

NORTHEAST LOGISTICS



Rooted in Northeast, Logistics Market Flourishes

By John Powers

The No. 1 criterion for settlers seeking a location in the New World was a natural harbor, followed closely by arable land and ample natural resources. America's earliest citizens relied on these harbors for delivery of supplies that could not be sourced locally and manpower to help them solidify and expand their footprint. As early economies matured, export backhaul business developed in the form of products such as naval stores and cotton.

hinterlands. These combined factors have generated brisk international trade across the region, but freight-hungry interests on all three coasts are promoting supply chain alternatives to tap into what have historically been captive volumes for the Northeast.

Intermodalism, stack trains, port hubs, inland ports; these are some of the factors that have been redefining the traditional concept of hinterland in recent years. Where previously the proximity to destination or origin determined port

Commercial Officer, Port of Long Beach. "Our transit times are usually 10-11 days faster than the all-water routes via the Panama Canal to the US East Coast ports, and 15-17 days faster than shipments via the Suez."

He detailed how smooth cooperation with the extensive rail network at the San Pedro Bay Port Complex makes this possible. The network begins with on-dock rail facilities at the marine container terminals. It is serviced by the port's short-haul rail partner, Pacific Harbor Line, which works closely with the ocean carriers, terminal operators and the Class I railroads Union Pacific and BNSF to move cargo swiftly across the country.

The distribution muscle in the Long Beach area boosts their intermodal efforts, Hacegaba said. "Our gateway offers cargo owners more options. The Southern California region has more than 1 billion square feet of warehousing, which allows for the transloading of cargo into domestic containers for distribution to all points in the US."

Supply chain diversification in the face of uncertainty over disruptions – from weather to labor and from capacity to cost – in ever-shorter shipping cycles is another key argument for intermodal. Highway congestion, driver shortage and changing regulations have high potential impact on over-the-road shipping. Add to that, strain on infrastructure – The Federal Highway Administration is expecting growth of 45 percent in total US freight shipments between 2012 and 2040, reported the Association of American Railroads last year.

CSX highlights the importance of balancing current needs with risk management for the future through

Proximity to destination/origin previously determined port choice and routing, now it's economies of scale, backhaul opportunities, expedited surface transportation and equipment optimization.

This phenomenon was readily apparent in the population centers of the Northeast. The early ports of Boston and New York were among the nation's busiest for a very simple reason. They were closest to some of the country's largest concentrations of people. Subsequently, the US population base spread across the continent, resulting in the emergence of an array of ports servicing the mid-Atlantic, South Atlantic, Gulf, West Coast and the nation's heartland.

Notwithstanding these migrations, the Northeast retained a combined census of 50 million individuals eager for a variety of goods, as well as their employers eager to source raw materials and retail inventory offshore and participate in the export market. The intermodal revolution also made physically sophisticated ports, such as New York, prime conduits for deliveries far beyond their immediate

choice, now factors such as economies of scale, backhaul opportunities, expedited surface transportation and equipment optimization determine routing. Shipments to and from the Northeast bear witness to the phenomenon.

Notwithstanding all-water service options from Asia to the East Coast via the expanded Panama and Suez canals, significant volumes of eastbound freight from the Far East still enter US commerce via West Coast ports. In many instances, transits from places such as California's Los Angeles and Long Beach ports can be time- and cost-competitive with all-water calls at ports closer to consignees in the Northeast.

"Cargo owners rely on the fast intermodal transit between Southern California and all Northeast destinations," said Dr. Noel Hacegaba, Chief



modal diversification, such as converting freight with an intermodal alternative from the highway to the rail. In August, the company launched a truck-competitive service along its Interstate 95 corridor between the South's primary distribution hub of Atlanta and the Northeast. The faster transit time offers third-day-morning delivery for this densely populated and traveled stretch. This service is provided through the traditional ramp-to-ramp offering and through RailPlus, the CSX Intermodal door-to-door product.

"Shippers moving freight into the Northeast now have a new option," Wesley Ann Barton, director of intermodal marketing, CSX Transportation, said. "The faster service, connecting Atlanta and New Jersey, now provides shippers a price- and transit-competitive alternative to over-the-road trucking."

