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Jaxport handled more than 10 million cargo tons in fiscal year 2021.



Scaling up and reaching deep

Jacksonville trade gateway enhances infrastructure

By Lori Musser

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THE JACKSONVILLE, FLORIDA, trade and logistics landscape is world class, with assets and services in place to efficiently handle any commodity type. It offers a level of expertise and commitment that builds customer trust and triggers growth, and it is continuously upgrading assets and services to accommodate that growth, whether from existing customers or new business, according to Jacksonville Port Authority (Jaxport) Director and General Manager of Business Development Robert Peek.

Jaxport has more than \$300 million in port investments planned for the five-year

period ending in 2025. This investment will leverage additional outlays across the transportation and logistics spectrum and in the process provide foundational access and economic opportunity to a multitude of industries and shippers, especially those in the US Southeast.

The trade gateway is already a high-volume hub — Jaxport handled more than 10 million cargo tons in fiscal year 2021. Now that the long-awaited harbor channel deepening is in its final stages, terminals, railroads and motor carriers, warehouse and distribution center operators, and other logistics entities have been fast-

forwarding expansions, preparing for a rush of new cargo.

Florida is the third most populous state in the nation, with more than 21 million residents. As e-commerce — and international trade in general — skyrockets, the Northeast Florida gateway, with open container berth availability seven days a week, may appeal to shippers and carriers weary of the impacts of the national supply chain crisis elsewhere.

Global and American supply chains took a few punches in 2020 and 2021, but Jacksonville was largely unscathed, according to Peek. It maintained reliability

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Jaxport's landside investments are in its core lines of business — containers, autos, and breakbulk.

at a time when many routes floundered, some still facing massive volume-related challenges.

“Jacksonville is an ideal solution for international shippers seeking supply chain reliability. We have the infrastructure — anchored by a newly deepened harbor — as well as outstanding labor and a solid transportation

network. We've grown strategically over the years to avoid the growing pains that contribute to supply chain congestion,” Peek said.

Jacksonville's greatest advantages for cargo owners, aside from its strategic location in the heart of the rapidly growing US Southeast, may be its uncongested berths.

Time is money in supply chain economics, and Jacksonville is known for its high-velocity freight movements.

Jacksonville is the key mainland port partner for Puerto Rican trade. Mitch Luciano, CEO of ocean shipping line and logistics company Trailer Bridge, has been impressed with sailings over the past two years. “In the Jones Act trades — including Puerto Rico — people have seen consistency and stability. Our sailings and our competitors' have been on time” throughout the pandemic and e-commerce boom, he said.

As Florida's largest container port, Jaxport has the critical mass of business that spawns a comprehensive network of experienced service providers. The region's high-capacity highway and rail connections offer same-day access to nearly 100 million consumers. Port truck turns are as low as 30 minutes or less. Port facilities are in a largely uncongested metropolitan statistical area (MSA), in a region that still offers room to grow.

In the past, harbor depth has been a major challenge for Jacksonville; however, a 47-foot deepening project comes online in May 2022. With deepening completed through to Blount Island, ocean carriers and shipping lines can

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optimize vessel economics, fully loading the largest vessels already calling at the port and upsizing smaller ones to secure scale economies when the timing is right.

The final price of the project will be approximately \$410 million, Jaxport CEO Eric Green said. A deeper harbor will attract additional services from global ocean carriers.

“Asian container carrier Sea Lead cited deepening and Jaxport’s lack of congestion as key factors in choosing Jaxport as a port of call on their first US East Coast container service,” Green said. The first Sea Lead sailing into Jacksonville was fully booked within one business day of the service’s announcement — there is pent-up demand for container capacity in Jacksonville.

The port’s strategic plans prioritize aligning berth, crane and equipment, and yard capacity with the new ocean carrier capacity. The investments are designed to ensure the port continues to grow in a manageable way, avoiding the congestion that has plagued other major seaports, Peek said.

He added that most of Jaxport’s landside investments are in its core lines of business — containers, autos, and breakbulk.

At Blount Island, projects are under way

to increase container capacity, improve traffic flow, get in front of continued volume growth, and allow the marine terminal to simultaneously accommodate two post-Panamax ships.

Construction on SSA Marine’s Jacksonville Container Terminal (JCT) on Blount Island began in January 2022 and will include eight phases planned over three years. The upgraded terminal will feature 90 acres of high-density pavement to accommodate taller stacks of containers. The first 20 acres will be finished by the end of 2022, when SSA will welcome three additional eco-friendly container cranes to serve the largest ships calling Blount Island.

“Upon completion in 2024, the SSA facility will be able to accommodate nearly 700,000 TEU annually, growing Jaxport’s total TEU throughput capacity to 2 million TEU a year,” Peek said. The \$200 million modernization project includes lengthening the berth to 2,750 linear feet and constructing a new six-lanes-in/six-lanes-out gate system.

Breakbulk is also an important part of Jacksonville’s cargo mix, and plans are in the works for a new warehouse facility that would boost breakbulk cargo capacity.

At the port’s Dames Point Marine Terminal, Ceres Terminals just signed a \$60 million lease agreement that will bring millions of private dollars to modernize the TraPac Jacksonville container terminal. Ceres is investing \$15 million in cargo handling equipment and systems.

Additional acreage is being developed at Jaxport’s third marine facility at Talleyrand.

“Building on our position as one of the nation’s top vehicle-handling ports, we’re also adding ro/ro [roll-on/roll-off] berth capacity,” Peek said. Vehicle tonnage rose 9 percent in 2021 over 2020, and additional capacity for vehicles and high and heavy cargo will keep berth congestion at bay and pave the way for more growth.

The two ro/ro projects total \$45 million, 75 percent funded by the Florida Department of Transportation (FDOT). They include the expansion of Berth 20 to accommodate two 750-foot-long ro/ro ships simultaneously and upsizing of Berth 22 to allow the largest ro/ro ships to discharge vehicles mid-ship and stern.

“In addition to creating operational efficiencies for the port, enhancing our ro/ro capabilities also helps reduce emissions and

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inland transit time for vehicles bound for the growing Florida markets,” Green said.

The federal government has been a significant partner in the Jacksonville harbor deepening project; it has also contributed \$20 million toward expanding the SSA Marine Jacksonville container terminal at Blount Island.

With the new Bipartisan Infrastructure Law in place and unprecedented levels of federal transportation-related grant funding available, Jaxport is looking forward to additional funding partnerships, working on a Port Infrastructure Development Plan grant application for funding to replace some diesel-powered cargo-handling equipment with electric. “The partnership would significantly advance our long-term electrification and emission reduction efforts,” according to Green.

