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McAllister Towing – Brooklyn Marine Terminal RFEI Submission



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Executive Summary from the President of McAllister Towing

McAllister Towing is pleased to submit this Expression of Interest in response to the New York City Economic Development Corporation's Request for Expressions of Interest for the redevelopment of the Brooklyn Marine Terminal and the advancement of the City's Blue Highways initiative. As a family owned company headquartered in New York City for more than one hundred sixty years, McAllister has been a continuous maritime presence in New York Harbor, supporting the City's waterfront, industrial base, and port operations through every generation of change. Our long history, local workforce, and deep understanding of harbor logistics provide a strong foundation to support NYCEDC's vision for a cleaner, more efficient, and more connected future port system.

The Brooklyn Marine Terminal project represents a transformative opportunity to redesign a major waterfront asset while integrating modern maritime operations that reduce emissions, relieve road congestion, and strengthen the City's urban freight network. McAllister's submission aligns with these objectives by offering a series of operational concepts that can complement the eighteen billion dollar terminal redevelopment effort and the City's multi site Blue Highways strategy.

McAllister's approach centers on four interconnected pillars:

1. **Terminal Redesign Collaboration:** McAllister stands ready to serve as an operational advisor and anchor maritime partner as NYCEDC advances the redesign of the Brooklyn Marine Terminal. Our daily operational experience in New York Harbor provides practical insight into berth layout, vessel interface, shore power needs, and roll-on/roll-off and cargo handling flexibility that can inform long term infrastructure planning.
2. **Blue Highways Corridor Activation:** We outline several feasible operational models for a low emission short sea freight corridor connecting the Brooklyn Marine Terminal and Hunts Point, a nine mile route well suited to marine freight. These models accommodate multiple cargo types, including palletized food products, municipal materials, chassis borne freight, and clean bulk commodities.
3. **Fleet Modernization and Electrification Options:** McAllister is evaluating multiple vessel and energy configurations to support near-zero-emission Blue Highways operations. These options include:
 - A conversion of our existing barge Atlantic Trader with enhanced roll-on/roll-off capability, enabling efficient movement of trailers, chassis, and mixed freight.
 - A refitted covered Coffee Barge for clean bulk and food cargoes, providing weather protected transport using existing McAllister assets.
 - Hybrid or fully electric tug options are scalable to shore charging capabilities as the terminal redevelopment progresses.
 - A fully electric canal style carrier regulated under 46 CFR Subchapter I, with interchangeable bow mounted battery power packs.
 - A self propelled container handling barge concept equipped with its own crane, capable of serving as a floating terminal during redevelopment and operating independently of shoreside lifting equipment.

These represent flexible pathways rather than fixed commitments and can evolve as NYCEDC's terminal design, energy infrastructure, and partnership framework are developed.

4. **Local Participation and Economic Partnership:** As a longstanding New York operator with deep labor, industry, and regulatory relationships, McAllister can provide a stable and experienced maritime presence within any future public or private partnership at the Brooklyn Marine Terminal. Our goal is to support the City's redevelopment vision by offering practical, adaptable operating concepts that real estate and infrastructure partners can build on.

Together, these concepts demonstrate McAllister's ability to integrate modern sustainability practices, operational reliability, and local maritime expertise into the redevelopment of the Brooklyn Marine Terminal. We look forward to collaborating with NYCEDC and future master developers to ensure that the maritime component of the Brooklyn Marine Terminal is efficient, low emission, and seamlessly integrated into the broader redevelopment vision.

Brian Buckley McAllister

President

A. Contact Information:

Including the legal name of the respondent, business address, name of contact, telephone, and email.

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B. Firm Description:

McAllister Towing is one of the oldest and largest family-owned marine towing, transportation, and terminal services companies in the United States. Founded in New York Harbor in 1864 by Captain James McAllister with a single sail lighter, the company has operated continuously for more than one hundred sixty years and remains headquartered in New York City under fifth-generation leadership.

Today, McAllister operates a diversified fleet of tugboats, barges, and ferries serving ports from Portland, Maine, to San Juan, Puerto Rico. The fleet includes high powered Z drive tractor tugs, US EPA Tier II, Tier III, and Tier IV compliant vessels, ocean deck barges, inland barges, and multiple ABS load line classed vessels. Ferry operations and terminal management are included among McAllister's business lines, with the company operating passenger ferry routes, vessel berthing facilities, and associated landside support infrastructure in several ports.

McAllister provides ship assistance, coastal towing, project and construction support, dead ship towing, emergency towing, dredge support, offshore towing, municipal towing, and marine transportation services to government agencies, utilities, manufacturers, and commercial clients. The company's crews and offshore operators have a long history of responding to complex assignments with a strong safety record and are regularly engaged in salvage mobilization and emergency marine support across the East Coast. Ship docking operations are supported by broad local towing services including barge towage, equipment transport, shipyard support, and safety and rescue operations in navigable waterways.

