



Prepared for:

**New York City Economic Development Corporation**  
Request for Expressions of Interest  
**BMT Port Operations and Maritime Industrial Uses**

Submitted by:

**Crowley Wind Services, LLC**

Submittal Date: December 14, 2025



December 14, 2025

New York City Economic Development Corporation  
One Liberty Plaza  
New York, NY 10006

**Re: Brooklyn Marine Terminal — Port Operations and Maritime Industrial Uses RFEI**

Dear New York City Economic Development Corporation,

Crowley appreciates the opportunity to respond to the Brooklyn Marine Terminal (BMT) RFEI. Crowley's interest in BMT includes exploring a public-private partnership (PPP) with NYCEDC to support the development and operation of BMT as a modern, multi-use maritime hub as a developer-operator. At this stage, our objective is to contribute our insights and extensive experience, while maintaining the flexibility necessary to align with the City's evolving vision.

**Crowley's Approach:** With over a century of leadership in maritime logistics and recent success in port development, Crowley delivers complex projects in dynamic markets. Our adaptability and innovative approach position us to add value to BMT's transformation while respecting the mixed-use environment and community priorities.

**Crowley's Potential Role:** While the ultimate partnership structure will be determined by future RFP directives and discussions, Crowley anticipates a collaborative PPP model that may encompass:

- **Investment and Funding Strategy:** Drawing on our institutional capital partnerships to facilitate private investment.
- **Development and Operations Expertise:** Crowley serving as the developer/operator and providing end-to-end management of engineering, permitting, construction, and long-term terminal operations.
- **Tenancy and Commercialization:** Utilizing our industry expertise and relationships to work alongside NYCEDC in crafting a tenancy plan that aligns with both immediate development needs and long-term strategic objectives.
- **Stakeholder Engagement:** Partnering with NYCEDC and community stakeholders to ensure broad-based economic inclusion and robust workforce development initiatives.

Crowley fully recognizes the necessity of balancing industrial functions with neighboring residential communities and would prioritize ongoing engagement and the integration of sustainable practices throughout the process, collaborating with partners such as Karp Strategies or comparable organizations.

Thank you for your consideration and we welcome the opportunity to provide further clarification or address any questions you may have.

Kind regards,

A handwritten signature in black ink, appearing to read 'Amy Monier', is written over a white rectangular background.

Amy Monier  
Director, Business Development - Terminals  
Crowley Wind Services, LLC

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## A. Contact and Legal Information

Table 1 - Crowley Contact Information

<b>Legal Name:</b>	Crowley Wind Services, LLC
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<b>Contact:</b>	Amy Monier
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## B. Firm Profile and History

### B.1 Crowley Overview

Crowley Maritime Corporation was founded in San Francisco, California in 1892 and is a privately held, U.S.-owned and operated corporation headquartered in Jacksonville, Florida. It has an additional 49 offices and port locations across the U.S., and additional ports and offices throughout Central America, Europe, and the Caribbean. Crowley Maritime Corporation provides logistics, marine, and energy solutions for commercial and government customers in 36 nations and island territories through five primary business units: [Crowley Logistics](#), [Crowley Shipping](#), [Crowley Land Transportation](#), [Crowley Wind Services](#), and [Crowley Fuels](#).

As the nation's largest commercial owner/operator of American-built ships, Crowley Maritime Corporation employs more than 2,200 mariners. It owns, operates and/or manages a fleet of more than 115 crewed vessels, consisting of roll-on-roll-off vessels (RORO), lift-on-lift-off vessels (LOLO), articulated tug-barges (ATBs), LNG-powered container/roll-on, roll-off ships (ConRos) and multipurpose tugboats and barges including the nation's first all-electric tugboat, the eWolf, and the only U.S. flagged LNG Carrier. Land-based facilities and equipment include port terminals, warehouses, tank farms, gas stations, office buildings, trucks, trailers, containers, chassis, cranes, and other specialized vehicles.

Crowley Wind Services (CWS), a business unit of Crowley Maritime Corporation, was established in January 2021 to support the nascent U.S. offshore wind market by delivering innovative integrated solutions for developers, operators, and workforce needs. CWS operates as a joint venture between Crowley and Morgan Stanley Infrastructure Partners (MSIP). This strategic partnership combines Crowley's century-long maritime and logistics expertise with MSIP's financial strength and leadership in infrastructure investment.

Building on a foundation of operations, marine logistics, port development, engineering, and regulatory compliance CWS has successfully implemented scalable solutions for complex marine projects.