In Boston, a regional focus has generated impressive numbers over the last two years. In fiscal 2016, both imports and exports were up 12 percent. This follows on the heels of double-digit growth in fiscal 2015. "We are certainly a regional port, primarily within New England. 90 percent of our business comes from within 100 miles of the port. We benefit from a loyal customer base who appreciates the speed, convenience, efficiency and cost savings that result from our direct calls," Massachusetts Port Authority Director Lisa Wieland said.

Drivers for Massport's recent success are "a strong regional economy, the ability to keep terminals congestion free and high productivity," she said, noting the recent JOC recognition of Conley Terminal's increase in terminal productivity.

"Shippers are impressed with our supply chain reliability. Because of our strong partnerships with the International Longshoremen's Association, we do not experience the labor issues common at other ports. This is extremely important to our customers. With all of the congestion and stoppages elsewhere, they find the reliability at Conley Terminal very attractive."

For more than 80 years, the Manfredi Companies have been a fixture on the Northeast logistics scene. Its subsidiary, Manfredi Cold Storage, operates along the Delaware River, primarily utilizing the Holt and Packer Avenue terminals in Philadelphia and the Port of Wilmington.

"Our primary area of distribution comprises the Northeast and the Midwest, with Chicago being a main destination. We have shipments moving throughout these areas seven days a

NORTHEAST LOGISTICS

week. Also, we started a transportation brokerage company two years ago that can move freight to all 48 contiguous states,” President Frank Manfredi said.

He detailed a list of assets that make the Delaware River – and his company – primary conduits for shipment of temperature-sensitive goods:

- Proximity of facilities to the waterfront.
- Labor/terminal operator cooperation that produces high levels of service.
- Extended operating hours.
- Use of seasoned, in-house employees over temporary.
- Ease of highway access to major north-south and east-west corridors;
- A “prevailing agricultural work ethic in the area that equates to a willingness to go the extra mile.”



Massport's export list is topped by wastepaper, wood products and frozen seafood. Inbound, furniture, wine and distilled spirits and, once again, seafood are prominent. “We have a cluster of 60 seafood-related businesses that rely upon each other. They depend on proximity to both Conley Terminal and Logan Airport for expediting

shipments of temperature-sensitive products. We are also leasing out the historic fishing pier in Boston to smaller seafood operations. Two years ago, the occupancy rate was 60 percent. It's now 95 percent, and we expected to max out in the near future,” Wieland said.

One long-time player in the Boston and New York/New Jersey markets

MORE THAN 30 YEARS OF TRANSPORTATION AND LOGISTICS SOLUTIONS

ASA Apple Inc. is a public warehouse and transportation company operating in the ports of New York-New Jersey and Boston. Formed in 1985, the company offers total logistics solutions, specializing in containerized cargo coordination and end-to-end inventory process management. ASA Apple Inc. operates at the leading edge of logistics technology to ensure maximum efficiency and cost effectiveness for our customers.

ASA Apple Inc. operates three facilities with more than 1 million square feet of warehouse and container storage space, all with excellent ingress and egress to the major transportation arteries in the area. Our fleet of company-owned trucks and our chassis fleet services our drayage business and Northeast regional customers. Our trailer fleet varies to accommodate the different needs of our

clients. Our light-weight-specific tractors and trailers allow our customers to maximize their freight payload in order to ship fewer trucks helping to reduce the carbon footprint.

In addition, our company provides a wide variety of port services including freight consolidation, packing and crating to US government specifications, container stuffing and transload services, heavy container haulage and storage, metals and machinery container transloading onto flatbeds, and out-of-gauge transport.

ASA Apple Inc. transports a variety of products including consumer packed goods, beverages, foodstuffs, paper, textiles, plastics and rubber, chemicals, metals, solar panels and furniture. We are licensed to store and transport alcoholic beverages.

ASA Apple Inc. is strategically located and invested to take advantage of the

growth opportunities in the Northeast region. We are prepared to handle the expected increased volumes as a result of the various port improvement projects that will attract the bigger vessels into our ports. We are extremely excited and optimistic for the future of our industry and our company. ■



ASA Apple Inc. The public warehouse and transportation company handles a variety of consumer packaged goods and is licensed to store and transport alcoholic beverages. "Our portfolio is extremely diverse. We handle food-grade items such as beer, wine and water, as well as many industrial items such as plastics, rubber and various metals. In the past year, our business has grown in the project sector specifically around solar panels," Director of Business Development Alex Martino said.