In addition to its vessel operations, McAllister owns, operates, or manages multiple waterfront terminals, staging yards, warehouses, berths, and operational facilities that support marine logistics, cargo handling, offshore wind staging, ferry operations, and industrial maritime activity. These facilities range from small waterfront parcels to multi acre terminals supporting high volume maritime traffic and complex operational requirements.

McAllister's operations are supported by more than nine hundred employees including licensed Masters, engineers, dispatchers, terminal personnel, and shoreside technical and administrative staff. Ten of the company's eleven General Managers previously served as licensed Masters, providing deep practical knowledge of port operations, vessel handling, and terminal logistics. McAllister Towing operates under ISO 9001 quality management standards as verified by the American Bureau of Shipping, and the company maintains compliance with the International Safety Management Code and other safety regimes.

McAllister's longstanding presence in the port of New York and New Jersey includes providing ship docking services to one of the most active and economically significant harbors in the world, supporting a region that handles more than sixteen million tons of cargo annually. New York based tugs routinely conduct offshore towing assignments along the entire East Coast in addition to regular harbor and intracoastal work.

The company has operated under the McAllister name since at least 1936, though it has done so through a number of different operating companies over the years. Its mission remains focused on delivering safe, reliable, and efficient maritime services that support port operations, industrial users, and waterfront communities across the United States East Coast and Puerto Rico.

C. Financial Capacity and Capability:

McAllister Towing maintains the financial capacity required to support long-term maritime operations, fleet modernization, and multi-year capital investments associated with waterfront development. The company has operated continuously for more than 160 years. It has sustained its position through recurring operational revenue, diversified business lines, multi-port operations, and long-standing banking and financial relationships.

McAllister's capital programs over the past several decades have included the construction of new high horsepower tractor tugs, the acquisition and redevelopment of multiple waterfront terminals, regulatory compliance upgrades for its fleet, major shipyard repair cycles, and investments in low emission technologies. These projects have involved substantial multi-year capital commitments and demonstrate the company's ability to finance, execute, and maintain complex maritime assets.

The current fleet exceeds sixty vessels, including Z drive tractor tugs, coastal towing vessels, Tier II and Tier IV compliant tugs, ferries, ocean deck barges, inland barges, and covered cargo barges. Maintaining such a fleet requires continuous financial support for drydocking, major maintenance, propulsion and regulatory compliance upgrades, and specialized equipment replacement. McAllister's consistent ability to fund these requirements reflects the organization's financial stability and long term investment capability.

In addition to its vessel program, McAllister owns or operates multiple waterfront facilities including terminals, staging yards, warehouses, storage areas, and berths in Bridgeport, Fall River, Providence, Philadelphia, and Norfolk. These facilities require ongoing capital for pier maintenance, environmental compliance, utilities, office and warehouse structures, dredging, security systems, and mechanical upgrades. The company's long track record of maintaining and redeveloping these properties demonstrates its capability to support waterfront infrastructure on a sustained basis.

McAllister has experience financing capital assets through conventional commercial lending, marine financing institutions, and strategic partnerships. The company has utilized construction financing, long-term amortized vessel loans, capital leases, secured financing, and multi-year service-related financial structures. These tools have supported new construction, major upgrades, salvage equipment capability, and facility redevelopment.

In response to the NYCEDC Q&A, McAllister recognizes that the redevelopment of the Brooklyn Marine Terminal will require meaningful private sector investment, long term coordination with real estate developers, and the ability to deliver marine equipment that supports a next-generation terminal. McAllister is prepared to participate in partnerships and capital structures appropriate to the maritime components of the project as defined in later phases. The company also acknowledges that the eighteen billion dollar reference in public materials represents economic impact rather than direct capital allocation, and that private financing will play a major role in delivering the maritime and terminal improvements envisioned by NYCEDC.

At the RFEI stage, McAllister affirms its financial readiness to support the maritime components of the Brooklyn Marine Terminal redevelopment and stands ready to provide further financial information, capital planning schedules, and financing approaches upon NYCEDC's issuance of a formal RFP or request for further documentation.

D. Maritime Industry Experience and Facilities Operated

McAllister Towing has a long history of operating complex maritime facilities, running high-frequency vessel operations, and supporting industrial users and commercial tenants across the East Coast. The company manages, operates, or occupies a range of waterfront properties, terminals, staging areas, lay berths, warehouses, and support facilities that directly relate to the proposed uses described in this RFEI. These facilities are used for tug and barge operations, ferry services, offshore wind staging, breakbulk handling, construction support, emergency towing, salvage mobilization, and industrial marine logistics.

The following representative facilities illustrate McAllister's range of operational experience:

Barnum Landing, Bridgeport, Connecticut

A twenty-acre marine terminal used for offshore wind staging, project cargo, and marine logistics. The property is an MTSA compliant facility and is custom bonded for foreign personnel transfer and import/export. The property features 900 feet of bulkhead with a water depth of 27 feet. Responsibilities include site preparation, upland staging, coordination of heavy equipment, and vessel support operations.

