EASTERN PANHANDLE INLAND PORT

Master Plan

Eastern Panhandle Inland Port
-- Master Plan --
Martinsburg, WV

I. Purpose and Objectives

Purpose: To increase Jobs and stimulate Economic Growth in West Virginia by establishing the Eastern Panhandle as a multi-modal hub for national and international trade, product distribution, and manufacturing.

Objectives:

- Develop an Inland Port which offers access to highway, air, rail, and maritime infrastructure for national and international transportation networks.
- Provide fully bonded and secure infrastructure with full U.S. Homeland Security and Customs service and certification.
- Capitalize on the location and resources available in the Mid-Atlantic and National Capital regions through business partnerships with government, commercial, and international interests for promoting both import and export trade and local business growth and development.
- Incorporate state-of-art communication and technology systems to enhance Homeland Security and Commerce.
- Coordinate activities with WV Development Office, WV Public Port Authority and appropriate State and Federal authorities in West Virginia and neighboring states.
- Identify and secure financial resources.

II. History

In the early 1990's US Senator Jay Rockefeller invited a group of citizens from Berkeley County, West Virginia to Washington to meet with officials from the US Dept of Commerce, Customs and Border Patrol and other Federal agencies to discuss the possibility of establishing an inland port in Berkeley County. All officials present agreed that Berkeley County, because of its unique location at the intersection of I70 and I81 and its proximity to Washington, DC and Baltimore, MD, was ideally situated to benefit from the establishment of an inland port. After the meeting, an Intergovernmental Agreement was executed between the Berkeley County Commission, City of Martinsburg, Berkeley County Development Authority and the Eastern West Virginia Regional Airport Authority. This was the necessary first step to identify all the governmental entities that were necessary parties to the establishment of the inland port and have them enter into an agreement to establish their relationship with each other and their respective duties and responsibilities in the establishment of the inland port. At that time, the second step was for them to have a feasibility study conducted to evaluate the establishment of the inland port and how it should be established and operated. Unfortunately, the parties were unable to secure funding for the study.

The Intergovernmental Agreement has since been modified to add the Berkeley County Roundhouse Authority which is the owner of the Roundhouse property in downtown Martinsburg. Recently, the Eastern Panhandle Inland Port Coalition (EPIPC) was established and approved by the West Virginia Public Port Authority with membership from all stakeholder boards and authorities as the local port authority. EPIPC has proceeded to work on the establishment of the inland port including the development of a Inland Port Master Plan, the funding of a feasibility study and construction of the necessary infrastructure to facilitate air to truck and air to rail, rail to truck and truck to rail services. In addition, the development of a secure, bonded warehouse, refrigerated storage and other necessary infrastructure is required to support Customs and Homeland Security requirements. Meetings have been held with the appropriate Federal and State agencies along with all appropriate Federal and State representatives. The elected officials all supported the development of the Eastern Panhandle Inland Port and offered their assistance.

In addition, a group of Mexican officials who were interested in establishing a port to port relationship between the Berkeley County Inland Port and the inland port in San Luis Pitosi, Mexico, came to Martinsburg to discuss the establishment of this relationship. Since that time, they have remained committed to establishing this relationship and have expanded the interest within Mexico to include a number of other ports in Mexico.

III. Current Conditions

The City of Martinsburg is located within a region of Berkeley County, West Virginia that is rich in infrastructure and commercial resources, making the site ideal for operation of a thriving inland port. An airport, rail and highway access are all available within the local immediate environs (as displayed in the picture below); public water and sanitary sewer are both readily available and the power supply is sufficient for the implementation of advanced technology to be utilized onsite. This chapter will examine all of these resources in detail, and expound on the capacities and advantages of each.

Tabler Station Area - Multi-Modal Access

Air

The subject property neighbors the Eastern West Virginia Regional Airport (EWVRA), one of the oldest continuously operating airfields within the state of West Virginia. The EWVRA is situated on 1,005 acres within Berkeley County, and is conveniently located to Dulles International Airport (IAD; 28 nautical miles), Reagan National Airport (DCA; 56 nautical miles), and Baltimore-Washington International Airport (BWI; 55 nautical miles). Additionally, an active industrial rail spur is located approximately 0.5-miles from the

western airport access near the I-81 interchange. The airport campus is served by an internal loop road, making all quadrants of the airport easily accessible to I-81, US Route 11, and Tabler Station Road (County Route 32).

Eastern West Virginia Regional Airport

The EWVRA utilizes an 8,800'x150' (expandable to 9,000') fully instrumented (ILS) runway capable of launching and landing C-5 A military and 747 civilian aircraft (600,000-lbs maximum weight capacity). The EWVRA also includes a 200'x2000' civilian parking ramp, capable of handling all corporate aircraft, to include light to medium airfreight aircraft.

