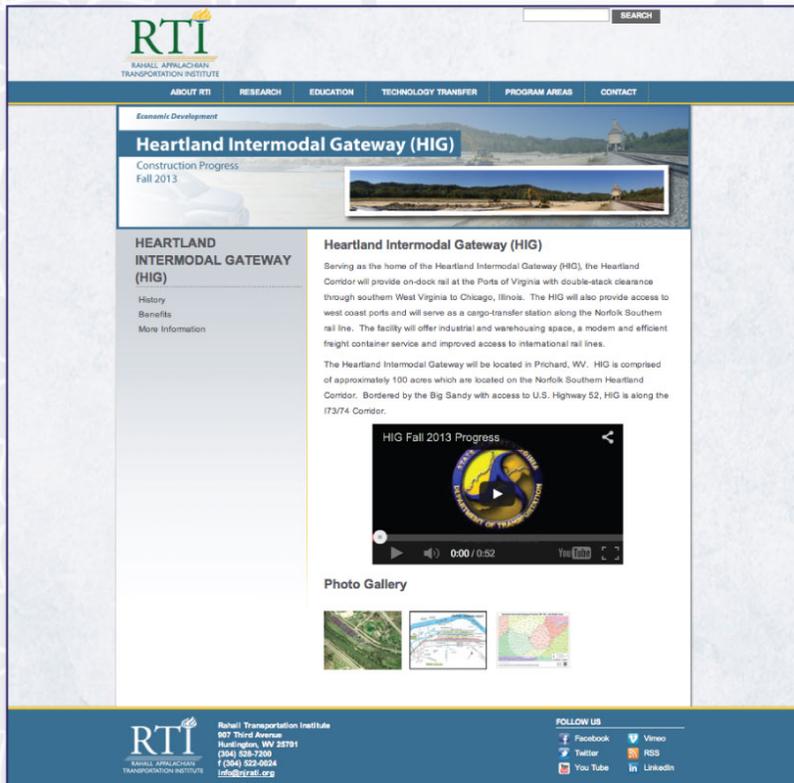


Back

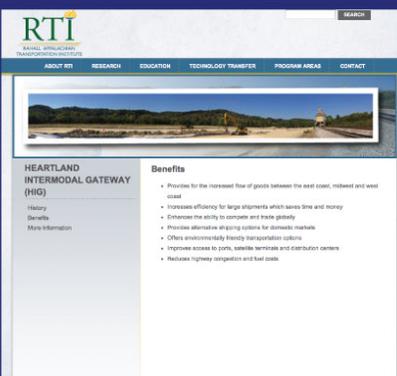
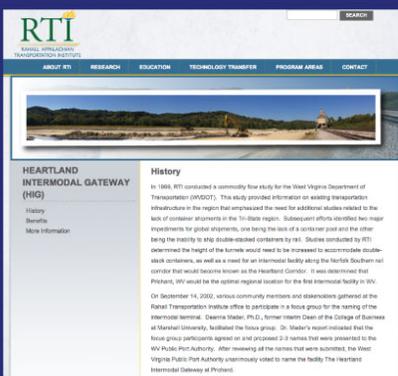
8.5 x 11

Printed on Glossy Paper

Heartland Intermodal Gateway Marketing Tools Deliverable: Website Pages



www.njrati.org/hig



Appendix B Focus Group Rules

During the time of the focus group –

I will:

- Participate fully
- Contribute thoughtfully
- Speak loud enough for everyone to hear
- Take turns speaking
- Listen to others' comments
- Digest others' comments in order to synthesize and expand the discussion
- Be polite and maintain professionalism

I will not:

- Sit by and let everyone else do the work
- Talk over others' comments
- Use my cell phone, iPod, iPad, tablet, or any other electronic device
- Use curse words or other socially unacceptable language
- Shout at anyone or be disrespectful
- Go in and out of the room repeatedly; thereby causing disruption

Appendix C Naming Focus Group
Rahall Transportation Institute
Huntington, WV
September 14, 2012

I, _____, am participating freely and without coercion in today's focus group. By accepting the invitation to participate, I understand it is my responsibility to participate fully in the discussion and contribute to the best of my ability. I agree to abide by the rules of the focus group (distributed) and will behave in a professional manner, even if someone disagrees with my ideas, position, or viewpoints. I also understand my comments and gestures may be recorded electronically, and may be used in any appropriate way determined by the project director, including but not limited to analysis of content, decision-making, strategic planning, marketing, or public relations. Furthermore, I will not divulge any information to the public, media, or press about today's focus group activity, participants, or content without first obtaining permission from the project director.