One Shaw Street, Fall River, Massachusetts

An eight-acre breakbulk and industrial waterfront property with four hundred fifty feet of bulkhead. The property is an MTSA compliant facility and is custom bonded for foreign personnel transfer and import/export. Used for project cargo, storage, staging, and marine equipment handling in support of industrial and maritime customers.

3165 Richmond Terrace, Staten Island, New York.

Four acre facility with a 400 foot heavy service bulkhead and three pier faces totalling 1200 linear feet of additional berthing space. The property is an MTSA compliant facility and is custom bonded for foreign personnel transfer and import/export. The company also has a 100 ton crane, machine shop, and full vessel repair facilities at this location. With this facility, McAllister can provide layberth space and repair facilities for the Brooklyn Marine Terminal vessels when not required at the DEP sites. McAllister can also provide an off-site charging station for the vessels.

One India Street, Providence, Rhode Island

A fifty thousand square foot warehouse and eight hundred linear feet of bulkhead supporting secure cargo storage, vessel logistics, and project freight requiring weather protection and reliable waterfront access.

McAllister Towing of Philadelphia, Pennsylvania

A seven-acre maritime operations facility that includes six hundred fifty feet of layberth and a one thousand-foot pier with a draft of approximately twenty feet at mean lower low water. The facility maintains a full Facility Security Plan for international vessel calls and supports tug operations, barge mobilization, freight staging, and industrial marine services.

Southampton Avenue Facility, Norfolk, Virginia

A redeveloped waterfront property built on former industrial land and converted into a modern maritime operations center. The facility will include an operations building, vessel repair facilities, fueling capability, potable water, warehouse functions, and berth suitable for tugs, barges, and commercial vessels. The redevelopment involved environmental remediation, site reconfiguration, and significant capital investment in maritime infrastructure.

In addition to these facilities, McAllister operates ferry routes and manages passenger and vehicle ferry terminals, providing landside operations, vessel berthing, passenger movement, and coordination with

waterfront infrastructure. Ferry and terminal operations contribute additional experience in mixed-use waterfront environments, high-frequency movements, and coordination with municipal agencies, environmental regulators, and public stakeholders.

Across all ports, McAllister performs ship assist, barge transportation, offshore towing, dredge support, municipal towing, salvage mobilization, and industrial project work. These operations account for thousands of annual vessel movements and involve coordination with berths, terminals, pilots, agents, port authorities, and numerous industrial and commercial customers.

McAllister's experience managing and operating these facilities is proof of a company's capability to support waterfront terminals of varying scale, integrate maritime operations into complex mixed use environments, and maintain the upland and waterside infrastructure necessary for safe and reliable port operations. This background is directly relevant to the redevelopment of the Brooklyn Marine Terminal and the activation of the Blue Highways corridor.

E. Other information relevant experience

McAllister Towing brings additional experience that is directly relevant to the future redevelopment of the Brooklyn Marine Terminal and the activation of the Blue Highways corridor. Beyond its core tug, barge, ferry, and terminal operations, the company has developed and maintained a range of capabilities that support complex waterfront projects, mixed use redevelopment environments, and public infrastructure initiatives.

McAllister has extensive experience integrating maritime operations into evolving and often constrained waterfront settings, including terminals undergoing redevelopment, mixed industrial and commercial districts, and areas with active construction or environmental remediation. This experience includes coordination with public agencies, private developers, port authorities, energy companies, utilities, and regulatory entities to maintain safe operations while accommodating upland construction or changing land use.

The company has also supported offshore wind staging, cable lay operations, and project cargo movements requiring specialized lifting, berthing, and staging arrangements at temporary and permanent waterfront sites. These efforts have involved complex coordination between upland contractors, engineering firms, logistics providers, and vessel operators. McAllister's work in this area demonstrates its capacity to manage waterfront interfaces where maritime operations must be synchronized with broader infrastructure activities.

McAllister has evaluated and implemented low emission vessel technologies. The company has experience planning for shore power integration, compliant fueling infrastructure, and the operational considerations associated with low or zero emission harbor activity. These efforts align with NYCEDC's long term goal of advancing a cleaner maritime sector and integrating emissions reductions into port redevelopment.

The company has maintained a strong safety culture supported by adherence to the International Safety Management Code, ISO 9001-based management systems, and ABS-verified quality programs. This culture extends to salvage response capability, incident management, and rapid mobilization for emergency towing or recovery operations, reflecting an ability to operate in time-sensitive, high-risk, or environmentally sensitive conditions.

McAllister also provides municipal and government towing services, dredge support, and construction project assistance across multiple ports. These activities require coordination with government agencies, engineering firms, and construction contractors, as well as familiarity with restrictive navigation conditions,

security protocols, and temporary marine structures. This experience demonstrates the company's ability to operate safely and reliably within complex public sector projects.