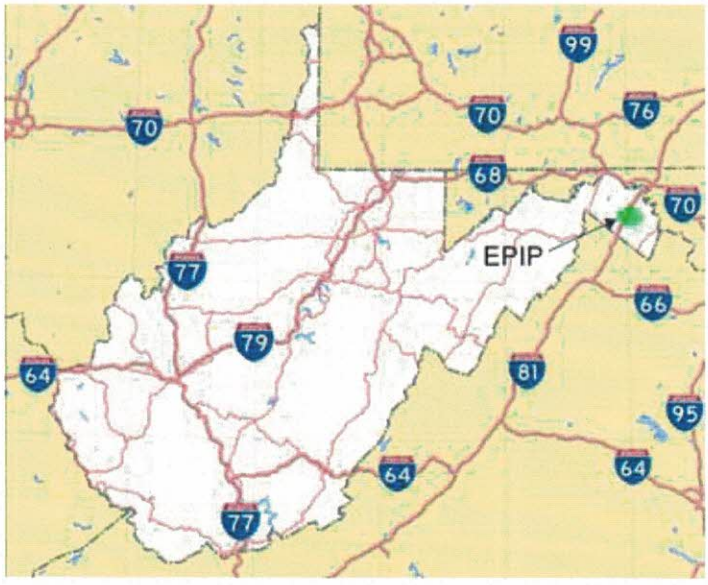
Design for a new crosswind runway is complete and funding is being pursued. Once the proposed runway is constructed and operational, it is expected to alleviate upwards of 20% of the current runway congestion, allowing for larger aircraft usage of the primary runway. The addition of the crosswind runway will also enhance the safety during extreme wind conditions, resulting in a safer aviation environment and potentially attracting new business prospects.

The EWVRA is served by public water and sewer (via Berkeley County Public Service Districts), electricity (Allegheny Power; electrical facilities were upgraded within the last three years), gas (Allegheny Power), phone (AT&T) and fiber optics (Verizon). Current tenants include: Federal Aviation, 167th Airlift Group, Howard Aircraft, Inc., Air Photographics, Inc., Arcadia Aviation, and Aviation Solutions, among others. There are currently 35 light aircraft based at the civilian terminal. Also, the airport has recently been designated as a Foreign Trade Zone within the state of West Virginia, which opens a broad spectrum of new opportunities for industries targeting international trade.

Rail

An active industrial rail spur is located very near the subject property. Owned by Winchester & Western Railroad Co., this spur extends from the site in a northerly direction to the City of Martinsburg before tying to both CSX and Norfolk Southern rail lines. The spur is capable of handling freight loads of up to 315,000-lbs. The spur is in good repair, with no major renovation understood to be necessary or planned for the near future.

Highway



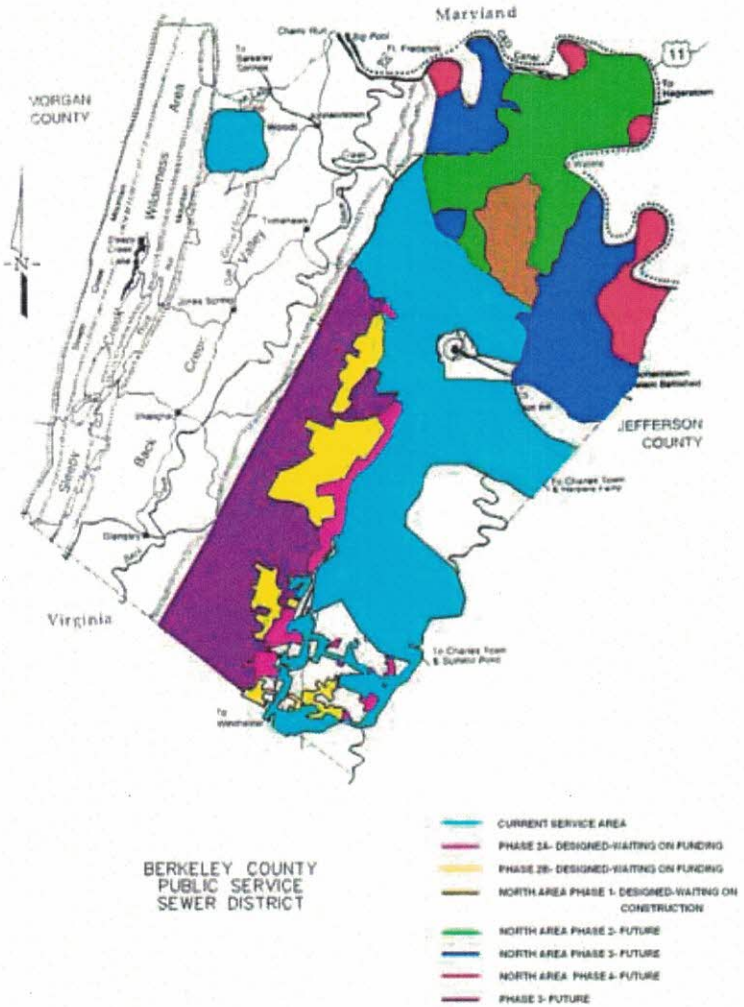
I-81 traverses Berkeley County in a north-south alignment and serves as the western boundary for much of the City of Martinsburg. I-81 serves as a major trucking corridor between northern and southern states, and is witness to upwards of 40% truck traffic in certain locales. Within the immediate vicinity, I-81 is 4-lanes wide (two lanes serving each direction), divided by a median of variable width (greater than 50' wide in the project vicinity, and thus capable of future expansion if and when necessary). Widening of I-81 north of Martinsburg to six lanes is currently underway, which will provide even greater vehicular capacity in the coming years. The subject property has tremendous access to I-81 via a one-mile section of Tabler Station Road (County Route 32; high-volume four-lane, hard-surfaced roadway in good repair) and an existing high-functioning diamond interchange at Exit 8.