The commodity mix handled by Manfredi Companies has also expanded. At its start, the company was in the mushroom business. Today, grapes, apples, pineapples, citrus and blueberries regularly appear on the manifests for freight traversing its facilities.

In the not-too-distant past, a 2,500-TEU vessel was a huge ship. As capacities advanced toward today's 18,000-TEU behemoths, rotations were trimmed and intermodal hubs became the order of the day. For the Asian trades, the initial beneficiaries were US West Coast ports where boxes were unloaded and stacked aboard unit trains for destinations nationwide. Subsequently, innovative ports such as Savannah and Charleston capitalized on the issues of port congestion, labor stoppages, equipment availability and surface-transportation bottlenecks to champion the cause of all-water service to the Southeast US. Now, with the expansions of both the Panama and Suez canals, all bets are off as far as steamship alliances, rotations and vessel deployments. The demise of Hanjin qualifies as a cautionary tale.

On the heels of recent consortium realignments, the Port of Boston was immediately introduced to the 8,500-TEU ships of Cosco and its partners. "With our nine-foot tide swing, we are able to regularly handle these vessels now. Upon completion of our channel-deepening project, we'll be able to accommodate even larger ships," Wieland said.

She believes restructured carrier partnerships hold promise for Boston. "As far as consolidation and realignments, we really see these as an opportunity. When carriers join or form various alliances, this presents our customers with additional sailing options and foreign market opportunities."

The Port of Long Beach is at the top of the list in terms of big-ship readiness. "The majority of our facilities are able to handle the next generation of mega-



ASA APPLE
377 ROOSEVELT AVENUE
CARTERET, NJ 07008



A TOTAL LOGISTICS SOLUTIONS COMPANY

ASA Apple, Inc is a public warehouse and transportation company operating in the Ports of NY/NJ and Boston. Formed in 1985, the company offers total logistics solutions, specializing in containerized cargo coordination and end to end inventory process management.

ASA Apple, Inc. transports a variety of products including consumer packed goods, beverages, foodstuffs, paper, textiles, plastics and rubber, chemicals, metals, solar panels and furniture. We are licensed to store and transport alcoholic beverages.

THE FUTURE STARTS TODAY

ASA Apple, Inc. is strategically located and invested to take advantage of the growth opportunities in the Northeast Region. We are prepared to handle the expected increased volumes as a result of the arrival of the bigger vessels into our ports.



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vessels entering the trans-Pacific trade, and by 2020, we will be able to handle ships as large as 21,000 TEUs. In February of this year, CMA CGM christened the 18,000-TEU Benjamin Franklin at the Port of Long Beach, the largest vessel to call North America," Hacegaba said.

With an eye toward achieving the ideal balance of productivity and reduced emissions, Long Beach is partnering with OOCL to redevelop the Long Beach Container Terminal, the world's first fully electric and near-zero emission facility of its type. At full build-out, the facility will have an annual capacity of 3.3 million TEUs, making it by itself the fourth-busiest port in North America. It will be able to handle ships as large as 21,000 TEUs. "Beyond its impressive capacity, Long Beach Container Terminal's advanced technology is a game changer for the delivery of local cargo.

Early returns show trucker turn times for a full transaction of 40 minutes or less. These amazing stats are also highlighted by a reduction in harmful air pollutants. We are reducing air pollution by half with electric cranes, fully electric automated guided vehicles, energy-efficient buildings and 100 percent shore power requirement for ships," Hacegaba said.

On the East, Kennett Square, Pennsylvania, is "...probably the largest year-round chilled food distribution hub in the country. It's humming pretty much every day, all year," Manfredi said. This is where the company is home based and recently completed an 110,000-square-foot expansion. It has also broken ground on another 60,000-square-foot increment, which will add another 4,000 pallet slots to its handling horsepower.

In Boston, the port development tab runs \$850 million for dredging and

shoreside infrastructure. \$350 million is earmarked for dredging of the outer channel to 51 feet and the channel to Conley Terminal to 47 feet. Landside, the port is building big-ship capability. "We've just received a \$42 million Fast Lane Grant, which will be applied toward a new gate and yard equipment for two existing berths. In addition, the state has contributed \$107 million for development of a new 50-foot-deep berth and three new cranes. The budget also includes funding for a new freight corridor that will make our already excellent access to the interstate system – Interstates 90, 93 and 95 – even better," Wieland said.

