
Moving Forward with Local Support

Port of Oakland Case Studies: Middle Harbor Shoreline Park and Maritime Air Quality Improvement Plan (MAQIP)

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Port of Oakland



Port of Oakland

Seaport

- 5th largest in United States; 45th largest in world
- 36 cranes, 30 with post- or super-post-Panamax capability
- More than 28 ocean carriers serving Port regularly; over 2,000 vessel calls annually
- U.S. \$41+ billion in traded goods transit through Oakland each year

Oakland International Airport (OAK)

- Outstanding aeronautical reliability, best on-time performance, lowest cost per enplaned passenger
- Fiscal Year 2012: 36th (total passengers) in United States; 12th (air cargo tonnage) in United States
- Fiscal Year 2012: 4.8 million enplaned passengers
- \$500 billion in annual revenues generated by businesses within 25 miles of OAK

Commercial Real Estate

- \$11 million in annual revenues (4% of operating revenue in 2011)
- Four districts along the waterfront: Jack London Square, Embarcadero Cove, Airport Business Park, and Oak Street-Ninth Street.

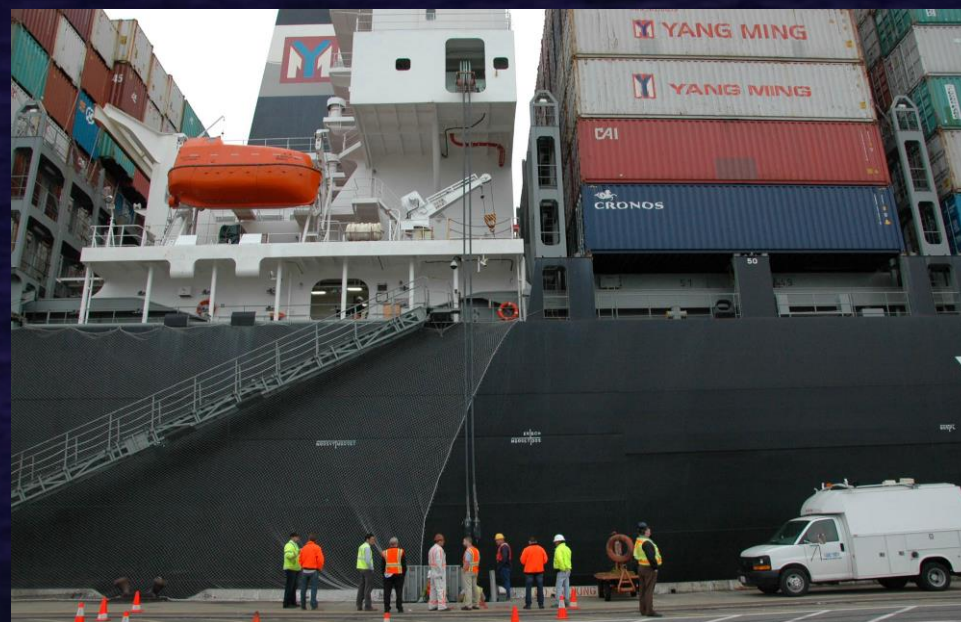
Port of Oakland-- Governance

- Governance by 7-member Board of Port Commissioners
- Appointed by City Council upon nomination by Mayor
- Staggered four-year terms; serve without compensation
- Exclusive control and management of the Port Area (1927 Amendment to City Charter)
- No taxation authority; supported by revenues, grants, public-private partnerships.
- Independent department of the City of Oakland
- 492 Full-Time Equivalent (FTE) employees (Seaport, Airport, CRE, all support divisions)
- Common Civil Service system shared with the City of Oakland



Public Trust Lands (“Tidelands Trust”)

- Tidelands grants from the State of California to the Port of Oakland
- More than 12 grants at the Port of Oakland; some back to 1852
- Limits on land use to Statewide public purposes: generally, maritime-related such as commerce, navigation, fisheries, other recognized uses. Some limited exceptions.
- May not sell public trust lands or lease for more than 66 years