The subject property is also conveniently located to Interstates 70 (only 22 miles to the north; approximately 25 minutes travel time via I-81) and 66 (33 miles to the south; approximately 35 minutes travel time via I-81). I-70 traverses neighboring counties in Maryland in an east-west alignment, providing reasonable access to the Maryland cities of Frederick, Baltimore, and more. I-66 traverses neighboring counties in Virginia in an east-west alignment, providing direct access to the Northern Virginia area, Washington, D.C, and Dulles and Reagan International Airports.

Water and Sanitary Sewer

The Berkeley County Public Service Water District owns and maintains available public water mains within the immediate area.

The Berkeley County Public Service Sewer District owns and maintains available public sanitary sewer mains within the immediate area. The map below depicts their current service area.



Each District currently provides service to over 19,000 residential, commercial and industrial customers in Berkeley County, WV, representing over half of the county's population.

Power

Allegheny Power owns and maintains the electrical service lines that are present throughout the project's vicinity. In early 2011, Allegheny Power merged with FirstEnergy.

Adequate three-phase power is available on site or in close proximity to support inland port operations.

Facilities

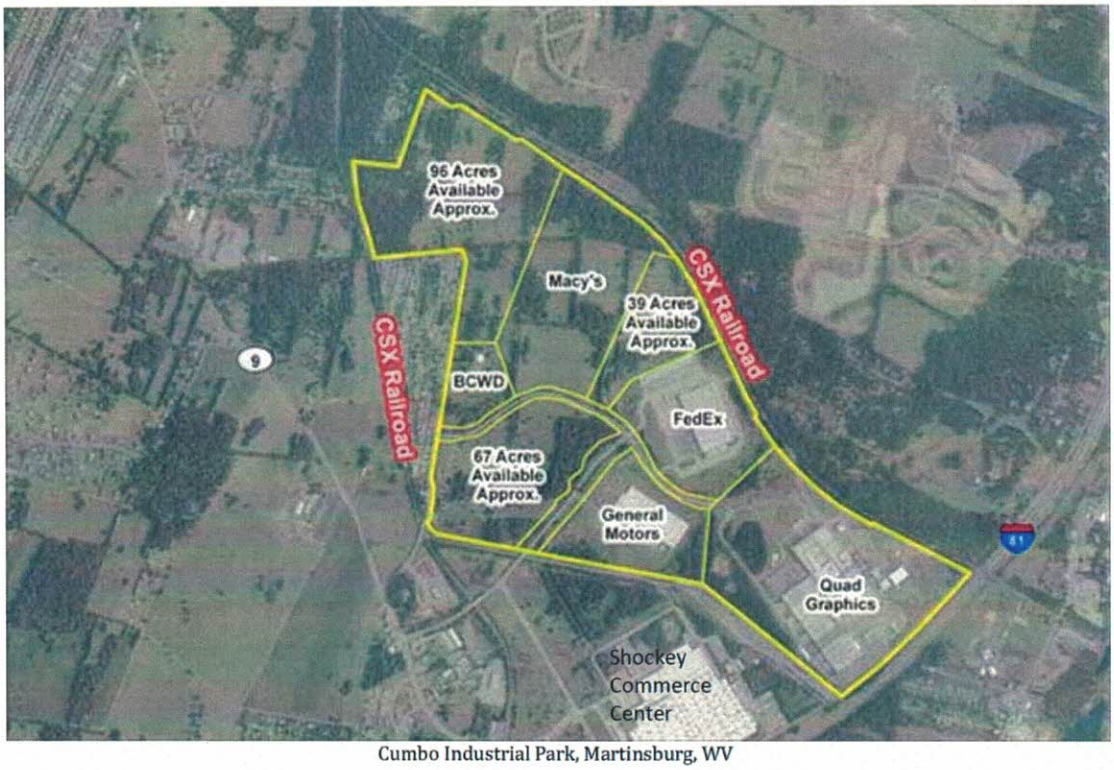
The subject site is neighbor to existing facilities that would prove optimal for incorporation into an inland port project. Two of these properties, owned and managed by Howard Shockey & Sons, are profiled below.

Shockey Commerce Center is a well-built 2 million sq. ft. industrial facility on 226 acres. The facility includes:

- Ceiling heights to 27'-8"; column spacing 50'x50'
- 3/4" ELO & ESFR sprinkler system
- Electric by Allegheny Power—3 phase, 227/480 volt, redundant power
- Gas by Mountaineer Gas
- Water & Sewer by Berkeley County
- Digital Switching & Broadband by Frontier
- Over 15,000 Sq. Ft. of private offices
- 27 Dock Doors with levelers & 4 drive-in doors

Shockey Commerce Center and, Martinsburg, WV

Adjacent and to the north of the Shockey Commerce Center is the Cumbo Industrial Park.



