Brooklyn Marine Terminal: Port Operations and Maritime Industrial Uses RFEI

A. Contact Information

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B. Firm Description

U.S. Coastal Service Operations LLC (USCS) is a New York–based maritime freight company focused on developing and operating low- to zero-emission waterborne freight services throughout New York Harbor.

The company's mission is to reduce roadway congestion, expand New York City's working waterfront, and advance the deployment of clean, reliable marine freight services that strengthen the resilience of the City's urban supply chain while reducing the harmful impacts of trucking on our local communities.

USCS's offices are in New York City and it operates primarily within the New York–New Jersey Harbor, including the berthing of its vessels today at Brooklyn Marine Terminal (BMT). The company is operating under its present business name and has not previously used any other business names. Its affiliated entities include [redacted]

C. Financial Capacity and Capability

[redacted] The company has successfully financed the acquisition and activation of the M/V Caribbean Ferry, as well as the acquisition of the M/V Greenport. USCS has also invested significant capital in landing site research, engineering, and design, including collaboration with Prologis on the waterfront design of their Bayonne site. The company's summary financials have previously been provided through our affiliated entities.

D-E. Relevant Experience

USCS's experience includes significant planning, technical assessment, and design efforts specifically focused on catalyzing Blue Highway operations in New York Harbor. USCS owns the M/V Caribbean Ferry, a 132-foot roll-on/roll-off vessel capable of carrying palletized and rolling cargo, and the M/V Greenport, both acquired specifically for Blue Highways use. USCS has managed all phases of vessel acquisition, regulatory compliance, insurance placement, and operational readiness and terminal design and

partnership engagement. USCS is in the process of developing demo and/or potential operations with private- and public-sector partners. USCS has previously secured federal maritime funding, including a FY2019 MARAD grant, through its affiliated entities

USCS's operations are led by a multidisciplinary team with expertise in maritime operations, logistics, sustainability, and finance. This includes the development, execution, and expansion of last mile and micro-fulfillment operations and infrastructure with organizations such as Amazon.com and Amazon Logistics.

- Malcolm Martin, Director of Fleet Operations, is a licensed professional mariner with over 40 years of experience in passenger vessels, cruising yachts, and research ships, including three decades operating in New York Harbor. Malcolm brings deep expertise in maritime operations to his leadership at USCS. Before joining U.S. Coastal Service in Fall 2024, Malcolm served as Director of Vessel Operations for the South Street Seaport Museum, where he led a team of over 90 crew. He also served as Fleet Captain and Safety Manager for Classic Harbor Lines. Malcolm has captained global ocean crossings and holds a 200 GRT Master license upon Oceans.
- Ilana Mayid-Dennis, President, has fifteen years of experience across finance, logistics, and environmental, social, and governance (ESG) strategy. Before joining USCS in its initial stages in 2020, Ilana spent eight years in finance and subsequently completed her MBA at Duke University focused on energy, environment, and social entrepreneurship. Ilana worked for Amazon Logistics, creating their 2019 peak season delivery station strategy. She has also conducted research for the World Wildlife Fund and Oceans 2050 on the blue economy. For three years, she managed the ESG program at PayPal before rejoining USCS in December 2023. She is a native of New York and New Jersey and graduated with her B.S. from Fordham University.
- Kevin Morris, Director of Strategy and Operations, joined USCS in Summer 2025 and comes with over 25 years of experience in logistics. A former US Army Transportation Officer who served in various Army Watercraft positions supporting Military Traffic Management Command and Military Sealift Command in Operation Iraqi Freedom followed by over 12 years with Amazon.com focusing on sub same day delivery and micromobility last mile solutions here in NYC Kevin's focus is on bringing the various supply chain activities together in a seamless and well-coordinated activity opening up new freight lanes for NYC.

F. Responses to RFEI Questions

U.S. Coastal Service Operations LLC (USCS) proposes to serve as a Blue Highways operator within the Flex Maritime portion of Brooklyn Marine Terminal (BMT), supporting NYCEDC's vision for a modern, low emission working waterfront. USCS's operating model is centered on [redacted] USCS does not seek to act as the master developer or port operator for

the terminal as a whole; rather, its role is to deliver and help steward a dedicated Flex Maritime environment that complements containerized cargo activity while remaining operationally distinct from the primary terminal operator and enhancing BMT's function as a multi-use maritime hub.