Strategic Partners

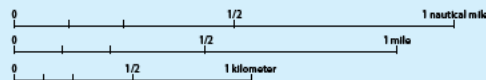
- City of Oakland; Community; Elected Officials; Non-Governmental Organizations; Environmental Justice and Economic Justice Organizations and Coalitions; Labor
- State: State Lands Commission, Bay Conservation and Development Commission (BCDC), Regional Water Quality Control Board, Bay Area Air Quality Management District
- Federal: Environmental Protection Agency (EPA), Federal Aviation Administration (FAA), Maritime Administration (MARAD), United States Army Corps of Engineers etc.
- Industrial Trade Associations: Bay Planning Coalition, beneficial cargo owners, Central Valley agriculture, Airport Area Business Association, etc.
- Economic Development Analysis: 73,000 jobs in region; 827,000 jobs nationwide (2010 data)



Maritime - Opportunities and Challenges

- I. Rebuilding Market Share
- II. Developing State-of-Art Infrastructure and Facilities
- III. Competition from Other Seaports
- IV. Improving Intermodal Connectivity
- V. Cost of Environmental Compliance and Dredging
- VI. Environmental Justice and Public Health Concerns
- VII. Delivering Jobs and Economic Opportunities
- VIII. Providing Public Access to the Waterfront
- IX. Building Effective Strategic Partnerships