Port authority and government investments typically leverage significant private investment. At its recent state-of-the-port address, Jaxport Board Chair Wendy Hamilton noted that the port has attracted more than \$1 billion dollars in investment over the last five years, including multiple public-private partnerships.

Marc Massoglia, senior vice president of sales for Watco Terminals and Ports, the Jaxport short-line railroad operator, said it is investing \$1.2 million in a 1,850-foot track extension to enhance interchange with the Class I railroads. The eco-friendly initiative will shift more truck cargo to rail, freeing up truck capacity in a tight market.

Transportation and supply chain management company Averitt Express has operated in the Jacksonville market for more than 30 years. “Over that time, our team has been fortunate enough to support the rapidly growing freight market in Jacksonville,” Kent Williams, executive vice president of sales and marketing, said. In 2018, Averitt expanded its presence in the Jacksonville area with the construction of a new 20,000-square-foot distribution center and 74-door cross-dock facility. “With ongoing business growth in the market, we are now in the process of expanding the warehouse portion of the facility to 55,000 square feet,” Williams said. Additional investments in more chassis and drivers are expected.

Regional efficiencies continue to attract more distribution centers to Northeast Florida, including global car parts providers 1A Auto and CarParts.com, as well as electric vehicle manufacturer Cenntro Automotive. These companies cited Jacksonville’s logistical advantages, including deepwater port facilities and fast

access to customers in the US Southeast, as driving forces in their site selection.

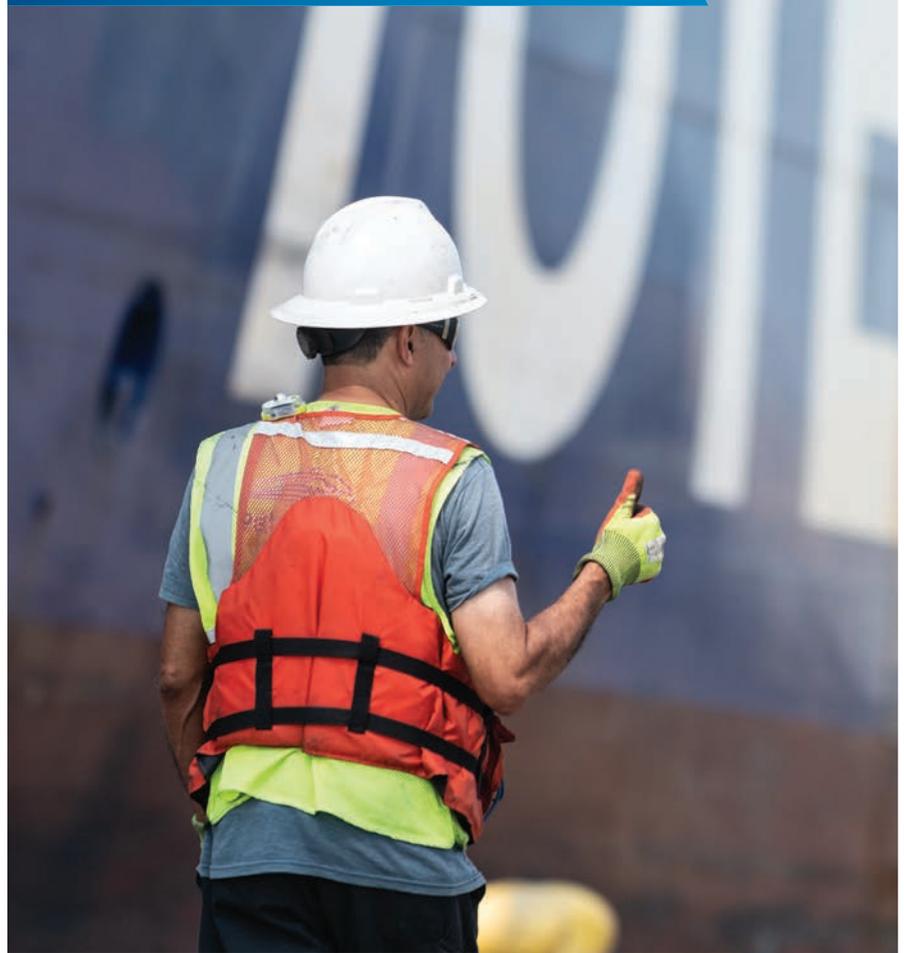
So far this year, volumes through Jaxport’s new intermodal container transfer yard at Dames Point are up considerably. The efficient new rail yard complements Jacksonville’s outstanding rail connectivity, which includes 40 daily trains via two Class I railroads —

CSX and Norfolk Southern — and regional railroad Florida East Coast Railway. The rail yard’s terminal operator, Ceres Terminals, has expanded its presence in Jacksonville and now also operates the adjacent 158-acre TraPac Jacksonville container terminal.

Approximately 6 million square feet of industrial and commercial space has been filled

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over the last two years in the Jacksonville area, much of it by port users. More is in the pipeline to be built, bringing 12 million square feet, in total, to the market over a four-year period.

Temperature-controlled cargo capacity at the port is expanding. This summer, cold storage provider FlexCold will open a 150,000-square-foot refrigerated facility just 3 miles from Blount Island Terminal. Global restaurant supplier Axionlog chose Jaxport as its port of choice for international distribution. The company will also open a 50,000-square-foot, temperature-controlled facility near Blount Island.

Following several years of supply chain troubles, focused largely on the Asia-US West Coast trades, the Jacksonville gateway is welcoming a shift of some cargo from the West Coast. Industry is responding to the opportunity that exists in the Jacksonville area through private investments.

"We view the shift ... as a continuing trend," Williams said, explaining that Averitt's infrastructure throughout the South is positioned to help customers, both domestically and internationally.

"We're continuing to support growth across many of the major seaports and inland ports in the region through investments in assets and

properties. As more shippers look to transition their supply chain flow to the eastern US, we will be ready to assist every step along the way," he said.

Brett Bennett is senior vice president and general manager of Crowley Logistics, a subsidiary of Jacksonville-based Crowley Maritime. "The disruption in trans-Pacific trade lanes because of congestion has led customers to reach out to us for new and innovative solutions," Bennett said. "As clients look to avoid the congestion, supply chains are diversifying to seek locations and trade lanes that take advantage of nearshoring — essentially moving strategic manufacturing and distribution to Latin America to reach US East Coast and Gulf access points more swiftly and cost effectively."