Taken together, McAllister's diversified operational experience, its history of managing waterfront facilities, its capacity to work within large scale redevelopment environments, and its demonstrated readiness to support low emission operations all reflect capabilities that directly support the type of maritime activity envisioned for the Brooklyn Marine Terminal and the Blue Highways corridor.

F. Responses to Section III Questions and Additional Relevant Information

McAllister reviewed Section III of the RFEI and the subsequent Questions and Answers issued by NYCEDC and structured its submission accordingly. The concepts presented are intentionally flexible and scalable, reflecting NYCEDC's guidance that respondents define operational assumptions, vessel types, terminal interfaces, and electrification pathways. McAllister's submission is intended to demonstrate capability, feasibility, and alignment with the City's long term redevelopment and sustainability objectives, with further refinement to occur in later procurement phases.

Appendix A – Fleet Options Technical Summary

McAllister Towing – Brooklyn Marine Terminal RFEI

Overview

This appendix presents potential vessel configurations that could support the future Blue Highways freight corridor connecting the Brooklyn Marine Terminal and Hunts Point. These concepts illustrate several pathways for implementing near-zero-emission marine transportation using a mix of electric, hybrid, and conventional tug-assisted operations.

These vessel configurations are conceptual and non-binding, intended solely to illustrate feasible near-zero-emission pathways for consideration by NYCEDC and future development partners. Final vessel selection, design specifications, and deployment strategy would be determined during a later engineering and procurement phase.

Option A – Fully Electric Canal-Style Carrier (46 CFR Subchapter I)

Vessel Type: Self propelled, fully electric cargo vessel

Regulatory Framework: 46 CFR Subchapter I (Cargo & Miscellaneous Vessels).

Key Characteristics

- Self propelled canal-style design optimized for short, repetitive harbor routes
- Interchangeable bow-mounted battery Power Packs in standard 20-foot modules
- Enables rapid turnaround by swapping depleted modules for fully charged units
- Maneuverability suitable for Red Hook, Buttermilk Channel, and the East River approaches
- Expected manning: greater than conventional tug and barge; detailed analysis pending USCG engagement
- Suitable for predictable, scheduled shuttle operations between two fixed terminals
- Well suited for repetitive nine mile service between Brooklyn Marine Terminal and Hunts Point.
- This option aligns with the City's long term goal of zero-emission harbor operations.
- The vessel's bow configuration simplifies alignment with a standardized Power Pack handling zone.
- Overall vessel dimensions: approximately 295 feet length, 38 feet beam, and 12 feet draft.

Advantages

- Full elimination of direct vessel emissions
- No tug required, reducing overall equipment footprint
- Excellent public-facing sustainability profile

Considerations

- Requires dedicated charging and battery-handling infrastructure at terminals, Manning and training requirements likely higher than tug-and-barge units, Higher initial capital commitment compared to barge-based alternatives

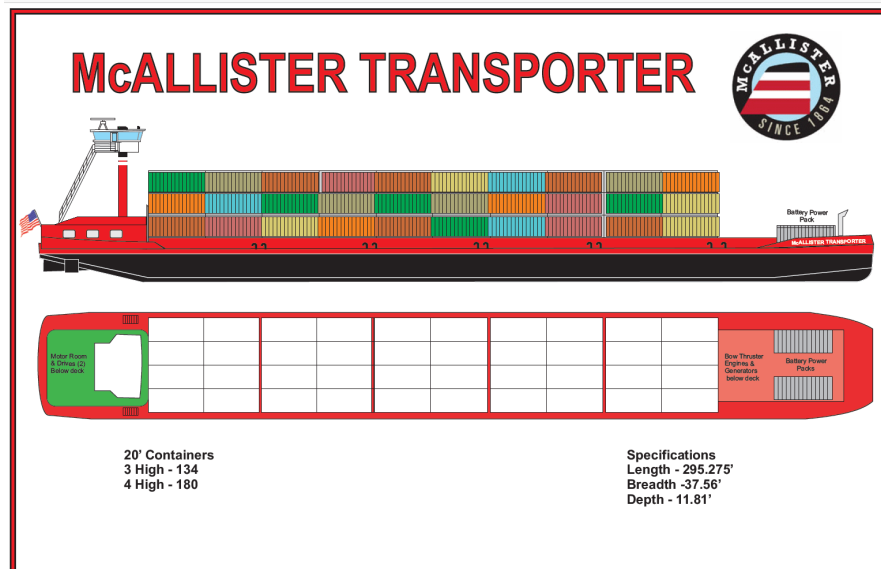


Figure 1 – Fully Electric Container Carrier (“McAllister Transporter”)

Source: Fully Electric Container Carrier.pdf

Description:

This rendering illustrates McAllister’s fully electric Subchapter I canal-style carrier concept.