Port of Oakland Maritime Facilities



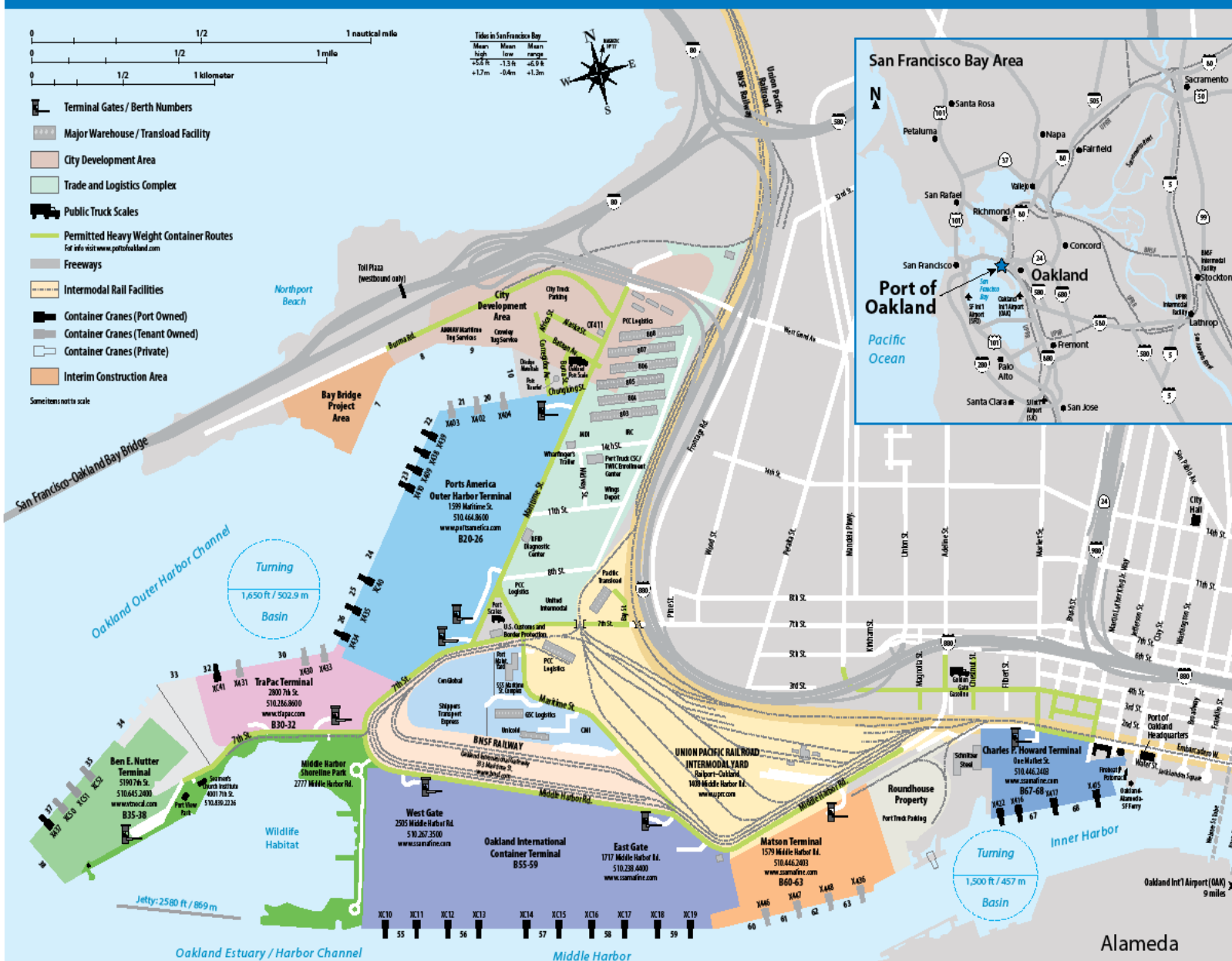
Tides in San Francisco Bay

| Mean high | Mean low | Mean range |
|-----------|----------|------------|
| +2.5 ft | -1.3 ft | +3.8 ft |
| +1.7 m | -0.4 m | +2.1 m |



- Terminal Gates / Berth Numbers
- Major Warehouse / Transload Facility
- City Development Area
- Trade and Logistics Complex
- Public Truck Scales
- Permitted Heavy Weight Container Routes
for info visit www.portofoakland.com
- Freeways
- Intermodal Rail Facilities
- Container Cranes (Port Owned)
- Container Cranes (Tenant Owned)
- Container Cranes (Private)
- Interim Construction Area

Some items not to scale



San Francisco Bay Area



Berths Terminal

20-26 Ports America Outer Harbor Terminal

Operator: Ports America

| Carriers | |
|-------------|-----------|
| CCNI | Maersk |
| Hamburg Süd | MSC |
| Hapag-Lloyd | Polynesia |
| Horizon | Yang Ming |
| K-Line | |

30-32 TraPac Terminal

Operator: TraPac Inc.

| Carriers | |
|----------|---------|
| MOL | Hyundai |
| APL | |

35-38 Ben E. Nutter Terminal

Operator: Seaside Transportation Services (STS)/Evergreen

| Carriers | |
|----------------|--------|
| Evergreen | COSCO |
| China Shipping | Hanjin |

55-59 Oakland International Container Terminal

Operator: Stevedoring Services of America, Inc. (SSA)

| Carriers | |
|----------------|---------|
| APL | MOL |
| China Shipping | MSC |
| CMA CGM | NYK |
| COSCO | OOCL |
| Hanjin | UASC |
| Hapag-Lloyd | Wan Hai |
| Hyundai | Zim |
| Maersk | |

60-63 Matson Terminal

Operator: Stevedoring Services of America, Inc. (SSA)

Carriers
Matson

Operations Begin in 2014

67-68 Charles P. Howard Terminal

Operator: Stevedoring Services of America, Inc. (SSA)