Customers of the Jacksonville gateway can benefit from creative solutions provided by companies with an established presence and expertise in the mostly Latin markets that are becoming nearshore hubs. "Our customers can come directly to us for research and trend-based strategy and solutions to meet their shifting logistics needs, counting on our 60-year history of performance in Central America," Bennett said.

For example, Crowley offers its unique "Blue Water Highway" to get units off the road and out of congested ports via ocean carrier service instead of transporting cargo by road. "With our asset and non-asset solutions, we can provide various solutions in and out of our theater of services across the US, Central America, and the Caribbean," Bennett said.

Some railroads are playing an important role helping wind down the global supply chain crisis. When congestion flared up on the US West Coast, and ultimately on the Atlantic Coast, CSX created inland container yards to alleviate inland port congestion. "We have 13 inland yards now across the network," Arthur Adams Jr, senior vice president of sales and marketing for CSX, said. "Anywhere we saw bubbles of congestion, we invested capital to create relief valves to relieve congestion at ports. CSX was the only Class I that didn't shut down any of our 40-plus intermodal facilities."

Luciano said, "It is unfortunate that the Asia-West Coast supply chain bottlenecks get all the news. So much of the focus has been on Asia, but there is good news here in Jacksonville." ■

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Jacksonville is a hub for Puerto Rico traffic and an increasingly popular choice for Asia imports.



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Pulling out the stops

Jacksonville carrier line-up offers widespread coverage

By Lori Musser

MOMENTUM IS BUILDING. New shipping services are joining Jacksonville's ranks.

The Jacksonville gateway is uniquely positioned to welcome global carriers plying either the Suez or the Panama canals, the trans-Atlantic, and north-south routes. It is also a hub for Puerto Rico traffic.

Recent carrier announcements include MSC's Canada Gulf Bridge and Florida Gulf Feeder services. In March, Sea Lead Shipping selected Jacksonville as a port of call on its first-ever US East Coast service. Jacksonville is the enviable last port outbound, connecting directly to ports in Asia.

Crowley also has added a fourth weekly sailing between the eastern US and Central America.

When shipping through Jaxport, the total landed costs of cargo shipments from Asia to Florida distribution centers, including Orlando and Central Florida, are among the lowest in the US Southeast, Jaxport's director and general manager of business development, Robert Peek, said, explaining the growth.

Puerto Rico is a special trade for Jacksonville. The three ocean carriers on the route — TOTE Maritime Puerto Rico (TOTE), Trailer Bridge, and Crowley — kept cargo

moving uninterrupted throughout the pandemic, ensuring people had the goods they needed, according to Peek. "Jacksonville is a lifeline to the island, moving about 90 percent of all the goods that flow between the US mainland and Puerto Rico," he said.

There is room for growth in this domestic trade. Strong consumer demand and renewed interest in nearshoring are creating opportunities, as is the current rebuilding following hurricanes and an earthquake. "Federal funding in support of the recovery effort is driving demand for construction and building materials," Peek said.



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Jaxport's commitment to the island is confirmed by a new memorandum of understanding with the Puerto Rico Ports Authority that aims to grow maritime trade between the two communities.

Having three all-water services between Jacksonville and Puerto Rico opens up opportunities.

When shipping through Jaxport, the total landed costs of cargo shipments from Asia to Florida distribution centers are among the lowest in the US Southeast.

"The commitments we have made to Puerto Rico are designed for the long-term," a spokesperson for TOTE said. "These dedicated services have been custom built to connect the mainland to Puerto Rico via our [liquefied natural gas] LNG-fueled vessels, intermodal equipment, and advanced logistics systems, providing reliable, cost-effective service to consumers in these markets two times a week."

During the considerable challenges of the pandemic, TOTE's ability to leverage innovative

technologies, focused investments, and a dedicated trade route from Jacksonville to San Juan ensured that the communities of Puerto Rico were provided uninterrupted service of consumer goods and essential cargo week in and week out.

Despite the pandemic, recent supply chain challenges, and a backdrop of economic and

environmental pressures, TOTE has continued to coordinate closely with its customers, as well as with public authorities and business and industry groups, to deliver reliably on its commitment to excellence in the markets it serves, the spokesperson said.

The carrier prides itself on its dedicated and reliable service and, to that end, first partners with customers to understand their entire supply chain, then provides value by finding the most efficient way of shipping

products to and from Puerto Rico. The company's innovative shipping solutions include 53-foot-high cubes, which offer an extremely cost-effective option; NaturaLINE® Reefers, which keep fresh and frozen products at specific temperatures; track-and-trace devices on containers; and patented car racks, which minimize risk for damage.

Crowley's Puerto Rico services deploy two LNG-powered combination container and roll-on/roll-off (con/ro) ships from Jacksonville to San Juan out of Talleyrand Marine Terminal and offer weekly fixed-day departures. That gives customers flexibility and reliability.

"Our end-to-end supply chain services continue to advance to provide customers more flexibility, visibility, and efficiency, building on strategic investments, new equipment, and technology," Brett Bennett, senior vice president and general manager of Crowley Logistics, said. "As global factors challenge supply chains, Crowley's strategy increasingly focuses on being customer-centric ... to enhance the value chain and seamlessly connect sea and land, speeding goods to market."

Bennett said the company is investing \$111 million in new dry and refrigerated

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containers, chassis, and gensets between 2022 and 2024, including nearly \$30 million this year alone.

Not to be left out, landside service improvements are under way. “We have expanded our warehouse, DC bypass, fulfillment, and cross-dock capabilities significantly, giving our customers dynamic options on routing and time to market,” he said.

Crowley is focused on attracting and retaining owner-operators and dedicated drivers in its trucking services, and it has struck partnerships to cultivate a reliable pool of professional drivers. “We are also working with our lease partners to secure truck capacity 12–18 months in advance, [and] investing in Crowley-owned rail equipment to reduce reliance on pool equipment, expanding drayage networks and leveraging on-dock rail capabilities,” Bennett said.

Mitch Luciano is CEO of ocean shipping line and logistics company Trailer Bridge, whose core business is operating ocean assets to and from Puerto Rico. It also offers service to the Dominican Republic, with two sailings per week to Santo Domingo,

in addition to its long-time weekly call from Jaxport to Puerto Plata. The terminal operates a wheeled operation, and the water assets are barge and tug systems.

Trailer Bridge has expanded into domestic North American transportation, with more than 37,000 trucking companies under contract, plus major railroads. Trailer Bridge also offers 3PL services.