Key features visible on the image include:

- Bow-mounted Battery Power Packs
- Internal motor rooms and drives (2 units) below deck
- Below-deck bow thrusters and electrical drive systems
- Cargo arrangement showing capacity for 134 TEU (3-high) or 180 TEU (4-high)
- Overall vessel dimensions: 295.275’ × 37.56’ × 11.81’
- This approach enables immediate emissions reductions while supporting future full electrification of harbor service.

Option B – Conversion of the Existing Atlantic Trader Barge with Enhanced Roll-On/Roll-Off Capability

Vessel Type: Tug-towed roll-on/roll-off freight barge

Basis: McAllister’s existing Atlantic Trader platform

Key Characteristics

- Structural conversion to incorporate a stern roll-on/roll-off ramp
- Deck strengthened to handle trailers, chassis, forklifts, and palletized loads
- Ideal for high-turnover freight such as food products, municipal cargo, and e-commerce pallets
- Compatible with hybrid or electric tug propulsion
- Provides flexible cargo-handling without cranes
- This option provides a lower emission pathway and supports the City’s goal of transitioning harbor operations toward zero emission performance.

Advantages

- Utilizes an existing barge asset,
- Shorter lead time and lower capital commitment than newbuild alternatives,
- Highly flexible cargo profile,
- This concept supports a lower-emission freight pathway when paired with hybrid or electric tugs.

Considerations

- Requires tug assistance (hybrid or electric preferred), Ramp angle and terminal interface requirements must be incorporated into redevelopment plans, Not suitable for self propelled operations

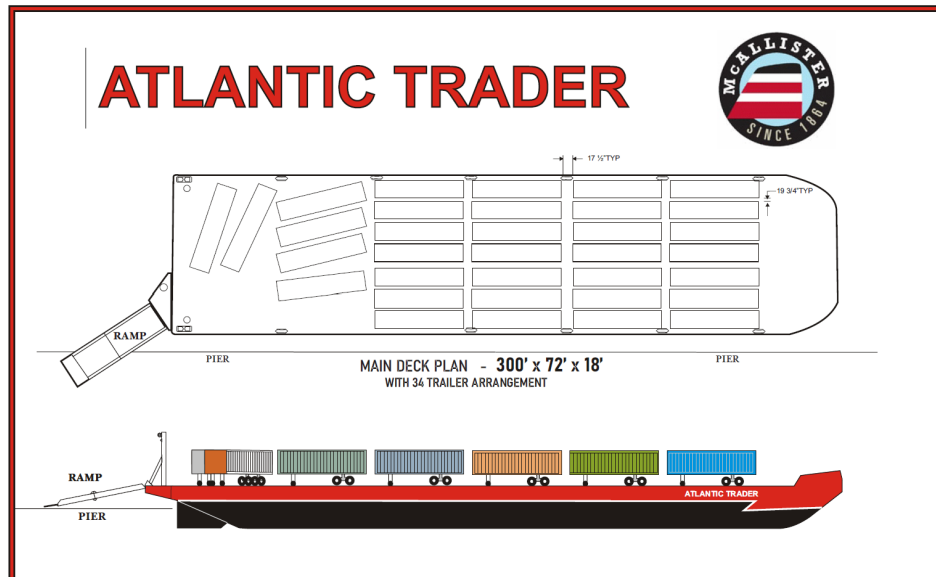


Figure 2 – Atlantic Trader roll-on/roll-off Conversion (300' × 72' × 18')

Description: This rendering shows the concept for converting McAllister's existing *Atlantic Trader* barge into a Ro-Ro vessel.

Key visible elements include:

- Main Deck Plan with 34 trailer arrangement
- Stern Ro-Ro ramp interfacing with pier
- Side profile displaying trailers aboard
- Deck markings and loading geometry suitable for terminal redesign integration

Option C – Refitted Covered “Coffee Barge” for Clean Bulk and Food Cargo

Vessel Type: Covered deck barge with sliding hatch or roll-top enclosure

Basis: Existing McAllister steel freight barge class (“Coffee Barge”)