On the technology front, Boston recently introduced a new mobile app for truckers, Forecast Mobile Lite. "The app is designed to enable truckers to predetermine if their boxes are ready for pickup, reducing waiting time," Wieland said.

CONNECTING NEW ENGLAND TO THE WORLD FOR NEARLY 400 YEARS

The Port of Boston is the oldest continually active port in the Western Hemisphere, and New England's maritime hub. The Port of Boston's activity supports more than 50,000 jobs, and contributes more than \$4.6 billion to the local, regional and national economies through direct, indirect and induced impact.

Massport facilities are the port's lifeblood for containerized cargo, vacation cruises and Boston's commercial fishing fleet.

The Port of Boston's Paul W. Conley Container Terminal – operated by Massport – is the only full-service container terminal in New England. Conley Terminal serves seven of the world's top container lines (MSC, Maersk Line, China Cosco Shipping Corp., "K" Line, Yang Ming, Evergreen, CMA CGM) and handles nearly 1.5 million metric tons of cargo each year. Located in South Boston, Conley Terminal moves New England's goods to market with speed and efficiency, ensuring that the region's 14 million consumers have the products they need, when they need them.

Ongoing investments in equipment, dock improvements and approximately \$350 million investment in dredging will ensure that Conley Terminal remains competitive in the future.

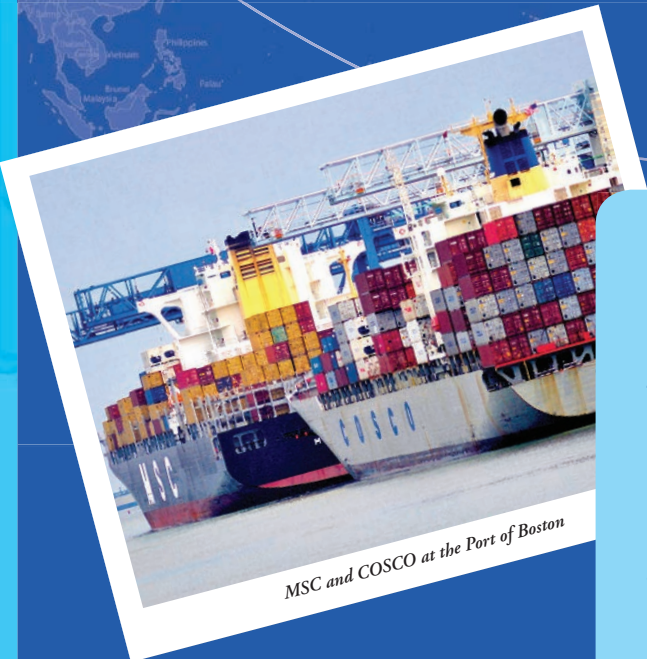
Key containerized cargos include seafood, beer and wine, footwear, apparel, furniture, wastepaper, logs and lumber, and scrap metal.

Advantages of shipping through the Port of Boston:

- Located at the heart of 14 million consumers.
- Direct weekly container services connecting New England to Asia (CKYE), North Europe (MSC), the Mediterranean (2M) and Latin America.
- 1,850 feet of berth at a depth of 45 feet.
- Fully dedicated terminal on 101 acres with 12 rubber-tire gantry cranes.

- 400 reefer outlets and 30 acres of equipment repair and storage area.
- Six ship-to-shore cranes and average crane productivity of 33 adjusted gross moves per hour.
- Low terminal congestion and a 10-lane gate facility with average truck turn times of approximately 32 minutes.
- Dedicated haul road, providing easy connections for truckers to the national interstate system (I-93, I-90, and I-95 are all less than 2 miles from the terminal).
- Permitted overweight container routes allow gross vehicle weights up to 88,000 pounds.
- 100 percent credit on Harbor Maintenance Tax for Massachusetts importers using the Port of Boston. ■





MSC and COSCO at the Port of Boston

BOSTON

"IFP's mission is to provide world class service in sourcing and marketing forest products worldwide. The Port of Boston shares our commitment to service and has been a key partner in helping us achieve a 30% year-over-year increase in exports during the past 12 months."