Operations would serve parcel carriers, food and beverage distributors, and other urban freight users through scheduled, waterborne services moving palletized goods, rolling cargo, parcels, and temperature-controlled freight. These services are fundamentally dependent on waterborne transportation and are intended to reduce truck traffic, improve supply-chain resilience, and advance the City's sustainability and electrification goals.

Proposed Maritime Industrial Operations

USCS proposes scheduled Blue Highways freight services connecting BMT with key harbor nodes, including New Jersey, Hunts Point, Downtown Manhattan (including Downtown Skyport), Long Island City, and Governors Island. Primary commodities include palletized goods, rolling cargo, parcels, and limited temperature-controlled freight. Operations would be designed to accommodate both heavier rolling freight and lighter microfreight formats, enabling flexibility across parcel, food, and mixed urban cargo types.

Blue Highways planning often emphasizes two ends of the freight spectrum: large container vessels and small craft supporting last-mile delivery. An equally critical component is the middle mile, served by mid-sized RORO vessels (approximately 90–250 feet in length) capable of efficiently moving freight between terminals, boroughs, and distribution nodes. These vessels require protected berthing, rapid RORO access, and modest but proximate upland staging, and are essential to connecting large-scale maritime freight with last-mile delivery systems. The economic and environmental value of these operations is realized through frequent vessel calls, efficient RORO transfers, and short dwell times at the waterfront, which are capabilities that cannot be replicated through landside logistics alone.

From a traffic perspective, operations would be designed and managed to generate minimal truck traffic at BMT. Landside activity would primarily involve small-format, low-emission vehicles such as electric box trucks, vans, and cargo bikes, with limited episodic truck movements. While limited episodic truck movements may occur at the terminal, these are substantially outweighed by the net reduction in regional truck traffic achieved by shifting freight from road to water earlier in the supply chain. An early-stage Blue Highways service operating one to two vessel calls per day can displace on the order of at least 20–60 truck trips per day, depending on cargo mix and utilization.

Waterfront Configuration and Vision Plan Considerations

Today, BMT has approximately 1.45 nautical miles of eligible working waterfront (roughly 8,800 linear feet) across finger piers and slips extending from Pier 9B to Pier 7. The Vision Plan's proposed consolidation of maritime access into a single approximately 1,700-foot marginal pier, coupled with the removal of most protected slips and finger

piers, represents a material reduction in usable waterfront linear footage. In addition, a marginal wharf while suitable for large vessel operations is unsuitable for small- to mid-sized RORO and mixed-format vessels that underpin Blue Highways, middle-mile, and microfreight operations.

We strongly encourage consideration of a hybrid waterfront configuration consisting of:

- A protected basin with internal slips and restored finger piers for small- and mid-sized vessels; including,
- Sufficient maneuvering room, and several slips with at least 600 lineal feet of usable slip/ berth space each to support safe, resilient RORO service; and
- An outer modular marginal pier capable of accommodating larger ships.

This approach—similar to conditions historically provided at Atlantic Basin and comparable to Erie Basin in Red Hook—would preserve sheltered berthing for Blue Highways operations while maintaining flexibility for larger vessels and supporting a multi-user maritime ecosystem. We also emphasize the importance of maintaining unobstructed access between industrial maritime uses and the waterfront, avoiding configurations that introduce operational conflicts between active maritime functions and adjacent public access areas.

We support the City's proposed investments in electrification and modernization and view BMT as increasingly attractive with the addition of shore power, improved gate access, and shared maritime infrastructure. Additional investments that would materially improve the viability of Blue Highways operations include:

- A new or enhanced gate near Pier 8 to improve direct road and greenway access
- A gate or similar to reduce conflicts and distinguish between container terminal operations and Blue Highways operations;
- Shared Blue Highways RORO infrastructure;
- Adequate shoreside power to support electric vessels, electric yard equipment, and charging for last-mile vehicles; and
- Shared dry and cold-storage facilities to support food and beverage distribution.

We also note the importance of preserving space for vessel repair and maintenance, including access to a repair yard with lift capacity on the order of 400 tons, to support an active fleet of small- and mid-sized vessels operating from BMT. This is similar to the NYC Ferry Home Port Facilities in Brooklyn Navy Yard and Atlantic Basin.