Key Characteristics

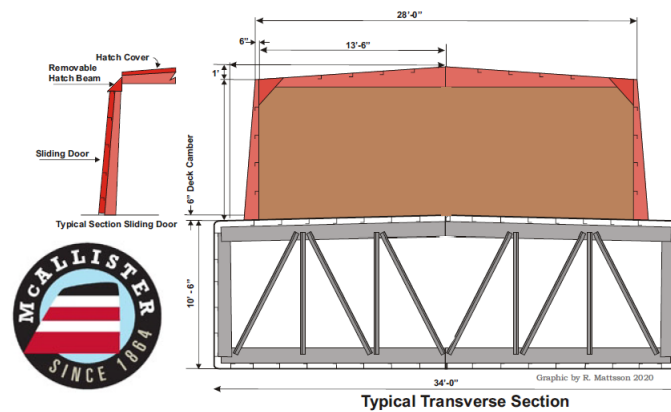
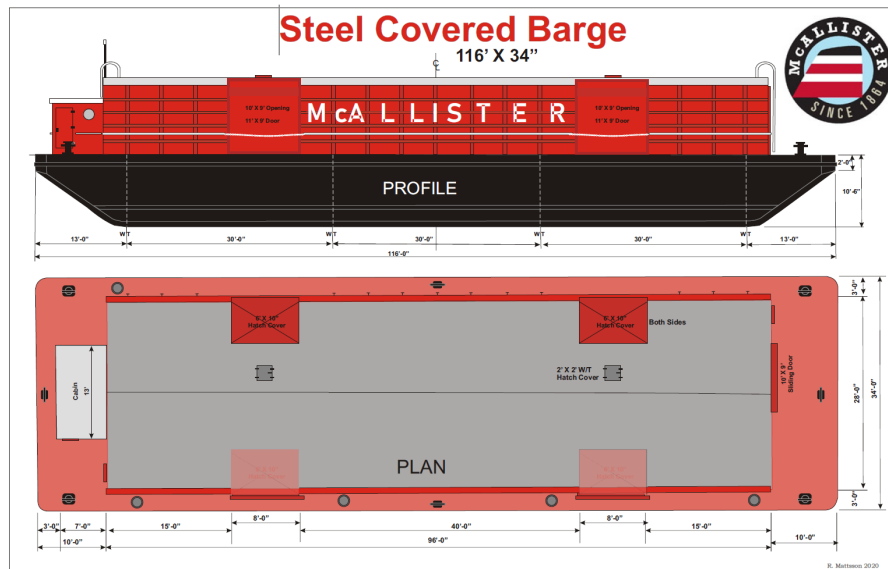
- Fully covered cargo space suitable for clean bulk, beverages, packaged food, and dry goods
- Enables weather-protected, sanitary harbor freight movement
- Efficient for palletized or unitized loads
- Compatible with electric or hybrid tugs
- This option offers a low emission barge based solution that can integrate with electrified tug operations as the City advances toward zero emission harbor service.

Advantages

- Immediate deploy ability using existing assets,
- Ideal for food and beverage distribution into Hunts Point,
- Smaller footprint suitable for multiple daily shuttle cycles,
- This vessel can be paired with hybrid or electric tugs to support near-zero-emission operations.

Considerations

- Loading/unloading requires forklifts or pallet jacks (not Ro-Ro capable), Best for lighter-weight, higher-frequency cargo flows,



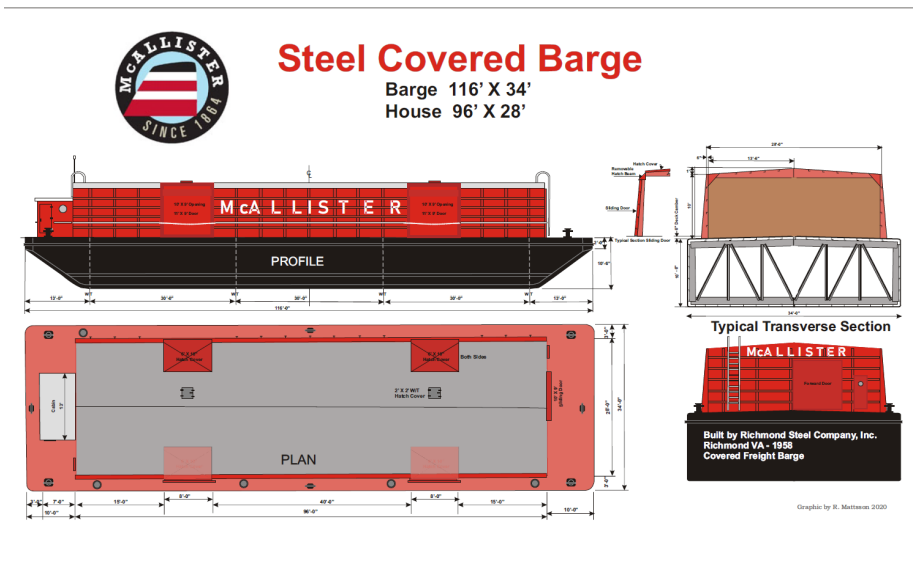


Figure 3 – Steel Covered “Coffee Barge” (116’ × 34’)

Description: This figure shows the clean-bulk capable covered barge design.