Dan Kraft
CEO and President, International Forest Products LLC

CONNECTING BOSTON & NEW ENGLAND TO GLOBAL MARKETS

- Direct Weekly Container Services to **Asia, North Europe, the Mediterranean and Latin America** (MSC, COSCO, "K" Line, Yang Ming, Evergreen, Maersk Line, CMA CGM)
- 10 Gates, No Delays, **Average Turn Times = 32 Minutes**
- Fast, Efficient, Reliable Service
- Excellent Highway Access - **I-90, I-93 and I-95**
- Easy Access To **14 Million New England Consumers**
- **100% Credit On Harbor Maintenance Tax** For Massachusetts Companies

For more information visit: theportofboston.com



940 E 1st Street Boston, MA 02127

Trinidad & Tobago
Guyana

Ecuador



To build the intermodal network of the future, CSX is making significant investments into new and expanded terminals and its overall network. With an eye on gaining more intermodal conversions of the estimated 9 million truckloads traversing the East Coast, the company has spent more than \$700 million on network enhancements

over the past five years. CSX is currently constructing the Pittsburgh Intermodal Rail Terminal as a gateway serving East Coast ports and cargo destined to the Midwest, as well as an improved connection between Western Pennsylvania shippers and the international market.

Trade with Canada generates

significant volumes for Northeast ports, and CSX has also made improvements to cross-border shipping a priority. Its intermodal service between Montreal and the US is further streamlined by on-site customs inspections at the CSX Transportation-served intermodal terminal in Salaberry-de-Valleyfield, Quebec.

LARGEST US PORT CAPITAL PROGRAM TOPS \$3 BILLION

The Port of Long Beach is the premier US gateway for trans-Pacific trade and a trailblazer in innovative goods movement, safety and environmental stewardship. Founded in 1911, and now the second-busiest container seaport in the United States, the port handled more than 7 million containers in 2015, and trade valued at \$180 billion.

As the industry enters the "Big Ship Era," the Port of Long Beach is one of the few US ports that can welcome today's biggest ships.

The port serves 175 shipping lines with connections to 217 seaports around the world, and imports arriving at Long Beach reach every state in the country.

To remain competitive and keep cargo moving safely and efficiently, the port is engaged in a massive capital program topping \$3 billion this decade — the largest in the nation, including terminal, railroad, roadway, channel and bridge improvements.

The two largest projects are the \$1.5 billion replacement of the aging Gerald Desmond Bridge and the \$1.3 billion Middle Harbor Terminal Redevelopment.

A new cable-stayed bridge will be safer and provide better port access than the current span, which was built in 1968, when ships were one-sixth the size they are today.

Middle Harbor, which opened its first phase in 2016 and is scheduled to be completed in 2020, will be the greenest and most technologically advanced container terminal in North America, capable of moving more than 3 million containers annually while reducing air pollution.

Additional capital dollars are dedicated to rail projects to remove bottlenecks and increase on-dock rail capacity.

The Port of Long Beach continues to set the bar for environmental stewardship. Green Port Policy initiatives have reduced air pollution from operations by 84 percent since 2005 — and the long-term goal is to be the nation's first zero-emissions port.

The Port of Long Beach prides itself on a culture of customer service and the strong relationships it maintains with industry, community, environmental advocates and partner agencies. It was named "Best Seaport in North America" in 2016 by customers and peers, a distinction it has earned 18 of the past 21 years. ■



Port of
LONG BEACH
The Green Port

**21
DAYS**

LONG BEACH

HONG KONG

ATLANTA

PANAMA CANAL

**31
DAYS**

Value Proposition

The Port of Long Beach offers the most direct route from East Asia to most of the United States. A shipment from China to Atlanta via the Panama Canal takes at least 31 days – but it takes only 21 days when shipped through Long Beach. Isn't the choice obvious?

On the heels of double-digit growth over the last two years, Boston is opting for more conservative projections going forward. "We are planning on 4 percent growth over the next few years. Because volumes generally track the GDP, we're trying to be realistic. We believe we will hit these targets by continuing to be a customer-focused port. We feel we are well-positioned to perform as expected with our initiatives going forward. Certainly, global or domestic downturn could be problematic, but we see no immediate challenges to meeting our goals," Wieland said.

