

OPENING REMARKS for AAPA Cargo Optimization Conference

June 7, 2016

- Good morning and welcome to Jersey City, New Jersey, one of our local communities that is home to the Port of New York & New Jersey
- I'd like to thank Kurt Nagle and Jean Goodwin from AAPA for putting together this fabulous event and for inviting the Port of New York & New Jersey to serve as the host for this first conference on Cargo Optimization.
- In our industry there is the need for constant learning, coordination and collaboration and AAPA makes that possible by bringing these interesting, thought-provoking and educational conferences to port leaders.
- It is always good to attend AAPA events, to come together as port experts and to have a chance to learn and share with one

another. It is a great opportunity to make connections with fellow port executives. AAPA conferences are also one of the places where we can be unabashed in our excitement over all things maritime.

- I know that it's often difficult to explain to those not in the industry how important our work is, and to relate it to their everyday lives. But here, among our peers we can let our hair down and talk productivity, cargo optimization, inland ports, big ships, cranes, trucks and trains without judgment.
- It's sometimes painful to be the one person in the room excited about containers, bulk, breakbulk, car carriers, cruise ships and ferries. You know what I'm talking about...
 - It's that glazed look you get from your significant other when you start talking about the labor issues at your port

- The sighs of exasperation from your kids when you start talking about the importance of inland ports
- The way your parents explain your job to others "I don't know what she does, but it's very important"
- Here, among friends and colleagues you don't have to worry about that, so let me be the first to invite you to get out over the next two days as we talk all things cargo.
- Whether you are a seaport, or one of our friends from the Great Lakes; A North or South American port, I'd like to invite you to spend the next two days having a wonderful time here in the greater New York & New Jersey area.
- And with that in mind, I want to take a slightly different approach with my comments. Normally, host port directors open with stories of their current state of affairs. I know that many

of you are expecting to hear more about all the wonderful happenings in the Port of New York & New Jersey.

- I could share with you my vision for the future of our port. I could discuss our shifting mission focus from the importance of building infrastructure to the importance of:
 - Shaping regional transportation by maintaining and improving our portfolio of infrastructure assets and their linkages to the region's transportation network;
 - Approaching operations strategically to maximize efficiency and productivity;
 - Fostering a culture of partnerships and sharing the responsibility for developing new or improved infrastructure with our private sector partners.
 - Implementing existing plans and;

- Creating new ideas and solutions to remain vigilant and proactive.
- However, I feel like all of you know these things. As fellow port enthusiasts you are well aware of the challenges facing all of us, and how we're going to approach them. So instead I thought I'd share with you some of the unique things about our port and port communities...my top ten observations since I've arrived in NY & NJ and encourage you to get out and enjoy everything our port has to offer.
- Number 10: Did you know that the city of New York is actually a collection of over 100 islands? While everyone is familiar with the "big island" - Manhattan, there are other great islands that are part of the city that are worth visiting. If you have a couple of days, take the ferry over to Governor's Island- a 172-acre

island in the heart of New York Harbor. It's only 800 yards from Lower Manhattan, and even closer to Brooklyn. The island is the home to the New York Harbor School, which offers a unique maritime education program with a focus on hands on training which take advantage of the Island and harbor. The arts are also represented with the Lower Manhattan Cultural Council (LMCC) and the incoming Spaceworks artist studio programs. LMCC's expanding program provides work and performance spaces for artists as well as exhibitions and public programs during the open season. Or you can travel north to City Island, NY's version of a quaint fishing village. The island is famous for its seafood, and the City Island Nautical Museum displays maritime artifacts and antiques.

- Number 9: NY is a food connoisseur's paradise. No matter what you like to eat - it's here and available night or day. A great place

to sample NY food is at the Chelsea Market, one of the greatest indoor food halls of the world, with more than thirty-five vendors purveying everything from soup to nuts, wine to coffee, cheese to cheesecake. This market is in the historic Meatpacking District, which retains its name from a period when it served as the center for slaughterhouses and butcher shops in NY. Or wander into one of our local communities for great ethnic cuisine. Chinese, Korean, Indian, Italian, Jamaican, Ethiopian, Thai, French, German, Mexican... no matter what you love, we've got it here.