Print Name - _____

Signature - _____

Date - _____

Witnessed - _____

Appendix D Intermodal Facility Name Categories

Source: RTI Summary Document

CATEGORY	EXAMPLE
Location	<ol style="list-style-type: none"> 1. Honolulu Terminal 2. NS- Cleveland Intermodal Terminal 3. Portsmouth Marine Terminal
Port-Location	<ol style="list-style-type: none"> 1. Port of Huntsville International Intermodal Center 2. Hilo Port Terminal (Hilo, HI) 3. Virginia Inland Port
Dock	<ol style="list-style-type: none"> 1. Bellingham Port Dock (WA) 2. Bethel City Dock (AK) 3. Dillingham City Dock (AK)
Company/Facility Operator	<ol style="list-style-type: none"> 1. APM Terminals 2. Mason Dixon Intermodal, Inc. 3. Transcorps Enterprises

Appendix E Memorandum of Understanding

October, 2013

A cooperative relationship and pursuit of joint business and economic development initiatives among Norfolk Southern Railway Company (NS), the Virginia Port Authority (VPA), the West Virginia Public Port Authority (WVPPA) and the Nick J. Rahall, II Appalachian Transportation Institute (RTI) (“the Parties”) are understood to be essential to a prosperous and thriving region. The following Memorandum of Understanding (MOU) is intended to promote a coordinated effort to maximize the business development and economic development potential of the Heartland Intermodal Gateway (HIG) intermodal terminal located in Prichard, West Virginia. The target geographic area is within a 200-mile radius of the terminal, which includes locations in the states of West Virginia, Virginia, Kentucky and Ohio.

This MOU establishes the HIG Business and Economic Development Pursuit Team (“HIG Pursuit Team”) as a collaborative effort among these parties. Other public and private partners may join the HIG Pursuit Team to support these efforts. Members of the HIG Pursuit Team will make reasonable efforts to encourage direct contact and cooperation between their individual organizations and the HIG Pursuit Team, under provisions of this MOU.

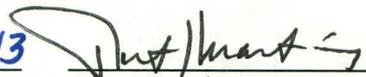
Members of the HIG Pursuit Team agree on the following general forms of cooperation:

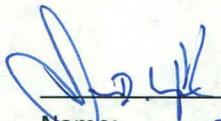
1. develop joint business leads focused on increasing the use of the HIG by existing container users in the inland intermodal marketplace;
2. exchange appropriate economic development leads relating to joint efforts;
3. share marketing materials, technical data and industry knowledge relating to joint efforts;
4. cooperate in securing future public and/or private funding that supports the business and economic development efforts of the HIG Pursuit Team;
5. define and cooperate in the development and implementation of the appropriate marketing materials on both a National and Global level.

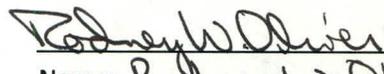
Additional public and/or private members may be added to the HIG Pursuit Team upon written acceptance of all members at the time of the request. It is understood that all financial arrangements will be negotiated separately and will be dependent upon the availability and conditions of funding.

Implementation of this MOU will commence on the date the last party signs. This MOU will continue thereafter for three (3) years, subject to revision or modification by written mutual agreement. The Parties will discuss the possibility and terms of renewal of the MOU no less than six months prior to the natural termination of the current MOU. Any of the Parties may terminate their participation in the consortium for any reason with a 30-day written notice to the other parties.


Date: 10-31-13
Name: ROBERT H. PLYMALE
Title: CEO, EX-DIRECTOR
Rahall Transportation Institute


Date: 10-17-13
Name: Robert E. Martinez
Title: Vice President
Norfolk Southern Corporation


Date: 11/8/13
Name: JAMES P. YORK
Title: Executive Director
West Virginia Public Port Authority


Date: 11/5/13
Name: Rodney W. Oliver
Title: Interim Executive Director
Virginia Port Authority