During the pandemic, Trailer Bridge opened up a non-vessel-operating common carrier (NVOCC), at the urging of existing customers, and a government division to contract with the Federal Emergency Management Agency (FEMA) and USDA Animal and Plant Health Inspection Service (APHIS) to move government freight in Puerto Rico, as well as globally on others’ assets.

“Over the last three years, we more than doubled in size of employees and revenue, and we expect 100 percent growth this year,” Luciano said.

He attributes the growth to being flexible, finding out what customers need, and taking measured chances that others didn’t want to

take. During the early days of the pandemic, many transportation companies made deep staff cuts. “We never laid off a single employee. We promised them we were going to get on the outside of this. We thought it was riskier to lay them off and chance not getting them back,” Luciano said. The company actually started hiring people and investing in them. “We are overstaffed now but take pride in that. We are here for the customers,” he said.

Trailer Bridge has seen a nice uptick in Dominican Republic cargo recently, which may be related to the country’s affordable labor and land costs that are attracting some production nearshoring, according to Luciano. He expects to see more nearshoring in the market.

The company made a significant investment in containers and chassis in early 2021 and upgraded its triple-deck ro/ro barges to Puerto Rico. ■

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A robust team of 3PLs, logistics companies, and trucking and rail entities make up Jacksonville's inland transportation and logistics services.



Going the extra mile

Jacksonville offers customer-driven inland logistics solutions

By Lori Musser

IN A COMPETITIVE landscape, adding value for customers takes constant effort. Jacksonville's inland transportation and logistics services — from 3PLs and logistics companies to rail, trucking entities, and other supply chain participants — are striving to present the right solutions to meet and exceed

customer needs. They are going the extra mile.

One of them is Crowley Logistics. "What makes Crowley special is our ability to offer blended solutions to tackle the challenges of today's supply chain and elevate our clients' experience and capabilities," Brett Bennett, senior

vice president and general manager of Crowley Logistics said, describing the company's business case. No other ocean provider has the land transportation network that Crowley has, according to Bennett, and no domestic provider has the same ocean capability. The unique ability to blend equipment

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types for land transportation that helps reposition liner equipment with speed and efficiency benefits the customer.

At Averitt Express, one of the biggest competitive advantages is “flexibility in the way we can serve up solutions to our customers,” Kent Williams, executive vice president of sales and marketing, said. Since the company’s origin more than 50 years ago, it has grown from a small dry goods carrier into an end-to-end supply chain solutions provider that serves more than 100 countries. Each of the company’s five service units — Less-than-truckload (LTL), Truckload, Dedicated, Integrated, and Distribution and Fulfillment — encompasses unique service offerings and teams that all work together at corporate headquarters creating strong synergies, Williams said.

“We understand that the work we do is critical not only to our customers, but to

the well-being of our nation, and we take great pride in that. We have nearly 1,400 associates who have worked at Averitt for 20 years or longer. We call them our ‘Over 20 Team,’” he said; they comprise 16 percent of Averitt’s workforce.

Chris Sloope is vice president of JZI IntermodaLogistics, A RoadOne Company. RoadOne IntermodaLogistics is the largest intermodal trucking provider in North America. It continues to grow in areas such as warehousing and dedicated fleet operations, providing a single-source solution to clients. Sloope described the advantages of JZI having been acquired by RoadOne in 2021 — scale can create economies, enhance capacity, strengthen expertise, and thereby help solve any complex supply chain problem.

“Chassis shortages, rising fuel costs, and significant supply chain disruptions

have presented importers and exporters with unprecedented challenges,” Sloope said. To address issues and best serve clients, RoadOne and JZI continue to invest in equipment, facilities, and expertise.

JZI serves the Jacksonville market with a 250,000-square-foot warehouse operation and a fleet of assets that includes a reach stacker to ground containers and specialized equipment such as step decks and removable gooseneck (RGN) trailers, as well as a high-security foreign-trade zone (FTZ) that has provided clients with additional flex space.

JZI has seen significant growth in trucking, warehousing, and yard storage operations since the acquisition. With the harbor deepening, growing steamship line options, and expanded global reach via Jacksonville, “JZI and RoadOne are

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perfectly positioned to support increased cargo flow, trucking, and distribution locally, regionally and nationally,” Sloope said.

Amports is one of North America’s largest auto processors — a leader in the global automotive service industry for more than six decades, with eight locations in the US and three in Mexico. It recently celebrated 50 years at Jaxport. That longevity in Northeast Florida generates invaluable experience and expertise for customers.

The company leases more than 170 acres from Jaxport. Its original operation at Blount Island Terminal was recently expanded, and it has also leased 22.4 acres for auto processing and storage at Dames Point Marine Terminal. Phased expansions will allow Amports to meet and exceed growing customer requirements.

In Jacksonville, Amports handles a dozen major vehicle original equipment manufacturers (OEMs) and is served by eight roll-on/roll-off (ro/ro) shipping lines, Tomasz Lis, vice president of business development, said. Cargo diversification efforts have added new ro/ro and breakbulk commodities, such as pre-owned vehicles and high and heavy cargo.

Amports acquired terminal operator Horizon Terminal Services in late 2020 and is now

building on proficiencies gained to expand further. It is introducing beneficial new services for OEMs that are already generating growth.

“We are expanding the scope of services for customers and adding more cargo segments to match the capabilities of our shipping lines, and continue to make improvements to our facilities,” Lis said. One such expanded service is increased accessorization at the port, which increases margins for OEMs and improves consistency and quality. When accessories are added at the dealer, quality control is more difficult. Amports’ expert installers act as an extension of the OEM workforce — a major benefit during 2020–2021 global workforce issues. Also, when a vehicle arrives at the dealer fully accessorized, a buyer can finance the accessories instead of paying out of pocket. “This makes everyone happy,” Lis said.

Watco is a leading nationwide transportation service and logistics company that now operates the Jacksonville Port Terminal Railroad — 12 miles of rail track at the port.

Marc Massoglia, senior vice president of sales for Watco Terminals and Ports, said that meeting customer needs on a day-to-day basis has been key to the company’s continual growth throughout its 40-year history. He sees

new opportunities by expanding the line’s partnerships with Class I railroads, trucking entities, 3PLs, and other logistics companies. Watco is currently testing a container drayage elimination move at Jaxport’s Talleyrand terminal. “Traditionally, boxes were put on truck chassis and drayed across town to interchange with the Class I [railroads]. We are now loading at the dock at Talleyrand and taking that railcar to the interchange,” he said.