Cumbo Industrial Park, Martinsburg, WV

Cumbo Industrial Park has established large industrial operations, and in the summer of 2012 will be opening a new 1.3 million Sq. Ft. Macy's E-Commerce fulfillment center. Cumbo Industrial Park and the Shockey Commerce Center share the same utilities infrastructure.

The Berkeley Business Park features over 125,000 SF available in two spaces. Features of this site include:

- Located half mile from I-81 & Martinsburg Regional Airport
- Site work approved for industrial, retail & office space
- Over 5,000 sq. ft. of air-conditioned offices
- 15 dock doors with levelers and shields
- One 20'x12' drive-in door
- 24 ft. clear ceiling height
- Wet pipe sprinkler system
- Monitored fire alarm system
- Broadband internet; fiber to building
- 1000 AMP service, 277/4810 volts, 3-phase (Allegheny Power)
- Metal halide lighting
- Gas-Fired Unit Heaters (Mountaineer Gas)
- 10" Water Line (Berkeley County)

Berkeley Business Park, Martinsburg, WV

Likewise, the Berkeley County Development Authority has the Tabler Station Business Park (TSBP) with available land and utilities to support major industrial and other business ventures. The TSBP is bisected by the Winchester and Western Rail line, is ½ mile from I-81 with access via Tabler Station Road (4 lane) previously discussed and adjacent to the Eastern West Virginia Regional Airport properties. All other utilities are similar to the Berkeley Business Park.

IV. Opportunity

As has been outlined above, the primary reason to develop an inland port is to stimulate economic development and job growth opportunities. Inland ports are unique and highly sought after because they produce economic development benefits over and above what can be realized from an industrial park, or even a dedicated logistics park.

Traditional economic development agencies focus on general industry attraction in an attempt to expand the economic base, which results in more jobs and increased tax revenues. The target organizations and businesses can range from a franchise restaurant to a department store to an auto manufacturer. The basic message of most economic development agencies is, "our region is an attractive place for your business to locate."

Logistics-based economic development opportunities build upon the traditional economic development message, and focus on freight transportation and the logistics advantages of a potential site or park. The basic characteristics of the city, region and site must still make sense for a target company, but the logistics-based advantages and qualifications add an additional layer of suitability and benefits. For logistics-based economic development agencies, the message becomes, "not only are we an attractive place for your business to locate, but we also have logistics advantages the will improve your efficiency."

Inland ports take the concept of logistics-based economic development one step further to provide yet another layer of benefits. By creating an inland port environment, with all of the ancillary port facilities and services that can be translated inland, the economic development message targets trade-based businesses for which traditional economic development and logistics-based development alone may not be adequate. These companies focus on Supply Chain Management (SCM) and improving their operations through a lean supply chain. It is important to point out that a great economic location with superior logistics are the bare minimum requirements for an inland port, and that an inland port will not survive without them as its foundation. In addition, the presence of Customs and Foreign Trade Zone services are absolutely necessary for a fully developed inland port.

Fortunately, the EWVRA and the surrounding area are ideally located to support a multi-modal Eastern Panhandle Inland Port (EPIP), and drive all three noted facets of economic development growth (traditional, logistics-based, and inland port). The area offers many of the critical elements that companies will require as they look to streamline their supply chain.

Some of these elements include:

- Diverse Transportation Infrastructure (air, rail, highway)
- Significant Catchment Area