Carriers
Matson

Available for Lease in 2014

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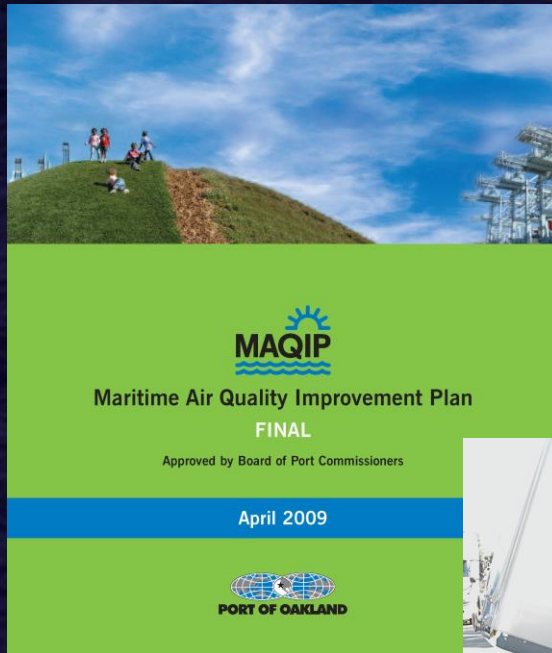
Middle Harbor - Park and Habitat

- Completed community-based Master Plan and construction of 38-acre public access park in maritime terminal area: Middle Harbor Shoreline Park(May 1999) and 180-acre shallow water habitat (on-going)



Maritime Air Quality Improvement Plan

- Completed planning process and implementation of Maritime Air Quality Improvement Plan (MAQIP): Drayage Truck Replacement and Retrofit Project, Comprehensive Truck Management Program, Shorepower Project (April 2009 to present)



Completed Projects-Truck Retrofit/ Replacement



PORT OF OAKLAND



- 38 million in total grant funding
- Collaboration with agency partners and trucking
- 1,319 diesel particulate filter exhaust retrofits
- 587 replacement trucks

- Truck Emissions in 2005:
16 tons DPM
- Truck Emissions in 2012:
2 tons DPM

Completed Projects – Shore Power Program

- **Completed construction of \$60 million shore power infrastructure in 2013**
- **Partnership with agencies, tenants, and shipping lines**
- **Began implementation in January 2014**
- **Ship emissions in 2005: 209 tons DPM**
- **Ship emissions in 2012: 57 tons DPM (Fuel)**
- **Additional DPM reductions beginning in 2014 (Shore Power Implementation)**



PORT OF OAKLAND

Completed Projects – Shore Power Program



Port Phase 1
Berths: 56, 57, 58
Grants: TIGER, MSIF
Utility Provider: Port

Port Phase 2A
Berths: 25, 35, 37, 55, 59, 68
Grants: Prop 1B
Utility Provider: 25, 35, 37, 55, 59: Port; 68: PG&E

Port Phase 2B
Berths: 30, 32
Grants: Prop 1B, MTC
Utility Provider: Port

Constructed by Tenant
Berths: 24, 61, 62
Grants: Prop 1B, MSIF
Utility Provider: Port and PG&E

Shore Power may be constructed by Tenant in Future
Berths: 20, 21, 22, 23
Utility Provider: Port

Completed Projects – Shore Power Program



Results (% Reductions 2005-2012)

Emission
Changes
2005-2012



| EMISSION | OCEAN-GOING VESSELS | CARGO-HANDLING EQUIPMENT | HARBORCRAFT | LOCOMOTIVES | TRUCKS | OVERALL % CHANGE 2005-2012 |
|-----------------|------------------------|-----------------------------|-------------|-------------|--------|----------------------------------|
| DPM | -72% | -63% | -30% | -77% | -88% | -70% |
| CO | -1% | -49% | 14% | -81% | -67% | -33% |
| NOx | 4% | -46% | -32% | -75% | -60% | -15% |
| SO ₂ | -80% | -92% | -94% | -100% | -90% | -80% |
| ROG | 50% | -33% | 11% | -83% | -74% | 1% |

Stakeholder Engagement - Monitoring and Reporting



- Progress report planning began in January 2013
- Met with internal team, partner agencies, and MAQIP co-chairs for agenda planning throughout 2013
- MAQIP Progress Report Stakeholder meeting on November 19, 2013