#### *Highlights of Proven Solutions in Complex Markets:*

- **Infrastructure Development:** In partnership with MassCEC and the City of Salem, CWS is leading the redevelopment of the former Salem Harbor Station. Key elements include a public-private partnership structure, significant job creation, sustainable redevelopment, community outreach, and CWS's role as both Terminal Operator and Stevedore.
- **Construction & Installation:** CWS is supporting the 704 MW Revolution Wind Project off Rhode Island and Connecticut by managing transport and offshore transfer of 65 Siemens Gamesa turbines. Leveraging Barge 455-8, Ocean Class tugs, and union labor teams, CWS delivered safe and efficient feeding, seafastening, and complex offshore lifting operations in compliance with USCG regulations.
- **New market vessel needs:** CWS provided engineering, project management, and outfitting support for the Nexans ST2502 CLB, first of its kind near-shore cable lay barge, used in subsea cable installation for the Empire Wind Project. The barge was equipped with a 3,500-ton

turntable, vertical injector, dynamic positioning system, and mooring configurations. CWS also secured a USCG Permissively Manned designation and ensured full ABS and USCG compliance, delivering the barge outfitted, certified, and mission-ready on schedule.

CWS drove successful execution by leading partnership coordination and resolving design challenges resulting in on schedule installation of nearshore cable in NY harbor at unique burial depths.

**CWS' mission is straightforward:** to leverage our expertise and adaptive methodologies in delivering efficient, safe, and sustainable solutions for customers and ports across a diverse array of industries and emerging markets requiring marine infrastructure, logistics, and specialized services. Through the integration of technical proficiency and strategic institutional investment, CWS is positioned as a leader in providing infrastructure and solutions that foster long-term value creation.

Throughout the remainder of this response, Crowley Maritime Corporation and CWS business unit will collectively be referred to as "Crowley".

## B.2 Crowley Locations

Crowley has offices, terminal, and workforce locations across the United States, South America, and the Caribbean. *Table 1* below provides a list of locations in the USA and a complete list, including further details of location specific services can be found at [Crowley / Locations](#).

**Table 2 - Crowley Offices and Terminals Within the U.S.**

U.S. Crowley Offices and Terminals
Alaska
California
Florida
Georgia
Louisiana
Massachusetts
Mississippi
North Carolina
Ohio
New York
Pennsylvania
South Carolina
Virginia
Washington



## C. Financial Capacity and Capability

Crowley Wind Services Holdings LLC is the parent company of the respondent, Crowley Wind Services, LLC, and a well-capitalized entity with over \$[REDACTED] in net equity.

The first year of operations was 2023. This entity in turn is owned by Crowley Holdings, Inc. and Morgan Stanley Infrastructure Partners, both multi-billion-dollar entities, providing substantial financial backing for large-scale infrastructure projects

## D. Maritime and Operations Experience

### D.1 Development

#### D.1.1 Salem, MA - Salem Offshore Wind Terminal



The Salem Offshore Wind Terminal as designed, is a purpose-built facility to support the construction of offshore wind projects. For many years, the site housed a coal-fired power generation station. In 2022, Crowley, in a public-private partnership with the Massachusetts Clean Energy Center, embarked on the redevelopment of the site into a state-of-the-art terminal. This facility will feature two heavy lift berths and nearly 30 acres of laydown area.

The two heavy lift berths, pre-assembly area, delivery, and transition operational areas are approximately 6 acres. This makes it an ideal location for managing large-scale offshore wind projects. The terminal is designed to maximize throughput for marshalling offshore wind turbine components. It offers ship or shore based crane and RORO solutions for load-in and load-out for heavy cargo.

The approach to Salem consists of a deep-water channel with no vertical or horizontal draft restrictions. Additionally, the fully secure site, as designed would provide nearly 5 megawatts of electrical capacity

through various receptacles around the terminal, ensuring preservation power for nacelle and tower sections.

Crowley is in a long term lease agreement with the state of Massachusetts, the project is 100% permitted, and designed.

#### **D.1.2 Jacksonville, FL – JAXPORT Expansion**

Crowley operates two marine terminals in Jacksonville including the JAXPORT Talleyrand Marine Terminal (TMT), a 50-acre facility complemented by additional RORO space and LNG capabilities. Crowley has invested significantly in modernization and sustainability initiatives, including participation in the JAXPORT EXPRESS Project, Florida's first multi-stakeholder public-private partnership deploying low- and zero-emission cargo handling equipment and infrastructure. Key components include electrified reefer racks, battery-electric yard tractors, and high-power DC fast charging stations as well as a Port and Maritime Electrification Plan to transition operations toward zero-emission technologies.