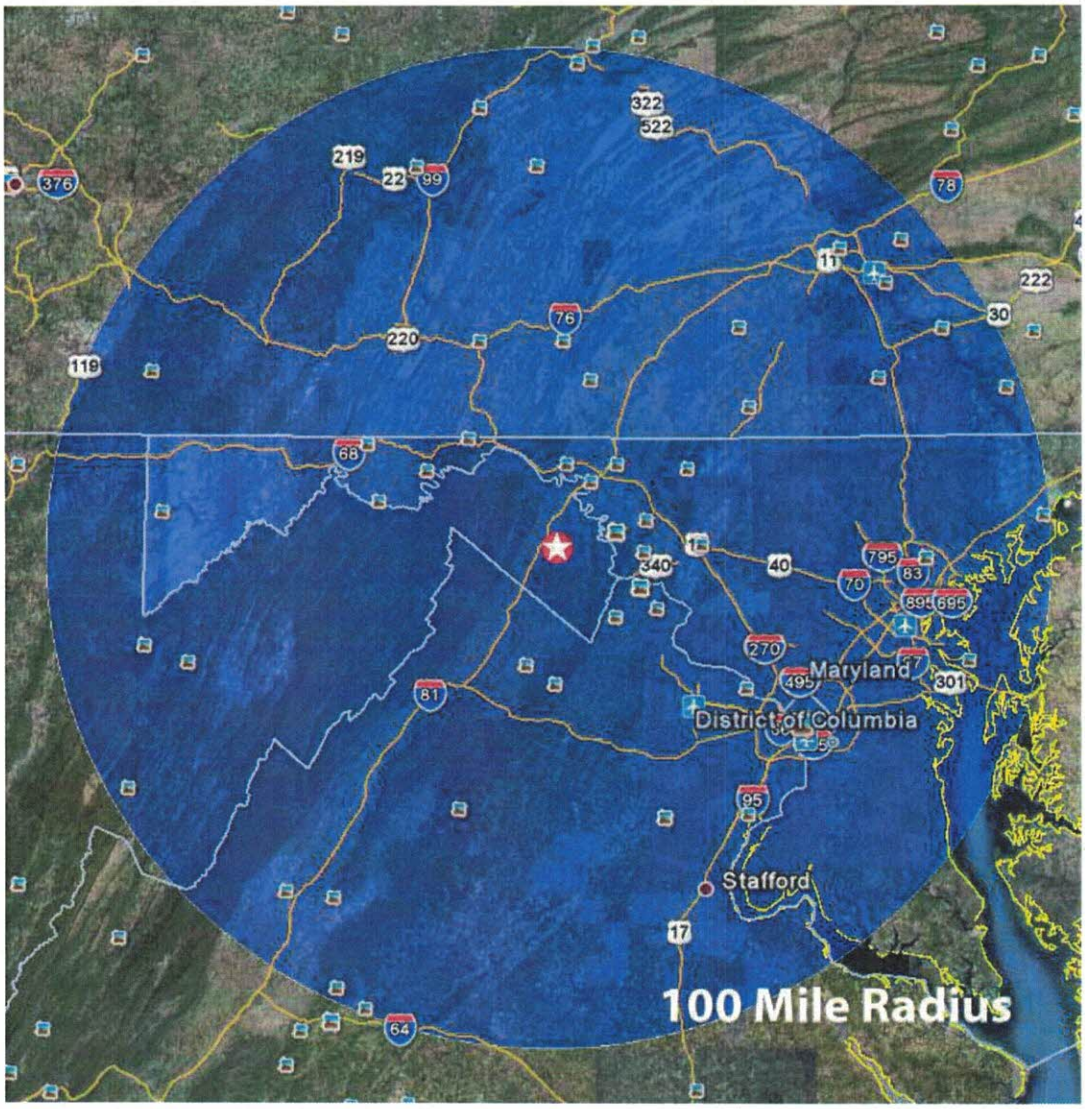
- Proximity to major metropolitan areas
- Access to marine port terminals
- Customs Point of Entry
- Foreign Trade Zone
- Advanced Telecommunications Infrastructure
- Available warehouse buildings and land for future development

In addition, by utilizing a Public-Private Partnership (PPP) structure, the EPIP can leverage private sector experience, creativity, and capital. Typically, a PPP structure can save 10-20% on the total development cost of a facility by reducing the project timeline and increasing the overall efficiency of the construction and operations. In addition, when private capital is utilized, the public sector entity enjoys the economic development benefits without incurring an on-balance sheet obligation. Structured correctly, PPPs can be highly beneficial for all parties involved.