ASA Apple strives to provide a total logistics solution to its customers. To this end, the company specializes in overseas traffic coordination and end-to-end process management. Its resources comprise nearly 1 million square feet of high-cube warehousing and ample open storage for oversized and project freight.

Martino believes this profile positions it for continued prosperity in the Northeast.

"We are strategically located and invested to take advantage of the growth opportunities in the Northeast region. We are prepared to handle the expected increased volumes into the region as a result of the various port improvement projects that will attract the big vessels into our port. In Port Elizabeth, our Bay Avenue warehouse and our McLester Street transport and maintenance facility give us a competitive advantage in terms of location and quick access to the three main seaport terminals at the Port of New York and New Jersey.

"In addition to our seaport operations, our corporate logistics facility in Carteret, New Jersey, allows us over 300,000 square feet of racked warehouse space within minutes of I-95. With acres of open outside storage space and our close proximity to the terminals, we are

perfectly positioned for the future of our port," Martino said.

Boston's transportation complex is driving overall commercial development in the region, and Massport is a major player in the sector, Wieland said. "In addition to our maritime assets and airport, we have a commercial real estate arm. We are a large landowner in one of the hottest real estate markets in the country," she noted. In addition to supporting import-export activity, the diverse passenger service at Logan International Airport provides access that lures business site seekers, not just for product movement, but for staff and customer travel. Currently, there are 75 nonstop domestic flights and service to 53 international destinations via Logan.

In 2016, port operators have been scrambling to republish sailing schedules in response to the dramatic changes in the ocean carrier sector. With multiple changes

TOP EAST COAST COLD STORAGE SITE EXPANDING SPRING 2016

Manfredi Cold Storage has evolved over the years to become one of the East Coast's major warehousing sites specializing in chilled fruit, food and frozen food stuffs requiring temperatures from 0 degrees Fahrenheit to 55 degrees Fahrenheit, operating seven days a week, 24 hours a day. We currently operate 325,000 square feet of temperature-controlled warehouse space and have a 23,000-pallet storage capacity. Construction beginning in the spring of 2016 will bring total square footage to 425,000 square feet of temperature-controlled space and 33,000-pallet storage capacity.

MCS&D uses low-density, two-deep racking, computerized wireless information systems, both improving air circulation and quick turnaround of trucks, while keeping our customers fully informed. We also have an onsite information technology team with full capability for EDI services and programming.

We offer pre-conditioning and ripening services. MCS&D has eight state-of-the-art forced air ripening rooms and four pre-cooling chambers.

Rail service is also available. We currently have service for up to four rail cars and are in the process of expanding to accommodate an additional six cars, bringing total rail siding capacity to 10 rail cars.

In the event of a power failure, our warehouse has full automatic generator back up. Our facility receives annual third-party audits from AIB and Primus, and we are also organically certified.

We offer truckload and less-than-truckload distribution services via Manfredi Logistics on asset-based/company-owned equipment throughout the mid-Atlantic and Northeast with daily lanes into the Midwest. We also offer pier drayage via inland transportation from all Delaware River Ports utilizing late-model, company-owned and -operated equipment. All drivers are TWIC

and Sealink certified hauling both containerized and breakbulk shipments. The newest of the Manfredi Companies, National Refrigerated Freight, is a freight brokerage company moving refrigerated freight all through the US.

Through our affiliate, International Repack, onsite services include: quality personalized bagging, custom labeling and reconditioning services. We are currently running a total of four packing lines featuring eight Daumar D-Pack baggers. Inventories are updated in real time, and customers can view progress through our inventory-control system. ■





in consortium memberships, ramping up of individual vessel capacities and major carriers operating at or beyond the brink of survivability, the 2017 seascape will have an entirely different look.