Watco is investing \$1.2 million in a 1,850-foot track extension. It is an eco-friendly initiative that will shift more truck cargo to rail, freeing up truck capacity in a tight market.

“We see the biggest growth potential today in intermodal,” Massoglia said. Once the intermodal interchange with Norfolk Southern and CSX is running smoothly, there will be more opportunities, perhaps via the Florida East Coast Railway for southern Florida containers. “We’re creating a really efficient, cost-effective bridge,” he said.

The short line also works with non-containerized commodities at the port and has plans to build its transload business in commodities such as building products. “The hardest part is building trust and convincing folks, but Watco’s strength is in developing

Carrying the supply chain forward

CROWLEY IS A global supply chain solutions leader, offering more than service lines and full-service logistics management. Our global operations connect Jacksonville to the US, Caribbean, and Central America. Our team of seasoned experts combine industry-leading technology with a full suite of scalable, end-to-end services to create efficient, repeatable results. Our origin, in-transit, and destination services include ocean, air, and inland cargo transportation; cargo insurance; customs compliance; dry and refrigerated warehousing and distribution; freight forwarding and consolidation services; and FTZ capabilities.

Through our Crowley Logistics business unit, we serve as a consultative partner for customers seeking to optimize their supply chains while aligning our capabilities to fulfill their demands. We leverage our global, blended asset services to reduce friction while gaining speed to market for goods. We have more than 45,000 pieces of ocean-going cargo-carrying equipment and a diversified fleet of container vessels

to offer our partners frequent, reliable, fixed-day weekly sailings, reaching many markets in just over two days. We employ technology at our owned-and-operated terminals to increase efficiency by decreasing the amount of time it takes trucking partners to enter and leave with cargo. Additionally, as an asset-based Jones Act carrier, we can optimize a “Blue Water Highway” service to bypass road and rail crowding to move equipment by sea along the East Coast.

Crowley is a privately held, US-owned and -operated maritime, energy, and logistics solutions company serving commercial and government sectors. As a global ship owner-operator and

services provider for 130 years, we bravely and actively commit to sustainability by investing in and implementing innovative technologies, while being the vanguard of movement. We serve customers in 36 nations and island territories through four business units — Crowley Logistics, Crowley Shipping, Crowley Solutions, and Crowley Fuels — with over \$2.5 billion in annual revenues, over 170 vessels (mostly in the Jones Act fleet), and approximately 7,000 employees around the world. We have invested more than \$3 billion in maritime transport, which is the backbone of the global trade economy. Our world is in constant motion — we are helping to carry the world forward. ■



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solutions — finding out what is going on in the marketplace and what customers need, then creating a solution and making it work,” Massoglia said.

Arthur Adams Jr. is senior vice president of sales and marketing for CSX. “The US Southeast is the fastest growing region in the country. There is a tremendous amount of expansion and development — from electric vehicles to steel manufacturing and everything in between,” Adams said, “and CSX is right there to help these customers as they are thinking about their supply chains.”

The railroad’s focus is to grow through innovation and ensure sustainability by creating resonance with customers in a safe and effective manner, according to Adams. On the heels of the COVID-19 pandemic and with current inflationary pressures, decarbonization goals, and other important changes in the world, organizations are leaning in and thinking about supply chain differently, Adams said. Because rail is environmentally friendly, it is a good option.

Almost no player in Jacksonville’s trade and logistics community wears one hat. Shipping lines have developed warehousing, trucking companies have launched NVOCCs, and railroads have broadened services. The TRANSFLO division is CSX’s value-added services platform that extends customer reach and addresses demand for particular markets with warehousing, transloading (moving bulk between rail and truck), and other solutions, leveraging CSX’s 45-plus terminals.

“CSX sees opportunities. We have specific targets in modal conversion — we work with customers to get their entire supply chain. We look at customers’ capacity needs and match to our capacity,” Adams said.

CSX is heavily investing in technology to improve the customer experience, he added. Technology is helping CSX improve safety, efficiency, maintenance, and the structural integrity of railroad. It also has inspection portals with optical cameras, artificial intelligence, and predictive analytics, and it is using drone technology for bridge and track inspections.

At Crowley, progress is indeed being buoyed by technology. It is building efficiencies, capacity, and its business base while “modernizing its ability to leverage technology.” Digital transformation will help automate, manage, and improve customers’ experiences and Crowley’s own work through better data analytics, Bennett said.

“Crowley is making a significant investment in C Sight, which will launch externally in the coming months,” he

explained. The platform is designed to pull together the company’s “broad ecosystem of applications” into a single customer-facing platform, leveraging real-time information from one end of the supply chain to the other.

Crowley’s move from multiple legacy technology systems to a single platform aims to address customer cargo transparency,

documentation exchange, pricing and service requests, and other information.

“We have also made data integrity and security a critical emphasis,” Bennett said.

The system will increase Crowley’s data analytics capabilities and use predictive analytics and artificial intelligence to help manage inventories and transportation



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from having a supply chain
to having visibility into
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schedules, creating efficiencies. “We can give customers market intelligence to help them understand supply chain capabilities and needs before they run into problems — being a strategic partner from end-to-end,” Bennett said.

Averitt Express has partnered with Mastery Logistics Systems to implement MasterMind® TMS, a cloud-based transportation and logistics management system that will enable Averitt to enhance its operational efficiencies and deliver downstream benefits to customers, Williams said.

MasterMind®TMS was designed for complex, larger organizations like Averitt, to bring new levels of automation and optimization to truckload, intermodal, less-than-truckload, and other shipments, along with managed transportation with an all-in-one platform, according to the company.

Trailer Bridge is also deploying MasterMind®TMS. “It can handle every mode of transportation. It can handle terminal operations, stow planning, asset management, maintenance management, logistics, intermodal, NVOCC, and other needs,” said Mitch Luciano, CEO of ocean shipping line and logistics company Trailer Bridge.

Trailer Bridge’s system will be fully active by late 2023 or early 2024. Its logistics elements are already in place. “There will be great efficiency in having everyone on the same platform, especially because we serve customers that work with more than one or even all of our divisions.”

Trailer Bridge anticipates greater visibility for customers, more reliable shipment times, notifications of exceptions, and ultimately lower costs for customers. “The system’s goal is for 30 percent or more of our shipments to be untouched by humans. There are AI elements,” Luciano said, adding that good information allows better tracking and operational changes that create velocity and efficiency. Driver pickups and drop-offs will improve.