Diverse Transportation Infrastructure

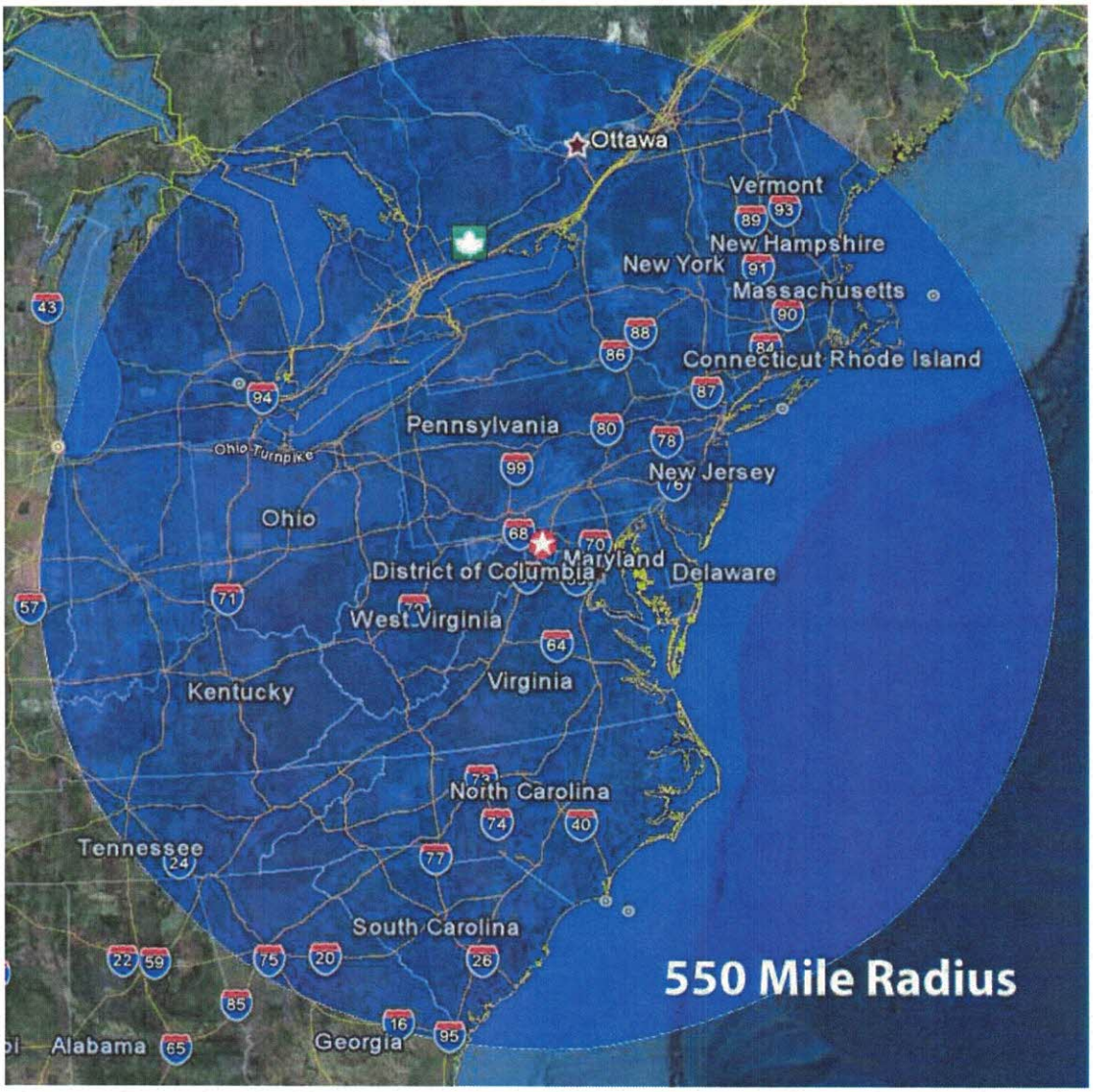
One of the key benefits to locating the EPIP at and around the EWVRA is its proximity to a number of beneficial modes of transportation. The location enjoys immediate access to air, rail and highway transportation arteries. As supply chains become more complex and fuel prices continue to rise, the ability to provide prospective businesses within the EPIP with a variety of transportation options allows them to fine tune their supply chain without having to relocate their base of operations. For example, a business could find that when all-water rates to the East Coast spike, land bridging product from the West Coast becomes more cost efficient. If the business is located within the EPIP, it can accommodate this modal shift on a temporary or permanent basis without a significant change in its warehousing operations.

Significant Catchment Area



The catchment area for the EPIP is estimated to be a 100-mile radius from the center of the park. This is the area that companies will typically locate within to utilize a particular transport mode. Within this area lie both Baltimore, MD and Washington, DC. Combined, the Baltimore-Washington metroplex has a total population of over 8.2 million people. This represents a tremendous market to offer to potential EPIP businesses. To put this in perspective, the 100-mile catchment area for the port of Virginia in Hampton Roads includes +/- 3.2 million people. The 100-mile catchment area for the port of Savannah barely includes 1 million people. This access to major population centers will be a tremendous selling point and benefit for EPIP.

Proximity to Major Metropolitan Areas



While the catchment area is important for the movement of goods from the warehouse to the transportation mode, it is also critical to examine the area that a warehouse can service within a day's drive from its location. An industry standard reference for this area is the 550-mile radius from the warehouse location. Using this metric, businesses locating within the EPIP will have access to over 2/3 of the US population - more than 200 million people.

The 550-mile radius around EPIP captures a number of very significant domestic metropolitan areas, including Washington, Baltimore, New York, Philadelphia, Chicago and Atlanta. In addition, this area includes international cities as far north as Toronto and Montreal, Canada. The ability to reach these metro areas in a one day drive from EPIP is a valuable and unique differential that prospective businesses will recognize. Very few locations suitable for an inland port exist that have both multi-modal access

and proximity to such significant population centers. Additionally, the lower occupancy costs associated with EPIP over other metropolitan areas will be a significant driver of business growth.

Access to Marine Port Terminals

In addition to its excellent infrastructure access and its proximity to a tremendous population base, EPIP is located near three of the East Coast's most important maritime terminals and inland ports.

The Port of Baltimore is the closest maritime port facility, located only 77 miles from EPIP. The Port of Baltimore is currently the number one ranked facility in the US for roll-on, roll-off (RoRo) product. It is also ranked number one in the US for imported forest products, gypsum, sugar and iron ore. Its containerized cargo traffic is growing as well. For the previous trailing 12 months, the port moved over 630,000 twenty-foot equivalent units (TEUs) - a record for the port.

The river port at Philadelphia, located only 155 miles from EPIP, has also been delivering significant growth. Even in a challenging economic environment, the port has been able to grow the overall tonnage handled by the port by 17%. While containerized cargo growth was a respectable 11%, non-containerized cargo growth was tremendous. In 2010, the Port of Philadelphia was able to increase non-containerized cargo by 32%, with leading product categories including autos, paper, and forest products.

Finally, the Port of Virginia, located in Hampton Roads and one of the East Coast's major maritime shipment centers, lies within 190 miles of EPIP. The Port of Virginia has also seen significant year over year growth in cargo handled, and is uniquely positioned to capture a tremendous amount of future growth, because it is one of the few East Coast ports with enough draft to handle post-Panama sized container ships.