Beyond equipment upgrades, Crowley has contributed to berth reconstruction, pavement and drainage improvements, and on-dock rail modernization to enhance efficiency and safety.

#### **D.1.3 San Juan, Puerto Rico – New Container Pier and Terminal Lift On Lift Off (LOLO) conversion**

Crowley has been a cornerstone of Puerto Rico's supply chain for over 70 years, operating the Isla Grande Terminal at the Port of San Juan as a critical hub for cargo and energy logistics. Development initiatives have focused on **modernization, safety, and operational efficiency**, including:

- **Infrastructure Upgrades:** Conversion from RORO to LOLO operations with construction of a new container pier, electrical substation upgrades, and upland improvements for stacking capacity.
- **Energy and Sustainability:** Steps toward integrating cleaner energy solutions and improving resilience for port operations through the development of a terminal microgrid.
- **Workforce Development:** Ongoing efforts to strengthen the maritime and logistics talent pipeline in Puerto Rico.

These investments underscore Crowley's commitment to efficiency, sustainability, and resilience while reinforcing its leadership in modern port infrastructure for Puerto Rico's economy. It also demonstrates Crowley's experience with managing contracting, design, permitting, construction oversight, innovative approaches and project delivery.

#### **D.1.4 Seattle, WA - Pier 17 Reconstruction**

In 2002, Crowley entered into a new long-term lease with the Port of Seattle for waterfront facilities including dock and office space at Pier 17 which Crowley had occupied for the previous 50 years. As part of the new lease, Crowley completely redesigned and reconstructed the main dock, rebuilt existing office space, and constructed a new office/warehouse structure. This project involved structural upgrades and site improvements to support marine operations and enhance dedicated berthing capacity for Crowley's



tug and barge fleet. The redevelopment marked a significant investment in Crowley's Pacific Northwest infrastructure, ensuring operational reliability for harbor towing and related services.

### D.1.5 North Pole Bulk Fuel Storage Facility

Crowley spearheaded the design, construction, and operation of the North Pole Bulk Fuel Storage Facility near Fairbanks, Alaska, under a multi-year contract with the U.S. Defense Logistics Agency Energy. Crowley managed all phases—from engineering and permitting to construction—partnering with local firms such as Latitude 63 and Integrity Environmental to ensure compliance and environmental stewardship. The facility includes dedicated pipelines, truck and rail loading systems, and on-site fuel additive capabilities, built for a 50-year lifespan to enhance military readiness and energy security. Beyond technical execution, Crowley engaged with local contractors and regulatory bodies, creating jobs and reinforcing safety standards in the region. This collaborative approach not only strengthened community ties but also addressed environmental concerns, ensuring resilient infrastructure aligned with Alaska's unique climate and operational challenges. The project was completed five months ahead of schedule.



## D.2 Grants Capabilities

Crowley has demonstrated expertise and success in securing and managing state and federal grants, particularly in support of sustainability, infrastructure modernization, and clean energy initiatives. Crowley is well established as a leader in leveraging grant funding to drive innovation and sustainability across the maritime and logistics sectors, through strategic partnerships and a forward-thinking approach. These accomplishments underscore Crowley's commitment to clean energy, port modernization, and public-private collaboration, positioning the company at the forefront of the industry's transition to a low-carbon future. The following list summarizes relevant grants and cooperative agreements Crowley has carried out in the past three years:

- 1.0 **eWolf: MARAD Cooperative Agreement #693JF72050005.** Supporting construction and commissioning of the nation's first battery-electric tugboat and microgrid-backed 1 MW DC vessel charging station.
- 2.0 **JAXPORT EXPRESS: MARAD FY2022 PIDP (ALN 20.823) Grant #693JF72344033:** Florida's first multi-stakeholder public-private partnership deploying low- and zero emissions port equipment and infrastructure at two JAXPORT terminals operated by Crowley and SSA Marine.
- 3.0 **Salem Offshore Wind Terminal: MARAD FY2022 PIDP Grant award** to support design and construction of the Salem terminal. Coordinated with MARAD and the City of Salem (applicant/recipient) to keep the project on schedule.