Key features visible include:

- Full profile view of the enclosed superstructure
- Plan view showing internal cargo area, doors, and hatch covers
- Typical transverse section illustrating sanitary cargo enclosure
- Suitable for food, beverages, dry goods, and covered pallet freight

Option D – Hybrid or Fully Electric Tug and Barge Configuration

Vessel Type: ASD tugboat configured for low or near-zero-emission harbor service, operating in push or tow mode with container barges

Key Characteristics

- Hybrid electric propulsion combining battery energy with auxiliary diesel generators for resilience
- Modular, containerized battery systems enabling battery swapping using standard terminal container handling equipment
- Capable of fully electric operation during normal sailing and docking conditions
- Designed to support short haul shuttle operations between Brooklyn Marine Terminal and Hunts Point
- Future ready pathway to full electrification as shore power and charging infrastructure matures
- Suitable for towing or pushing both the Coffee Barge and Atlantic Trader conversion

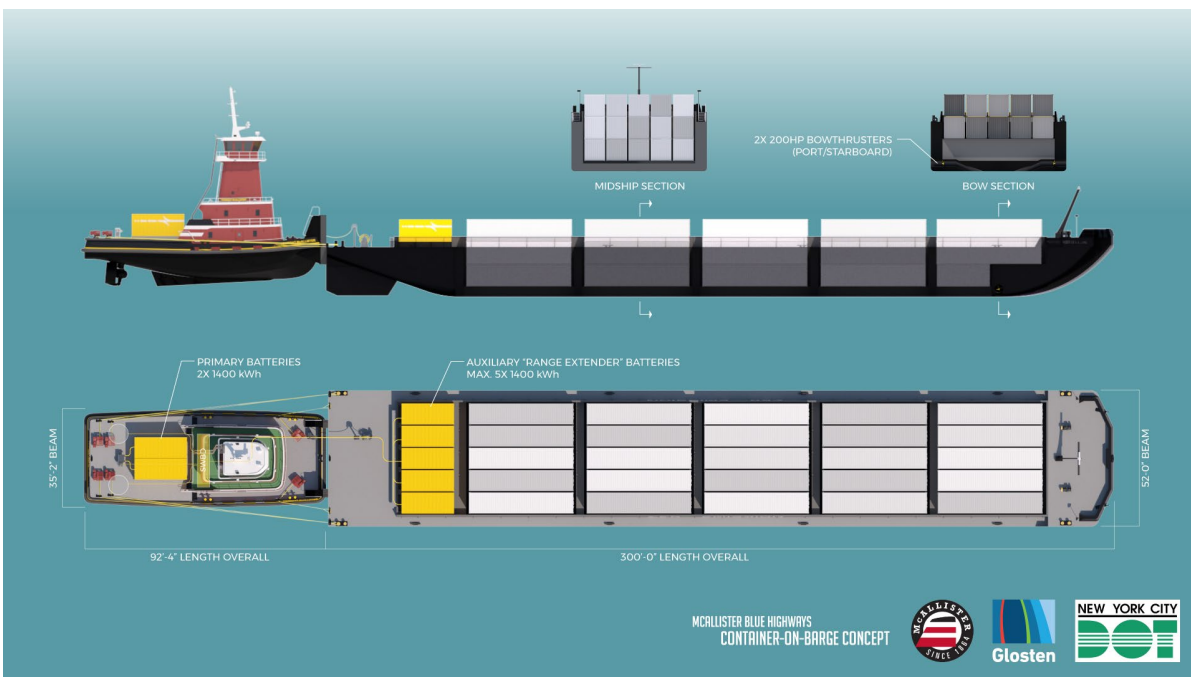
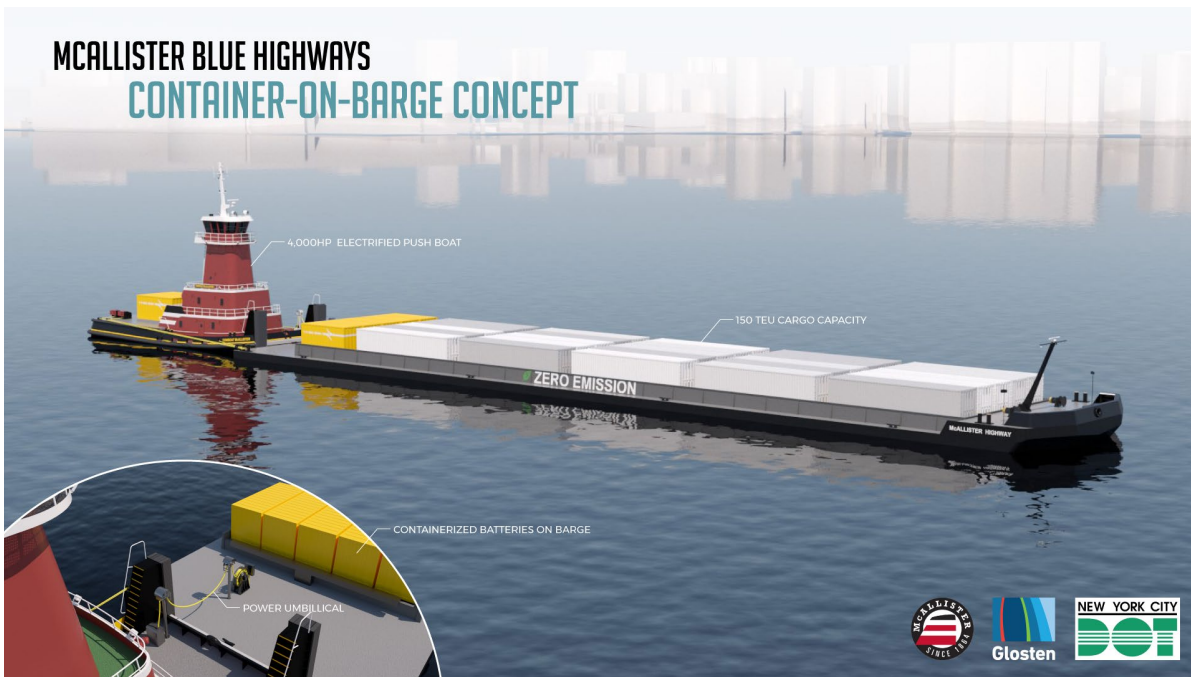
Advantages