When the widening of the Panama Canal is complete in 2015, a new class of larger ships will be able to make the all-water voyage from Asia to the East Coast. These new ships, some of them carrying up to 14,000 TEUs, will need 50 feet of draft and over 210 feet of air draft to enter any harbor. The Port of Virginia has the necessary draft and no air draft restrictions, making it an ideal location for an East Coast "hub and spoke" operation.

In addition to the three seaports mentioned above, the EPIP is located only 30 miles from the inland port in Front Royal, Virginia. The Virginia Inland Port (VIP) acts as an inland terminal for the Port of Virginia, and delivers product 220 miles further inland. It was originally conceived as a tool to steal export business away from the Port of Baltimore. However, once established, it has found a niche in aiding import business originating at the Port of Virginia in Hampton Roads. We estimate that VIP has directly led toward the investment of over $600 million of private capital within the immediate

area, and toward the construction of over 6.25 million square feet of new industrial product.

While the close proximity of VIP presents a competing interest to consider, EPIP differentiates itself by offering air cargo services that the Front Royal location does not. The inclusion of this additional transportation mode has the potential to attract some tenants that will engage in international import/export operations.

Customs Point of Entry

Only a small percentage of all import containers are opened or otherwise physically inspected by Customs and Border Protection (CBP). Containers are inspected for contraband, undeclared or incorrectly declared cargo, or stowaways. Currently, CBP relies primarily on the Automated Targeting System (ATS), which identifies shipments to be physically inspected based on origin, destination, commodity, shipper/consignee and other factors.

Imported goods must be "cleared" by Customs before the consignee can take possession. To be "cleared", the consignee or its agent must complete electronic or paper forms, pay any applicable duties, and make cargo available for inspection if required. Import shipments can be "bonded" and move "in bond" if a Customs broker has posted a bond sufficient to cover any applicable duties. Once "bonded" a shipment can be moved inland or to a Customs Bonded Warehouse to await final clearance.

It is envisioned that EPIP will maintain its own expanded Customs Point of Entry where imported product can clear customs and "bonded" product can be transported "in bond". This ability to process imported cargo will be critical to attracting tenants to the EPIP. In addition, the cost savings that EPIP would be able to offer tenants by allowing them to move product "in bond" to a modern, efficient Customs Point of Entry will be a strong selling point and notable differential for EPIP.

Foreign Trade Zone Status

A Foreign Trade Zone (FTZ) is a federally sanctioned site where foreign and domestic goods are considered to be outside the U.S. Customs territory. Cargo that is received into a FTZ has not technically entered the United States in a regulatory sense, and is therefore not yet subject to duties, quotas, or other regulations. Importers can leave goods in the FTZ until it is advantageous to formally receive it. Under carefully described conditions, the cargo can be packaged, combined, or otherwise processed in an FTZ and re-exported without US duties or limits. Merchandise can be brought into an FTZ to be stored, exhibited, repackaged, assembled, or used for manufacturing free from customs duty, quota, and other import restrictions until the decision is made for the goods to enter the US market.

Foreign Trade Zones are used by companies for a variety of purposes and commodity movements within the global supply chain. For example:

- **Cash Flow:** Customs duties are paid only when imported merchandise is shipped into the US Customs territory. Merchandise may be held in inventory in an FTZ without Customs duty payment. Merchandise Processing Fees are owed only when and if merchandise is transferred to the US Customs territory.
- **Exports:** No customs duties are paid on merchandise exported from an FTZ.
- **Spare Parts:** To service many products, spare parts must be on hand in the United States for prompt shipment. Spare parts may be held in the FTZ without Customs duty payment.
- **Quota Management:** Merchandise may be held in an FTZ even if it is subject to US quota restriction. When the quota opens, the merchandise may be immediately shipped into US Customs territory.
- **Quality Control:** The FTZ may be used for quality control inspections to insure that only merchandise that meets specifications is imported. All other materials may be repaired, returned to the foreign vendor, or destroyed under Customs supervision.
- **Inventory Control:** The FTZ is subject to US Customs Service supervision and security requirements. Operations in an FTZ require careful accounting of receipt, processing and shipment of merchandise. Firms have found that the increased accountability cuts down on inaccurate inventory, receiving and shipping concerns, and waste and scrap. Merchandise consumed in processing in an FTZ generally is not subject to US Customs duties.
- **Exhibition:** Merchandise may be held for exhibition without Customs duty payment.
- **Reduced Insurance Costs:** The insurable value of merchandise held in a FTZ need not include Customs duty payable on the merchandise. Some users of FTZ's have negotiated a reduction in cargo insurance rates because imported merchandise is shipped directly to an FTZ without the opportunity for potential pilferage at deepwater ports or major international airports.

While the benefits of a Foreign Trade Zone are highly dependent upon the specific import flows and company circumstances involved, there is the potential to generate significant cost and efficiency savings by locating company operations within a FTZ.