- 4.0 **MCS Vessels: MARAD Cooperative Agreement #693JF72450003.** Crowley led the organization of a Project Team comprising CharIN, the American Bureau of Shipping, and Black & Veatch to organize a permanent working group for transferring the Megawatt Charging System (MCS) Standard to the maritime sector and enabling future standardized, publicly accessible vessel charging stations. Activities are underway and had a successful first public full-day event at the 2024 Electric & Hybrid Marine Expo North America in Long Beach, CA.
- 5.0 **Humboldt Heavy Lift Terminal:** CWS managed and was a major contributor to the Federal Department of Transportation INFRA grant application that resulted in an award of approximately \$426 million, the largest grant ever awarded for offshore wind, to the Humboldt Harbor District. Prior to the grant being rescinded by the Federal government, the Harbor District had planned to use the grant to finalize design/permitting and to fund project construction, including access roads, onsite utilities, a 40-acre upland staging site, a 1,200 linear foot wharf, and a several acre berth. The grant also included:
- \$51,000,000 for environmental restoration.
  - \$1,100,000 for a paved multipurpose trail adjacent to the site.
  - \$2,300,000 for an eco-shoreline transition from the bay to the upland site.
  - \$10,000,000 for a large on-site solar array to provide renewable energy to the project operations.
  - \$1,200,000 for public recreation access (fishing pier, kayak launch, or other).
  - \$3,000,000 for a dredge material dewatering area.
  - \$6,000,000 for a Community Benefit Program intended to benefit local Tribes, fisherman, and nearby residents.

These highlighted awards reflect Crowley's strategic use of public-private partnerships and grant writing expertise to secure grant funding for acceleration of large infrastructure projects and a transition to reduced emissions.

## D.3 Operations

### D.3.1 Marine Terminals



As a maritime and logistics leader in the U.S, Caribbean, and Central America, we have vast experience in port operations. We have successfully owned and/or operated deepwater marine terminals in the Americas along with the vessels that frequent them.

Through our culminated network of supply chain providers and partners, we offer efficient, safe, and reliable port services including:

- Terminal/port operations including stevedoring services.
- Project management.
- Heavy haul transportation for wind turbine components and out-of-gauge cargo.
- Heavy lift planning including vessel load & cargo fastening plans.

- Onshore 4PL services including sourcing and warehousing.

### **D.3.2 Revolution Transport and Transfer Lift Project**

CWS is supporting the 704 MW Revolution Wind Project off Rhode Island and Connecticut by managing transport and offshore transfer of 65 Siemens Gamesa turbines. Leveraging Barge 455-8, Ocean Class tugs, and union labor teams, CWS delivered safe and efficient feeding, seafastening, and complex offshore lifting operations in compliance with USCG regulations.

#### *Pre-Operations*

- Identified the shipyard and arranged shipyard contract for outfitting the wind turbine generator transport barge for the client.
- Reviewed engineering documents before submitting them to shipyard for outfitting.
- Managed the engineering, fabrication/modifications and installation of grillage and sea fastening for the feeding transport barge.
- Traveled to the installation vessel in Denmark to collaborate with client for the outfitting of the vessel in preparation for project.
- Worked with regulatory bodies (USCG) to obtain permissive manning for the transport barge.
- Outfitted the barge and tugs with PPU (personal pilot units) for improved mooring capability both offshore and in port.
- Provided R.A.M's and Method Statements to the client for In Port Operations, Transport of wind turbine generator, and Offshore Mooring.

#### *Terminal Operations*

- Prepare barge for load out of WTG components.
- Crowley manages the ILA in operating the sea fastening and grillage for the WTG components.
- Maintain and repair sea fastening and associated equipment.
- Oversight of contractors when performing added scope work for barge outfitting.
- Coordinate the pilots and assist tugs for arrival and departure from the terminal.

### **D.3.3 JAXPORT Operations**

Crowley leases and operates at Jacksonville Port (JAXPORT) including a 50-acre terminal with a planned LNG facility, 20 equipment block zones and a 65-acre terminal designated for RORO operation, grounding, transfer and overflow space.

Terminal operations include:

- Union employees
- 170-180 employees working on the terminal at any one time
- Operating 14 top loaders, 5 reach stackers, 5 cranes
- Average of 3,000 gate moves per week (not including autos)

### D.3.4 Additional Operational locations

Crowley operates or has rights to operate at multiple other terminal locations including:

- Port Everglades
- Penn Terminal
- San Juan
- St. Thomas
- St. Croix

### D.3.5 Container Cargo Operations

Crowley operates multiple regional container routes across the US Gulf and East Coasts, Central America, Puerto Rico, and the Caribbean. Crowley's major services include operating Jones Act 2 ConRo Ships and multiple container and project cargo barges between the East Coast and Puerto Rico, as well as a fleet of 11 international flag small to mid-size container ships in Central America and the Caribbean, including 4 new *Avance* class vessels, LNG powered 4000 TEU container ships. The Central America and Caribbean routes service customers in produce, including significant reefer volume, textiles, and consumer goods. Current US ports of call include Port Everglades, FL, Jacksonville, FL, Gulfport, MS, Gloucester City, NJ and Penn Terminals, DE.