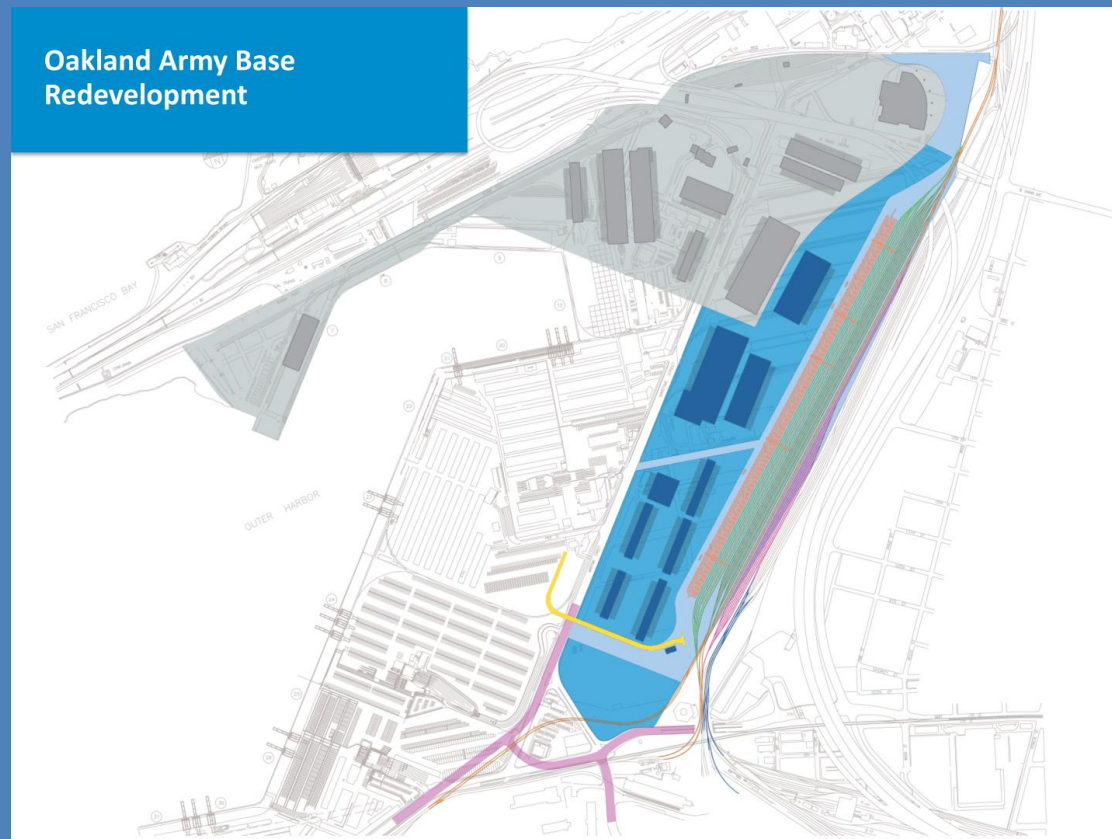
Other Projects-Completed or Underway

- **Trucks - Comprehensive Truck Management Program**
- **Ships - Ocean Going Vessel Fuel (use of 0.1% Sulfur MDO)**
- **Locomotives - Cleaner Fuel and Idle Reduction**
- **Cargo-handling Equipment - Ongoing retrofit and replacement**
- **Harborcraft - Tugboat engine replacement (State and local air district funded grants)**
- **Terminal Improvements - Gate and yard upgrades (RFID, configuration improvements)**



Joint Master Planning for Industrial Land

City and Port: Trade and Logistics Center at former Oakland Army Base
Community Benefits Agreement; Air Quality; Energy Innovation Study



Conclusion: Four Powerful Principles for Success

- ✓ **IDENTIFY COMMON GOALS AND OBJECTIVES WITH STRATEGIC PARTNERS** at early stages of planning processes;
- ✓ **ANALYZE AND COMMUNICATE** planning approach, goals, objectives and benefits in jobs, contracting opportunities, public health, emissions reductions, public access;
- ✓ **DEVELOP AND SUSTAIN STRONG COALITIONS** beyond port footprint, including community, NGOs, and beneficial cargo owners (BCOs);
- ✓ **DELIVER ON COMMITMENTS:** Tangible benefits and outcomes to build trust and confidence!