USCS owns and operates vessels and anticipates continuing to do so as operations scale. Near-term operations would utilize one to two mid-sized RORO vessels, with the potential to add vessels over time as service frequency and routes expand. [redacted] These vessels require protected berthing suitable for frequent and rapid RORO operations.

Upland requirements consist primarily of shared hardstand and staging areas near the berth and approximately 8,000–10,000 square feet of interior space located proximate to the berth for cross-docking, microfreight sorting, limited perishables handling, and operational support. Growth could occur primarily through increased sailing frequency rather than land expansion.

We anticipate requiring medium-voltage shore power infrastructure sufficient to support vessel charging during routine terminal calls, as well as electric yard equipment and last-mile vehicle charging. For planning purposes, our per-vessel charging demand is expected to fall in the [redacted] depending on charging speed, with aggregate site demand dependent on fleet size, charging strategy, and service frequency.

USCS views BMT and a future Hunts Point Marine Terminal as complementary nodes within a broader Blue Highways ecosystem rather than isolated sites. Waterborne service between these nodes would enable direct delivery of goods into the City's primary food distribution hub and allow outbound redistribution to Manhattan, Brooklyn, Queens, and other boroughs. Lease terms and governance structures consistent with small- and mid-size maritime users, rather than full terminal concessions, would best support the Blue Highways model.

USCS's ability to justify long-term investment in Blue Highways is directly dependent on the preservation of and access to appropriately designed and non-cost prohibitive waterfront and upland infrastructure. Protected berthing, RORO-capable interfaces, proximate flex maritime space, and shared facilities are essential to service reliability, operational economics, and shipper demand at scale. While USCS's fleet investment decisions are company-specific, these design requirements apply broadly to working waterfront uses the Blue Highways initiative is intended to support. Preserving protected slips, diverse berth types, and flexible RORO interfaces at BMT is therefore essential to realizing the site's full potential as a primary node in a resilient, low-emission urban freight network.

Workforce Development

USCS currently supports skilled maritime and logistics employment and has prioritized local workforce recruitment, including students and alumni of the New York Harbor School. The availability of appropriately designed and sufficient space at BMT would enable the return of stable, long-term employment across vessel crew, shoreside operations, maintenance, and terminal support roles in the neighborhood, the borough and the city as a whole.

General Feedback

USCS supports NYCEDC's objectives to modernize BMT and integrate public access, housing, and maritime uses. From an operational and market perspective, however, the long-term success of Blue Highways and other water-dependent industrial uses will depend on whether sufficient waterfront and upland space is preserved for active maritime operations. More critically, the resources must be suitably consistent with a diverse spectrum of vessel types and operations. The current Vision Plan significantly

reduces the possible scale and diversity of the working waterfront at BMT, concentrating maritime activity into a relatively limited footprint and for a narrow spectrum of operations and vessel types, risking limiting the scalability, diversity, and viability of port activity while still requiring sophisticated management and coordination typically associated with larger terminals. The type and magnitude of BMT's maritime footprint must align with the operational complexity envisioned in the Vision Plan and the city's Blue Highway Program.

BMT's planning should include functional and multi-use maritime facilities suitable for F. G. Supporting Materials

USCS has previously shared vessel concept designs, emissions and truck-displacement analyses, and letters of support from public- and private-sector partners reflecting substantive interest in advancing waterborne freight services. Given the exploratory nature of the RFEI, and to avoid duplicating materials, we have not attached these documents here. However, we would be pleased to provide additional information or updated analyses upon request, or as part of the future RFP process.

FOIL Notice

Certain materials referenced in this submission contain confidential, proprietary, or trade secret information. Disclosure of such information could reasonably be expected to cause competitive harm.

Pursuant to the Freedom of Information Law (Public Officers Law, Article 6), U.S. Coastal Service respectfully designates the following categories of materials as confidential and exempt from public disclosure to the extent permitted by law:

- Conceptual vessel designs or specs Non-public descriptions of fleet transition strategy, electrification approach, or charging infrastructure
- Descriptions of operational models, infrastructure dependencies, or phasing related to Blue Highways deployment
- Proprietary commercial or operational information shared in confidence by potential partners, vendors, or customers

This designation is provided to assist NYCEDC in evaluating the applicability of any FOIL exemptions. USCS understands that such designation is not determinative and respectfully requests consultation prior to any disclosure of the identified materials.