### D.3.6 Nexans CLB Marine Operations

CWS managed the multi-phase operation for the Nexans CLB during subsea cable installation in New York Harbor. Services included long-distance coastal towage with Titan class tugs, outfitted with Kongsberg station keeping dynamic positioning systems.

## D.4 Specialized Vessels

### D.4.1 Nexans ST2502 Cable Lay Barge (CLB) Outfitting

CWS provided engineering, project management, and outfitting support for the Nexans ST2502 CLB used in subsea cable installation for the Empire Wind Project. The barge was equipped with a 3,500-ton turntable, vertical injector, dynamic positioning system, and mooring configuration. CWS also secured a USCG Permissively Manned designation and ensured full ABS and USCG compliance while delivering the barge outfitted, certified, and mission ready on schedule.



#### D.4.2 eWolf – Nation’s First Electric Tug



Successfully delivered **eWolf** in 2024, the first all-electric ship assist harbor tugboat in the United States, advancing Crowley’s leadership in sustainability and maritime innovation. Our engineering services team designed the 82-foot vessel, which operates with zero emissions while maintaining full performance capabilities of traditional tugs. Collaborated with federal, state, and local partners to implement cutting-edge port technology, including a shoreside microgrid charging station at the Port of San Diego. The project is projected to eliminate 3,100 metric tons of CO<sub>2</sub> and significantly reduce NO<sub>x</sub> and particulate emissions over its first decade, demonstrating Crowley’s commitment to decarbonization and industry-leading environmental solutions.

### E. Quality of Experience

Crowley has a demonstrated history of successfully delivering and managing complex maritime infrastructure projects. Our experience reflects not only technical capability but also operational excellence, stakeholder engagement, and adaptability in challenging environments.

#### *Key Indicators of Quality and Relevance:*

- **Terminal Redevelopment & PPP Delivery:** Crowley has partnered with multiple public entities on various projects (summarized in Section E) through PPP or lease frameworks to redevelop and modernize terminal space. These projects required full-cycle expertise, permitting, design, construction oversight, and operations. These examples demonstrate Crowley’s ability to manage complex redevelopment with community and regulatory alignment.
- **Cargo Terminal Operations:** Crowley operates multiple terminals, including the 50-acre Talleyrand Marine Terminal, where we have implemented modernization initiatives such as berth reconstruction, electrified cargo handling equipment, and on-dock rail improvements. These investments underscore our ability to manage and improve cargo throughput while advancing sustainability goals.
- **Flexible Laydown:** Our work on projects like Revolution Wind and Nexans CLB outfitting highlights Crowley’s proficiency in planning and executing heavy-lift logistics, staging, and specialized marine operations—skills directly applicable to flexible laydown yard management at BMT.
- **Cruise and Passenger Interface Experience:** While our primary focus is cargo and industrial operations, Crowley’s history of managing multi-use terminals and coordinating vessel services positions us to integrate cruise operations seamlessly within a mixed-use port environment. In cases that require specialized expertise, Crowley would engage qualified subcontractor operators with proven experience in cruise terminal management and passenger services.
- **Sustainability and Electrification Leadership:** Through initiatives such as the JAXPORT EXPRESS Project and delivery of the eWolf electric tug, Crowley has proven its ability to implement



cutting-edge electrification and zero-emission strategies which are critical for meeting NYC EDC's vision for a modern, all-electric port.

- **Long-Term Operational Reliability:** Crowley's decades-long management of terminals in San Juan, Jacksonville, and Seattle demonstrates consistent performance in safety, efficiency, and labor coordination, including experience with unionized environments such as the ILA.

#### *Why This Matters for BMT:*

Crowley's experience in **marine terminal development and operations** demonstrates our ability to deliver integrated solutions for cargo handling and flexible laydown logistics while meeting sustainability, resiliency, and community engagement objectives. We have successfully redeveloped and modernized major terminals, including JAXPORT's Talleyrand Marine Terminal, and Isla Grande Terminal in Puerto Rico by managing permitting, design, construction, and long-term operations under public-private and lease frameworks.