Advanced Telecommunications Infrastructure

The logistics industry has seen a significant shift to next day/second day delivery requirements. This shift has necessitated a dramatic reconfiguration of supply chains, and this has led to warehousing, customer shopping internet computer centers, product return operations, and some manufacturing to be co-located at "hub" facilities. The technical nature of some of these operations demands a location with superior telecommunications infrastructure. In some examples, full data centers are locating within the same parks as their warehousing operations. Most traditional industrial parks are not equipped to accommodate this type of use, and are losing businesses because of it. Parks like EPIP, that can provide advanced access to a telecommunications backbone, will be in an ideal position to attract and retain these cutting-edge businesses.

Available Warehouse Space and Land for Future Development

The immediate area that would be included in the EPIP already has a number of facilities and parks that would serve targeted companies. These include the Tabler Station Business Park, the Rockerfeller Science and Technology Center, the Bryarly Manor Orchards site, and the Tabler Station site. Together, these represent approximately 685 acres, much of which is already developed and available for use. In addition, beyond the immediate proximity of the park there are several additional facilities and sites that will contribute to the attractiveness of EPIP.

We anticipate that some companies will look for speed-to-market and seek out existing locations, while others will want state-of-the-art facilities that will need to be constructed. EPIP will be able to service both types of companies, while offering a wide range of price points.

Advantages to Air Guard and Other Government Entities

167th Airlift Group, is a support element for the transport of personnel and resources in support of the Global War on Terror. Currently, aircraft returning from theater must land at Dover AFB in order to clear Customs. The development of Customs Operations at the EPIP will save the Federal government significantly in landing and take-off fees and the associated fuel expenditures, estimated at $500K to $1M. This savings and convenience can be extended to other Federal entities that require similar services.

V. Approach

The Eastern Panhandle Inland Port Coalition (EPIPC) has determined that the use of private capital and expertise, in conjunction with available public real property assets and other intellectual capital, as essential for the accomplishment of the Coalition's Inland Port Objectives. EPIPC's approach to establishing an Inland Port at Martinsburg is phased with milestones that allow the EPIPC to guide and make key decisions based on plans and reports provided by qualified and experienced professionals. Ultimately, the EPIPC will be the governing or contributory entity in one or several operating agreements and public-private partnerships.

In June, 2010, EPIPC received responses to an Expression of Interest published by the WVPPA on its behalf in order to find "Private Entities desiring to participate in a public private partnership to develop and operate a multi-modal Inland Port Facility. Facility improvements include, but are not limited to: intermodal air, intermodal rail, intermodal highway as it relates to inland port activities." Three of the four respondents collectively had experience in port planning, finance, design, heavy construction and port operations and have the capabilities to execute this project. Based on the EOI response, EPIPC now has private entities with the capabilities and resources to accomplish the purpose and objectives of this Plan.

Future Approach Steps:

EPIPC Responsibilities

EPIPC development and approval of Martinsburg Inland Port Master Plan (EPIP-MP)

Obtain WVPPA approval of EPIP-MP

Obtain political support and funding for EPIP Feasibility Study

Issue Request for Proposal for EPIP Feasibility Study to EOI Respondents

Issue Delivery Order for Feasibility Study

Review and Approve Feasibility Study

Truck/container Operations
Rail/container Operations
Air Cargo Operations (including flight restrictions)

Identify and secure private Finances and other Resources for the Project

Execute Public-Private documents with appropriate EOI respondents

- Return on investment leases, ultimate ownership of facilities improvements, and operations requirements including accounting standards
- Secure leases/agreements with Airport Authority and other entities as appropriate
- Establish tariff/tax rates with Local, State and Federal governing authorities
- Agreements with Department of Homeland Security/Department of Defense/ US Customs
- Flight Operations – FAA and Local Air Traffic Control requirements
- Communications/Cargo Tracking Technology agreements
- PPV Communications Plan - It is imperative that the EPIPC and the PPV Partners have regular updates and transfers of information to coordinate and drive the overall execution and establishment of the MIP. The EPIPC and Private Parties must assist and support each other in order to successfully establish a profitable Inland Port Operation.

Public -Private Entities Responsibilities:

Finalize and obtain EPIPC approval of the following plans:

Land/easement acquisition requirements
Facilities Improvement Plans
- Customs Operation Plans
- Communications/Cargo Tracking Plans
- Security and Response Plans
- Appropriate agreements with foreign port entities
- Public Affairs Plan

Execute the following:

- Land/easement acquisitions
- Facilities Improvement Designs and Permits as appropriate
- Construction of Facilities

Start-up operations for Customs and intermodal Air, Truck and Rail Services

VI. Conclusion

In general, Inland Ports are often an excellent economic development investment. For every $1 spent in creating an inland port, it is projected that more than $25 will be returned to the immediate region through various economic development efforts. West Virginia and the EPIPC area is fortunate to encompass a location that potentially warrants the investment towards an Inland Port facility. With its prime location and proximity to a vast infrastructure network, the EPIP has the potential to be an incredibly successful endeavor. The available public and commercial assets and the market catchment area population currently exist and are available to establish an intermodal inland port operation with the investment of private capital and operations expertise. This Master Plan shall be the guiding document for the establishment of plans, facilities and operations associated with the establishment of a profitable inland port and customs operation at Martinsburg, WV