At TOTE Maritime Puerto Rico (TOTE), the terminal operating system complements equipment specially selected to move time-sensitive cargo, and the expertise of port operations staff, to produce optimal turn times for truckers, which in turn allows for better movement of cargo throughout the facility and more opportunities for truckers to work, a spokesperson said.

TOTE equips all refrigerated containers with track-and-trace devices to provide

customers with real-time GPS location information from in-gate to final destination, while also monitoring the temperature readings throughout the voyage.

Industry challenges continue, but innovative service providers are converting those challenges into new business.

“In terms of the global supply chain, I see this year being every bit as challenging as last year. From port congestion to the driver and equipment shortages, geopolitical events, and fuel prices, 2022 has every hallmark of being another very memorable year for the industry,” Williams said. “I believe that service providers and shippers need to take lessons they’ve learned over the past two years and continue to apply them. We must adapt to tighter capacity and conditions within the freight market at home and abroad. To that point, I can’t stress enough the importance of building strong partnerships over transactional relationships.” ■

[email: lori.musser@att.net](mailto:lori.musser@att.net)

A new era of Trailer Bridge

SERVICE. IT’S THE foundation that Trailer Bridge was built on — a service to its people, customers, and the communities it serves — and what will power Trailer Bridge’s growth for decades to come.

Founded by transportation pioneer Malcom McLean in 1991, Trailer Bridge began as an ocean carrier offering regular barge service to the island of Puerto Rico. Today, with ocean freight services still at the core, our company has expanded to become a trusted transportation solutions provider across the entire supply chain.

2021 brought many accomplishments for Trailer Bridge, including being named to *Inc. Magazine’s* 5000 list of the Fastest-Growing Private Companies in the US — a testament to the extreme growth the company has experienced — as well as a Best Places to Work awardee by not only *Inc. Magazine* but also the *Jacksonville Business Journal*.

Service offerings have expanded across the entire organization and include growth into US domestic freight movements and North American cross-border transportation solutions.

Two new divisions were developed, including an International division to provide ocean services across global markets and a Government division assembled to focus on complex military moves. The company also saw rapid growth for its Puerto Rican and Dominican ocean service, plus the expansion of its team by more than 68 percent.

And we’re just getting started.

As the company looks ahead to 2022 and beyond, our focus remains on continued progress toward growth with people and technology.

Our purpose at Trailer Bridge is to help our people serve other people. That value will never be absent as we continue to grow. Our people are the source of innovation at Trailer Bridge and ultimately our success.

Investing in and providing employees a purpose are key drivers to making it happen for our organization and what separates us from the competition.

From starting out as a single-lane ocean carrier to growing into a global transportation provider with expanded ocean routes, domestic transportation, and new International and Government divisions, Trailer Bridge has definitely come a long way — and there’s still more to come. ■

Let’s Make It Happen — together.



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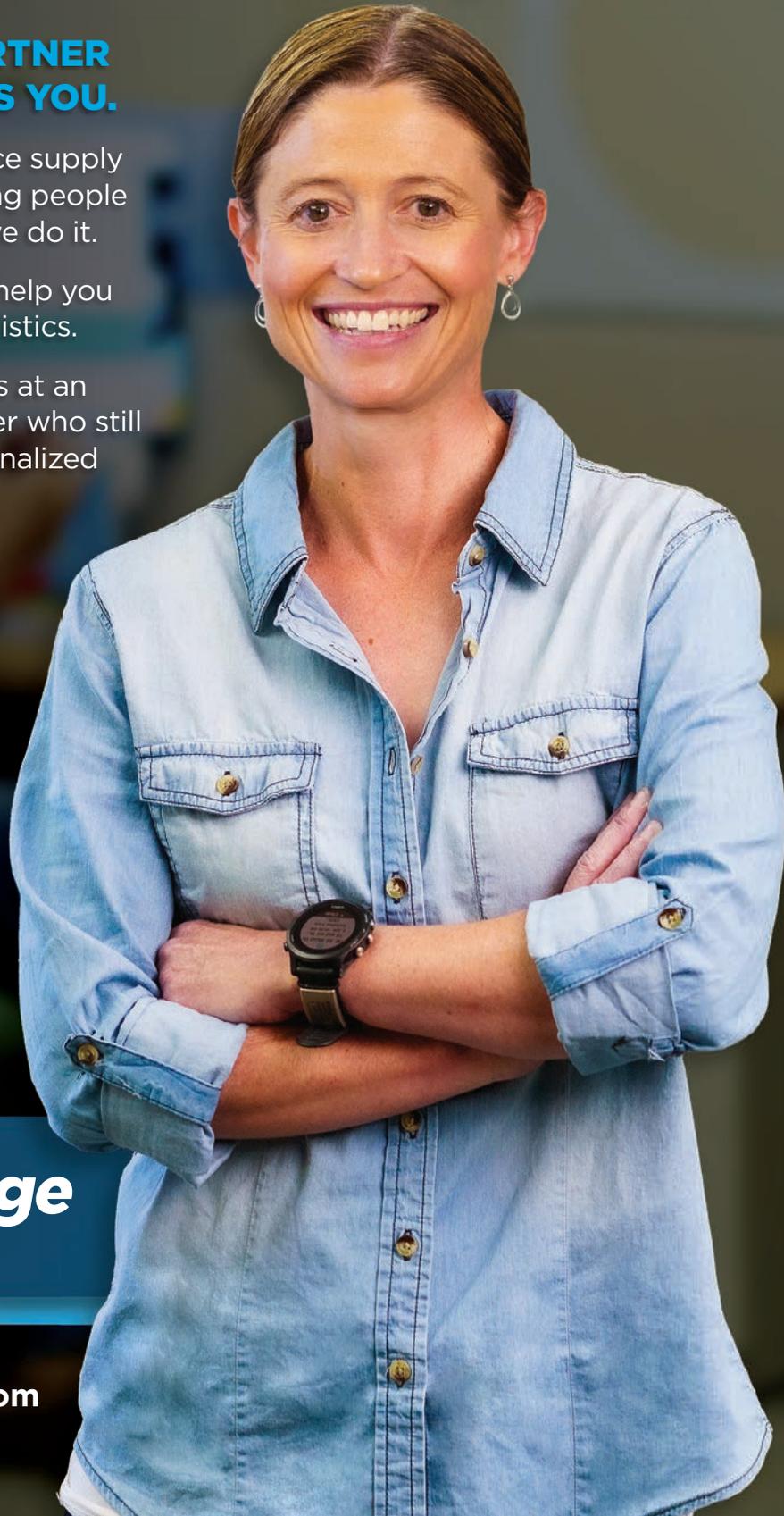
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Doing the right thing

Jacksonville gateway partners strengthen social responsibility

By Lori Musser



Jaxport's closed-loop Jacksonville–Puerto Rico trade and long-standing carrier partnerships have helped the port become a global leader in LNG use.