Our approach combines operational excellence with overall accountability for site integration, safety, and performance standards, ensuring a seamless experience across all maritime components which include cargo, flexible laydown, and cruise, in alignment with NYCEDC's vision for a modern, multi-use port. For areas requiring specialized expertise, such as cruise terminal management and passenger services, Crowley will engage qualified subcontractor operators with proven experience to maintain best-in-class standards.

This depth of development and operational experience, combined with a collaborative approach, ensures predictable outcomes and positions Crowley as a trusted partner in advancing the Vision Plan.

## **F. Responses to Section III Questions**

NYC EDC has provided a set of questions for consideration, with responses requested for any or all. Crowley envisions its role at Brooklyn Marine Terminal (BMT) as a **strategic partner to NYC EDC**, collaborating to **develop and operate the port facility including the cruise, cargo, and flexible yard**. This partnership would leverage Crowley's expertise in infrastructure development, logistics, and sustainable operations to maximize the long-term value of the site.

Crowley has outlined below its **potential role and anticipated uses of the facility** based on current understanding and strategic objectives. Additionally:

- **Section F.1:** Provides detailed responses to specific questions posed by NYC EDC.
- **Section F.2:** Offers feedback and recommendations to inform you about the structure and priorities of the forthcoming RFP.

#### *Strategic Public Private Partnership for Development and Operations*

Public-private partnerships (PPPs) in port infrastructure projects are collaborative arrangements between government entities and private sector companies aimed at financing, developing, and operating port facilities. These partnerships leverage the strengths of both sectors: the public sector



provides regulatory oversight, land access, and long-term strategic planning, while the private sector contributes capital investment, technical expertise, and operational efficiency.

Financial structures in PPPs vary but often include models such as Finance-Build-Operate, Build-Operate-Transfer (BOT), Design-Build-Finance-Operate (DBFO), or long-term lease agreements. In these models, the private partner may finance the construction and maintenance of port infrastructure in exchange for the right to operate the facility and collect revenues for a defined period. The benefits of PPPs include accelerated project delivery, improved service quality, innovation through private sector involvement, and reduced fiscal pressure on public budgets. These partnerships can also enhance global trade competitiveness by modernizing port facilities and expanding capacity to accommodate larger vessels and increased cargo volumes.

Crowley envisions a collaborative Public-Private Partnership (PPP) with NYC EDC to deliver the Brooklyn Marine Terminal (BMT) in alignment with the Vision Plan. This partnership would combine NYC EDC's strategic oversight with Crowley's proven expertise in financing, construction, and operations to create a world-class maritime hub that drives economic growth and sustainability. Crowley proposes to serve as a single developer and operator.

#### *Why a PPP Model Works*

Public-private partnerships in port infrastructure leverage the strengths of both sectors:

- **Public Sector:** Regulatory oversight, land access, and long-term strategic planning.
- **Private Sector:** Capital investment, technical expertise, and operational efficiency.

Benefits include accelerated project delivery, improved service quality, innovation, and reduced fiscal pressure on public budgets, all while enhancing competitiveness.

#### *Crowley's Role in a PPP Structure*

Crowley is open to various PPP models and looks forward to understanding NYC EDC's preferred approach in the RFP. At the core, Crowley can serve as the developer and operator including:

- **Private Investment and Funding Stack Development**  
Through our joint venture with Morgan Stanley Infrastructure Partners, Crowley has access to institutional capital and extensive experience structuring funding stacks for major infrastructure and modernization projects.
- **Advisory Services**  
Expertise in maritime logistics, terminal development, financial modeling, grant strategy, port electrification planning, and stakeholder engagement.
- **Construction Management**  
Full capability to manage engineering, permitting, design, and construction of BMT.
- **Terminal Operations**  
Comprehensive operational management, including commercial strategy, tenant negotiations, and lease administration. Crowley may subcontract specific operators to support cargo or cruise.

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- **Tenancy Development**

Industry relationships to attract interim and long-term tenants across diverse sectors, supporting NYC EDC's vision for a multi-use facility.

#### *Contract and Revenue Structure*

Crowley anticipates a framework that could include:

- **Long-Term Lease Agreement**

Minimum 20+ years with extension options to ensure stability and investment recovery.

- **Operating Services Revenue**

Compensation for terminal management and operational oversight.

- **Shared Lease Revenue**

Potential revenue-sharing mechanisms tied to tenant leases, structured to align incentives and maximize site utilization.

- **Performance-Based Metrics**

Collaborative governance and transparent reporting to ensure accountability and operational excellence.