"With two consolidations, an acquisition and a bankruptcy in the shipping line industry, 2016 has been an unprecedented year of change," Hacegaba said. "As the realignment in the industry continues to unfold, we remain committed to offering superior facilities, world-class customer service and an endless pursuit of optimizing the supply chain to facilitate the fast, efficient and secure movement of goods through our gateway. As we prepare for the deployment of the new alliance structure – the 2M (plus Hyundai Merchant Marine), the OCEAN alliance and THE Alliance – the Port of Long Beach and our container terminal operators will continue

THE MANFREDI COMPANIES



WE'LL TAKE IT FROM HERE

INFORMATION SYSTEMS

- Real Time Inventories
- Easy access to inventories, shipment histories, reports and pending inbound loads via e-mail and internet
- Trucks are tracked through entire loading process
- Custom reporting available
- Advanced EDI

FACILITIES

- Clean, modern facilities
- Low density racking allows for quick and easy access
- Complete power backup with wireless RF network
- Annual inspections for superior food safety
- Central station monitored security system

QUALITY PRODUCE PACKING SERVICES

- State of the art automated weighing and packing equipment
- Personalized bagging, clamshells, traypacks, RPC/RDT packing
- Custom labeling
- Reconditioning—all commodities
- 40,000 square foot dedicated packing area
- Real time inventory



Contact Frank Manfredi at 610-444-5832
or frank@manfredicoldstorage.com

The Manfredi Companies • 290 Chambers Road • Toughkenamon, PA 19374



to collaborate to position our port to attract the new VSA services. Fortunately, we are well-positioned to handle these services and have the capability of handling the 'biggest ships.' We have the water depth, crane height, boom outreach, and intermodal connections to handle these larger vessels."

Manfredi reported that 2016 has been a robust year, and he expects more of the same. The company's volumes are up overall, and he attributes this in part to its facility footprint flexibility, which enables them to take on even small customers. Another driver, he says, is an in-house information system that is unique in their business and in which they recently invested \$750,000. "Its usefulness is immense, and it allows our customers to access detailed information about

shipment status as well as our less-than-truckload delivery system.

One interesting area of growth for the cold chain in particular is related to changing consumer habits, he said. "The younger generation is eating healthier. They tend toward the fruit and vegetable side, and it's to our advantage that we're handling healthy products. This is a real driver for business and will continue to be so. Notwithstanding a hard freeze or other economic factors, we're anticipating continuing growth through 2017."

The completion of Manfredi's expansion program will support the company's ability to grow further, he said. "The next four to five years are very promising. We have some customers who have been on board for over 30 years, and they challenge us every day. You

learn very quickly that you have to step outside your comfort zone to embrace growth opportunities. When you extend yourself on behalf of your customers, you're usually rewarded. Although we've taken it on the chin a couple of times, you can't let that deter you.

"We design, maintain and operate facilities that lend themselves to the distribution of fruits and vegetables. We don't own the fruits and vegetables, but we always treat them like we do. That's the secret to our competitiveness and our success," he said.

So who exactly is focused on the US Northeast? Shippers eager to tap the huge regional consumer base. Remote ports promoting the intermodal option. Eager railroads trying to migrate northbound truckloads to rail. Ocean carriers offering direct service to importer/exporters favoring the all-water option. The Northeast mega and niche ports themselves, determined to aggressively protect and grow their share of the Northeast pie. Their shared level of interest in the nation's most mature commercial market bespeaks their optimism in the region's long-term economic vitality. ■

Contact John Powers at john@bottline.com.

THE INTERMODAL ADVANTAGE

As the transportation landscape evolves, proper modal selection for the movement of goods is critical to managing an optimal supply chain. Supply chain managers who diversify their over-the-road moves with intermodal rail bring cost savings, predictability and long-term capacity access to their transportation networks.

CSX Transportation Intermodal combines the superior economics of rail transportation with the short-haul flexibility of trucks in order to provide customers with a sustainable and scalable capacity alterna-

tive to mid-to-long-haul trucking. As one of North America's largest intermodal rail service providers, CSXT Intermodal's core rail network serves all major markets east of the Mississippi River through a network of more than 50 terminals. CSXT Intermodal also connects to all major Class I rail carriers to provide coast-to-coast connectivity.

Now more than ever, shippers are experiencing the benefits of highway-to-intermodal rail, or H2R, conversion for moves as short as 500 miles.

To learn more about the benefits of modal diversification and intermodal rail conversion, visit Intermodal.com, call 855 476 9427 or email GO_Intermodal@csx.com.

If you are a transportation provider or current channel partner, visit Intermodal.com/Customers for helpful tools and resources. ■



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HOW TOMORROW MOVES