JACKSONVILLE TRADE & LOGISTICS

JACKSONVILLE TRADE AND logistics companies are helping to enhance America's supply chain with creative solutions to pervasive problems. Sustainability, broadly defined, has become key to success for many organizations. A supply chain that achieves environmental, social, and governance (ESG) goals is one many customers seek.

Jaxport is envisioning a future where resiliency and environmental stewardship are hallmarks of all port activities. To this end, the port has launched a partnership with Jacksonville University's Marine Science Research to educate the community about the St. Johns River, a vital natural resource that connects Northeast Florida to the global economy.

Thanks in large part to its closed-loop Puerto Rico trade and long-standing carrier partnerships on that route, the port is already a global leader in using liquefied natural gas (LNG) as a clean marine fuel. With more than \$1 billion in LNG investments over the past decade, port partners have achieved many milestones.

TOTE Maritime was the first to use LNG as a maritime fuel, helping boost Jacksonville as a global leader in this area. TOTE's two Marlin vessels were the first LNG container ships in the world. The company was the first to use an LNG-fueling barge, which also serves other companies' vessels now. And it was also the first to use renewable natural gas (RNG), a drop-in ready bio-based natural gas (as opposed to carbon-based natural gas) as a maritime fuel. RNG has zero carbon and is blended with LNG.

Crowley Maritime introduced the world's first LNG-powered combination container and roll-on/roll-off (con-ro) ships — two dual-fuel, 2,400-TEU/400-vehicle con-ro ships on their Puerto Rican trade out of Talleyrand Terminal.

"Jacksonville's leadership in the clean-fuel revolution is driving economic opportunity in the region," a TOTE spokesperson said.

Brett Bennett is senior vice president and general manager of Crowley Logistics. "Crowley has enhanced its commitment to sustainability, recently embedding it as a core value and pledging to reach net-zero

emissions across all three scopes — an admittedly ambitious target — by 2050," he said. The company is currently tackling a corporate assessment of its ability to create and maintain economic, environmental, and social value.

"Decarbonization continues to be an increasing priority to customers, partners, and our own people," Bennett said. "This will not happen without partnership, so we have taken leadership and collaboration roles in the World Shipping Council, Clean Cargo Working Group, and the Ship Recycling Transparency Initiative." Sustainability requires collaboration.

Watco Terminals and Ports, the Jaxport Railroad short-line operator, is working on perfecting an electric locomotive. There may be future application for it at the Jacksonville short line. Eventually, Watco expects widespread use, according to Marc Massoglia, senior vice president of sales for Watco Terminals and Ports.

In the meantime, every railcar used takes four container trucks off the road. As it builds its presence in Jacksonville, Massoglia anticipates transloading multiple cargo types, which will further



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reduce total vehicle miles traveled on America's roadways and thereby reduce emissions and enhance safety.

Sustainability is probably the most critical aspect of CSX's value proposition, Arthur Adams Jr., senior vice president of sales and marketing, said. "Our focus is from an ESG perspective and in commodities. We have a responsibility to shareholders, employees, communities, customers, and others to reduce the environmental footprint of our operations, leading sustainability."

On the greenhouse gas (GHG) reduction front, CSX said it was the first railroad to align with science-based goals of reducing GHG intensity by 37 percent by 2030.

"We know rail is three to four times more fuel efficient than truck. With greenhouse gas 75 percent more efficient, and our length of haul and fuel consumption, we lead the Class I industry," Adams said.

ESG is integral to all activities at automotive services and port terminal operator Amports. It is woven into the culture. ESG data is often required by, or helpful to, customers and other external parties.

"We are changing some infrastructure to be more sustainable, reduce pollution, and

use less energy," Tomasz Lis, vice president of business development, said.

The company is addressing the use of electricity in its buildings and yards and is upgrading lighting, air conditioning, heating units, and other equipment. It is looking to further reduce its carbon footprint and generate its own power using renewable energy sources. For that, Amports has a wealth of experience to draw upon from its other North American operations, where it has, for example, installed solar that can provide for operational needs and electric vehicle charging, and where it is able to facilitate the provision of shore power to ships — cold ironing — to eliminate emissions at berth.

"Having multiple terminals allows us to field test various solutions and then copy and paste the best one to other facilities, like Jacksonville's. We are actively working on becoming a clean energy net producer," Lis said.

For Trailer Bridge, their equipment provides the advantage. "Our environmental statistics are better than that of competitors, even those using LNG fuel. It is because we use tugs, not vessels. We have always been a low CO₂-emissions transportation provider," CEO Mitch Luciano said.

Trailer Bridge is also a US Environmental Protection Agency SmartWay carrier. "We try to move operations to rail where we can. Lots of companies have signed on. Conversion to rail is a game changer for the marketplace," Luciano said.

At Averitt Express, addressing the driver shortage is a top priority. "We are continuing to be innovative in everything we do with respect to recruiting and retention," Executive Vice President Kent Williams said. "For example, we are working to improve the lifestyle of our over-the-road drivers by implementing a new truckload relay model, which will allow traditional over-the-road drivers to swap loads at relay points and return home every night."

Global supply chains have long been suffering personnel shortages. The Jacksonville maritime and business communities have been working with educational institutions to facilitate programs to fill talent gaps. Four local universities and colleges offer logistics, supply chain, or international business programs, and multiple high schools and colleges offer driver and related programs.

The state recently awarded \$3.1 million to Florida State College at Jacksonville to

Advancing America through railroad innovation

CSX IS REDEFINING freight rail — bringing first-class customer service and a seamless shipping experience across an extensive rail network that reaches nearly two-thirds of the US population and a diverse set of consumers and industrial end markets.

Always innovating

It's no secret that technology is becoming more integrated, automated, and efficient. As the world changes, so is CSX — constantly evolving to find new ways to meet customers' needs. With state-of-the-art asset health monitoring and maintenance technology, CSX is delivering safe and efficient freight transportation that enables real-time decisions and greater ease and speed.