Securing stakeholders and community support is essential for the success of projects on this scale. Crowley recognizes and commends NYC EDC for its robust outreach and engagement efforts regarding the Vision Plan. Given the significance of the mixed-use strategy, particularly with residential areas adjacent to industrial operations, Crowley emphasizes the necessity of ongoing engagement and would intend to collaborate with Karp Strategies or comparable firms to foster and strengthen relationships with key stakeholders and neighboring communities throughout the course of the project.

## **F.1 Financial Proposal**

See Section B, C, and F for answers to the questions below.

- 1.0 *Describe, in qualitative terms, the core functions and services that the Respondent's business currently uses to generate revenue.*
- 2.0 *Does the Respondent's company operate independently or is it a subsidiary of another?*
  - 2.1 *If the latter, who is the parent company and/or the largest holder(s)?*
- 3.0 *Provide examples of existing or previous operations, where similar functions described in this RFEI are used to generate revenue. Describe the financial model of these examples, including any public subsidies they receive.*
- 4.0 *To support the Respondent's existing/previous operations, has the Respondent's firm historically invested in the development of these businesses? Investment could take the form of either direct capital injection for infrastructure and/or equipment, and/or the provision of equipment through other sources. If so, please provide examples and a description of whether such an investment strategy could be brought to BMT.*

5.0 *What are the general conditions (i.e., length of lease term) your firm typically seeks to support the business model.*

## F.2 Employment

6.0 *Provide a brief description of the employment opportunities the Respondent's firm's views could be associated with terminal operations, as well as within the broader community.*

While specific employment levels will depend on future tenants and operational requirements, Crowley anticipates that terminal operations could create a range of opportunities both on-site and within the surrounding community. Potential roles may include:

- **Terminal Operations and Management:** Positions such as facility managers, compliance officers, safety/QHSE specialists, and administrative staff to oversee day-to-day operations and regulatory compliance.
- **Stevedoring and Cargo Handling:** Skilled labor for vessel loading/unloading, line handling, and heavy-lift operations, potentially in coordination with unionized labor such as the ILA.
- **Maintenance and Support Services:** Jobs related to infrastructure upkeep, equipment maintenance, and utility management to ensure operational reliability.
- **Security and Safety Services:** Personnel for 24/7 security, ISPS/USCG compliance, and emergency response functions.
- **Community and Ancillary Services:** Opportunities in local contracting, warehousing, transportation, and logistics support, which could stimulate broader economic activity in adjacent neighborhoods.

These roles reflect Crowley's interest in fostering local workforce participation and economic growth, while remaining flexible to align with NYC EDC's priorities and the needs of future tenants.

7.0 *Provide an estimate of the number of Full Time Equivalent positions associated with the proposed project.*

At this stage, providing a precise estimate of Full-Time Equivalent positions would be premature, as staffing levels will be shaped by factors such as tenant mix, operational requirements, and the final scope of services. As these elements become clearer, we will refine projections to ensure resources align with operational needs and deliver optimal support. However, based on similar large-scale terminal projects, CWS anticipates that employment could range from **core operational staff for facility management and safety compliance** to **specialized roles in cargo handling, maintenance, and logistics support**, with additional indirect jobs created through local contracting and ancillary services.

Crowley is committed to working closely with NYC EDC and future tenants to refine these estimates as project details become clearer and will provide updated projections during subsequent phases of planning.

*8.0 Does the Respondent's firm have prior experience working with unionized labor, and in particular, the ILA - if so, where?*

Crowley recognizes the importance of collaboration with unionized labor in delivering successful port projects. While specific arrangements would be determined in partnership with NYC EDC and future stakeholders, Crowley anticipates that its broader organizational experience could inform strategies for Brooklyn Marine Terminal.

Crowley has historically worked in unionized environments across U.S. ports and maritime operations, including relationships with major maritime unions and coordination with longshore labor at East Coast facilities. This experience may provide a foundation for exploring engagement with the **International Longshoremen's Association (ILA)** and other labor organizations to ensure operational efficiency and labor harmony.

Future discussions could include evaluating Project Labor Agreements for construction projects, identifying opportunities for local workforce participation, and aligning with best practices for union collaboration. These considerations would be developed in consultation with NYC EDC and project partners to meet the goals of the terminal and the community.