- Number 8: Not only is this area known for food, but it's also famous for its beer. Whether its artisanal craft beer like that brewed at Departed Soles right here in Jersey City, or the widely known Brooklyn Brewery, located in Williamsburg, there is a local beer for everyone. The New Jersey Beer Company is

another local brewery located in North Bergen that welcomes visitors to its tasting room and a tour of its microbrew operation. Come, drink and share the best of local brews.

- Number 7: The Port of New York & New Jersey is home to one of the largest concentrations of maritime education programs in the US. Not only do we have the US Merchant Marine Academy located at Kings Point, Long Island, we also have the State University of NY Maritime College and the Kingsborough Community College in Brooklyn, that have degree programs in maritime all of which are located in our Port District. At the high school level, in addition to the Harbor School which I mentioned earlier, we also have the Marine Academy of Science & Technology in Sandy Hook, NJ. There's no place better to be if you are looking to get a maritime education.

- Number 6: One of the hottest tickets in New York right now is to the musical Hamilton. While you may not be able to get a ticket to that show, you can go one better, by visiting the actual Weehawken Dueling Grounds, located just north of our Lincoln Tunnel in Weehawken, NJ which is where Hamilton and Burr dueled, and Hamilton was mortally wounded. It's a great site that overlooks the Hudson with tremendous views of Manhattan.
- Number 5: One of the best ways to see our wonderful harbor is by boat to get the best views of both sides of the river. Whether you take the Staten Island Ferry for a slow, leisurely ride or take advantage of one of the many ferry services from Jersey City to Manhattan there are plenty of opportunities to enjoy the Port on the water. My staff even tells me there are a couple of speedboat tours for those that are more adventurous.

- Number 4: The NY/NJ area is chock full of off-the-beaten path museums. While everyone knows of the Met, the Guggenheim and the Museum of Natural History, the Port district is home to hundreds of other lesser known but equally interesting museums with unique collections. You can visit the Cloisters in upper Manhattan, which contains European medieval architecture, sculpture and decorative arts complete with medieval gardens; or the Morgan Museum and Library which contains the significant collection of financier J.P Morgan.
- Number 3: You can always see great live music. For those of you that are pop music fans, my staff tells me that Dave Matthews is playing here in Jersey at the PNC Bank Arts Center tonight, and Beyoncé is taking the field tomorrow night at CitiField in Queens. And for the classical fans in the room, there is a free concert in Washington Square Park in Greenwich Village this evening.

Looking for Jazz? Try the Blue Note or Iridium or Dizzy's Coca-Cola, which hosts many of the artists from Jazz at Lincoln Center.

- Number 2: One of the best things about New York, is just getting the opportunity to see the city from the ground level, whether you are visiting taking a fantastic walking tour of restaurants here in Jersey City, a guided tour of historic sites in upper Manhattan, a tour of historic Greenwood Cemetery in Brooklyn, or you take the two-hour walking tour through the Bronx Zoo (who's residents all arrive via our Port Authority facilities!!). Walking is one of the easiest things to do and something that I am enjoying since becoming a NY'er, especially as the weather warms up.
- And my Number 1 observation is ...

that anything and everything can be delivered directly to you - Apps like Caviar, Seamless, and Shoprunner makes it easy to bring it right to your doorstep, and let's not forget that Whole Foods delivers. And for \$2.75 you can hop the subway or PATH and go any place you want.

- *I hope that I've given you a lot to think about and maybe tempted you into getting out and about while you're here (after, of course, participating fully in the conference events). Please take advantage of the wonderful transportation offerings, engage with local colleagues, make a new friend and professional connection, and see our operations from both sides of the river. We're proud of our port and the region and want to share all that NY and NJ have with you.*