Reliable shipping, sustainable solutions

With an unyielding focus on safety, reliability, and sustainability, CSX is delivering comprehensive supply chain solutions that meet each customer's unique freight transportation needs. CSX provides more than just traditional rail, with value-added services including warehousing, industrial real estate support, transloading, and other end-to-end logistics solutions. CSX TRANSFLO helps customers take advantage of the cost and environmental benefits of rail without major infrastructure costs. With TRANSFLO, products are safely transferred between railcars, containers, and trucks for customers that are not rail served.

CSX became the first railroad in the US to operate at a fuel efficiency rate of less than one gallon of fuel per 1,000 gross ton miles, and that's just the beginning. CSX continues to drive positive

environmental outcomes without sacrificing reliability.

Unmatched visibility

With online tools like Trip Plan Performance, CSX customers have visibility on their shipments from origin to destination. This is just one of the ways the company is making good on its promise to deliver a higher level of predictability and transparency.

Helping businesses grow

Expanding or moving businesses can be a daunting journey, but CSX helps customers every step of the way. CSX logistics and transportation experts provide individualized supply chain optimization consultation and help companies identify, design, and develop facilities to maximize productivity and growth. ■

When you need a transportation service that you can count on, count on CSX.





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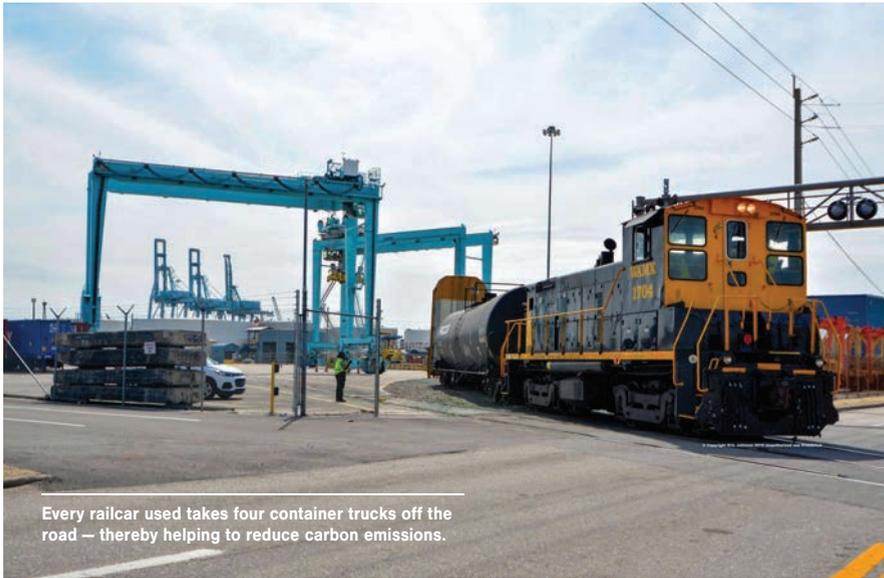
Reliable Shipping. Sustainable Solutions.

CSX delivers freight transportation solutions that make your supply chain more efficient. We bring safe, reliable and sustainable service with modern approaches to meet each customer's business needs.

CSX connects the most populated U.S. regions with the smallest towns, and provides value-added services including warehousing, intermodal, transloading and end-to-end logistics.

When you need a transportation service that you can count on, count on CSX.

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Every railcar used takes four container trucks off the road — thereby helping to reduce carbon emissions.

Watco/Eric Johnson

establish the Nassau County Transportation Education Institute, a commercial driving facility that will expand workforce training available in the region.

Crowley has taken a unique approach to

ubiquitous workforce development issues. Crowley Maritime Corporation and the University of North Florida announced in June 2021 a \$2.5 million endowment gift for the creation and operation of a Crowley Center for Transportation

and Logistics, a landmark commitment to the development of leaders in transportation and logistics. “This donation represents a strategic investment in our industry’s future — the talent and knowledge our leaders of tomorrow and the research needed to propel our industry forward successfully,” Tom Crowley, company chairman and CEO, said at the time of the announcement.

Watco takes a more organic approach to workforce development. When a customer’s labor force is challenged, Watco leverages the deep bench strength it has nationally. “Customers are experiencing more and more labor challenges. They may not have the right expertise in the logistics world. We are looking to help them create an ‘easy’ button,” Massoglia said. Watco provides customers with services such as logistics, transloading, demurrage management, and fleet management to ensure customers get efficient turns on their equipment. These types of services can expand a customer’s market reach. It can allow them to be effectively “rail served,” even if they aren’t on a spur. “Everything we do starts with the customers,” Massoglia said. ■

email: lori.musser@att.net

Streamlining your supply chain via Jaxport and beyond

FOR MORE THAN 50 years, Averitt has supported the unique needs of shippers throughout the Southeast and around the globe. And when it comes to tackling the challenges of today’s modern supply chain, we’re helping shippers leverage the strength of Jaxport and other ports along the East and Gulf coasts to streamline their domestic and international distribution strategies.

Shifting cargo from west to east

Together, the Panama Canal’s expansion and recent years’ cargo congestion along the US West Coast have pushed more shippers to shift their inbound and outbound international supply chains to the East and Gulf coasts. Backed by more than 100 locations and over 9,000 drivers and associates, Averitt’s infrastructure throughout the South is designed to ensure that shippers keep their cargo moving inland and to or from the ports without delay.

Customized port solutions

Averitt’s PortSide® Solutions provide shippers quick access to a wide range of cargo-related services. From container drayage to cargo transloading, warehousing, inventory management, and inland distribution, our solutions are tailored to meet the individual requirements of your business.

As an asset-based service provider, we offer the chassis and growing team of professional drivers that are dedicated to keeping your cargo moving to and from your port of choice.

Achieve your distribution goals

Our distribution and fulfillment network features over 2 million square feet of secure, enclosed space across more than 40 locations throughout the South. With key PortSide® distribution and fulfillment centers in Jacksonville, Charleston, Houston, Norfolk, and Savannah, our team can position your cargo and inventory for delivery throughout the South, across North America, and around the globe.

Take advantage of inland ports

In addition to our ability to serve your needs along the coasts, we can help you take advantage of inland ports, such as the Appalachian Regional Port in Georgia and the Inland Port of Greer in South Carolina. With end-to-end container pickup and return services, we’re your inland connection to the world. ■

To learn more about how Averitt can help you streamline your inbound and outbound supply chain, visit Averitt.com/PortSide.





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Tommy Webb · Service Center Director
twebb@averittexpress.com
904-387-1423

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