*9.0 Please describe plans for establishing a comprehensive workforce development strategy that could include a Project Labor Agreement, targeted community hiring, a maritime career readiness program for local disadvantaged residents, or other elements.*

Crowley anticipates that workforce development will be a critical component of the Brooklyn Marine Terminal's success. While specific commitments will be determined in collaboration with NYC EDC and future stakeholders, Crowley is exploring several potential elements that could form part of a comprehensive strategy, such as:

- **Project Labor Agreement (PLA):** Crowley may consider engaging with local trade unions and industry partners to evaluate the benefits of a PLA that promotes labor continuity and safety.
- **Targeted Community Hiring:** Opportunities could include outreach to local and disadvantaged communities, with an emphasis on creating pathways to employment and apprenticeship programs.
- **Maritime Career Readiness:** Crowley is interested in partnering with educational institutions and community organizations to develop training programs that prepare residents for careers in maritime logistics and renewable energy. Crowley currently has existing relationships with SUNY Maritime and USMMA for workforce placement and recruiting.
- **Supportive Services:** Future strategies might incorporate measures to reduce barriers to employment, such as transportation assistance or mentoring programs.

These concepts reflect Crowley's interest in fostering inclusive economic growth and building a skilled workforce, while remaining flexible to align with NYC EDC's priorities and the needs of future tenants.

### F.3 Traffic and Utilities

At this stage, a comprehensive analysis and a clearer understanding of prospective tenants are necessary to accurately forecast traffic volumes, optimize Blue Highway utilization at BMT, and determine electrical capacity requirements.

*10.0 How much car traffic and truck traffic would the proposed business generate at the BMT on a daily basis?*

*11.0 How does the Respondent envision maximizing potential for Blue Highways at BMT?*

*11.1 Would the proposed business own boats or ships? How many? What size?*

*12.0 Would these vessels need to be docked at BMT?*

*12.1 How much berthing space would be required?*

*13.0 What is the required electrical capacity needed to run the proposed business?*

### F.4 General

*14.0 Does the Respondent have any additional feedback on the BMT Vision Plan?*

The Vision Plan is forward-thinking and demonstrates a strong commitment to revitalizing the Brooklyn waterfront while balancing maritime operations with community needs. Crowley is impressed by its emphasis on creating a modern, all-electric port integrated with mixed-use development, resiliency measures, and improved public access.

We commend the plan's focus on:

- **Maritime Modernization:** Maintaining and electrifying port infrastructure to support Blue Highways and reduce truck traffic.
- **Community Integration:** Expanding open space, improving waterfront access, and incorporating affordable housing to foster inclusive growth.
- **Resiliency and Sustainability:** Preparing the site for climate change impacts through flood protection and energy resiliency strategies.
- **Workforce Development:** Creating pathways for local residents into maritime and industrial careers, which aligns with Crowley's own workforce initiatives.

Crowley looks forward to the outcome of the next steps including the environmental review and advancement of the Vision Plan through the General Project Plan process.

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## F.5 Feedback for RFP Consideration

- 1.0 Crowley recommends issuing an RFP for a single developer-operator for the cruise, cargo and flexible laydown yard.

A unified developer–operator for these core maritime components ensures **cohesive planning, execution, and long-term operational efficiency**. These areas share critical infrastructure, berths, laydown zones, electrification systems, and cargo flow corridors, that must function as an integrated ecosystem to achieve NYC EDC’s goals for sustainability, resiliency, and economic impact. Splitting responsibilities among multiple entities introduces interface risk, delays decision-making, and complicates compliance with performance metrics and community commitments.

By consolidating development and operations under one accountable partner, NYC EDC can:

- **Streamline governance and accountability** for capital investment, phasing, and operational KPIs.
- **Optimize site utilization and cargo throughput** by aligning berth design, laydown logistics, and electrification strategies under a single plan.
- **Accelerate delivery timelines** by reducing coordination complexity between separate developers/operators.
- **Enhance stakeholder engagement** with a single point of contact for community outreach, labor agreements, and workforce development.

This approach creates a more resilient, future-ready port district while minimizing risk and maximizing value for both the City and private partners.

- 2.0 Crowley recommends that the RFP includes an extended response period (4-6 months) to enable interested parties to thoroughly evaluate partnership opportunities, identify potential tenants, and undertake all necessary due diligence. This approach will ensure that NYC EDC receives comprehensive and well-informed proposals, thereby optimizing the site’s strategic potential.
- 3.0 Crowley recommends disclosing in the RFP what industries have expressed interest in the site through this RFEI.
- 4.0 Additionally, it would be beneficial for NYC EDC to clearly outline in the RFP all industries or project types that will not be considered for the site, as well as any other applicable use restrictions.