- Leverages a conventional tug and barge operating model.
- Enables zero emission operation under normal conditions.
- Flexible battery configurations allow range extension or operational speed adjustments.
- Supports City emissions reduction goals while maintaining operational resilience.
- Compatible with all barge options identified above.

Considerations

- Requires shore side charging capability at Brooklyn Marine Terminal and ideally at Hunts Point
- Battery swapping operations require coordination with terminal container handling activities, Auxiliary diesel generators are intended for emergency use only, providing safe return to berth in the event of unexpected battery depletion or when shore charging is unavailable, The vessel class is expected to require a significant capital investment appropriate for a modern, near-zero-emission harbor craft, with

final costs dependent on propulsion selection, regulatory requirements, and market conditions at the time of construction.



Option E - Self propelled Container Handling Barge (Port Feeder Barge Concept)

This conceptual option is based in part on information provided by Dr Ing Ulrich Malchow, Managing Director of Port Feeder Barge GmbH, Hamburg, Germany. Dr Malchow has authorized McAllister Towing to reference his publicly available materials and technical data for the purpose of illustrating a fifth potential maritime pathway for the Blue Highways corridor. Dr Malchow will be submitting his own independent

response to this RFEI, and all proprietary design rights, drawings, and technical concepts remain his intellectual property.



Description: A self propelled, self sustained container barge equipped with its own heavy duty container crane capable of independent loading and unloading operations. The vessel has a capacity of one hundred sixty eight TEU, with half of the containers secured in cell guides. Its double ended configuration and electrically driven rudder propellers provide maneuverability suitable for frequent port calls within confined harbor spaces. Unlike conventional barges, this design functions both as a transport vessel and as floating terminal infrastructure.

Operation of the onboard heavy lift crane will require union stevedores under existing labor jurisdiction in the Port of New York and New Jersey. This introduces a distinct operational and cost profile compared to other vessel pathways that rely on forklifts or terminal based equipment. The initial design exceeds sixteen hundred metric tons, a threshold that would trigger United States Coast Guard requirements for vessels requiring officers holding unlimited tonnage licenses. McAllister has advised the designer that the vessel must be engineered to remain below one thousand five hundred ninety nine gross tons to avoid these additional regulatory burdens. The designer has confirmed that this tonnage target can be achieved through adjustments to hull form and internal arrangement without affecting overall mission capability.

Key Characteristics

- Capacity of one hundred sixty eight TEU, including reefer plug capability
- Heavy duty crane rated at forty nine tons at twenty seven meters outreach
- Automatic telescopic spreader with turning device for container alignment
- Diesel electric propulsion system with optional LNG fuel configuration
- Double ended design with four electrically driven rudder propellers for precise maneuverability
- Stack load capacity of seventy five tons for twenty foot containers and ninety tons for forty foot containers
- Configured for continuous operation within port limits and frequent short haul shuttle service

Operational Role

The barge can load or discharge containers independently of quayside cranes, enabling terminal bypass operations, direct service to shallow draft berths, and floating feeder service within the harbor. This capability provides operational continuity during redevelopment phases and supports integration with waterfront locations that lack container handling equipment.

Benefits

- Functions as a floating terminal that bridges operational gaps during construction
- Reduces reliance on shoreside handling equipment
- Lowers the number of truck moves within the port and adjacent neighborhoods
- Supports Blue Highways last mile operations where upland capacity is constrained
- Compatible with future phases of electrification, including hybrid systems, LNG configurations, or fully battery electric adaptation

Terminal Requirements

A berth with minimal shoreside infrastructure is required, with a safe crane working envelope and adequate space for barge approach and alignment. Electrical charging or LNG bunkering systems may be incorporated depending on the final propulsion configuration. Additional handling space may be required for container staging or transfer to yard tractors or forklifts. (See Appendix B for integration details.)

Emissions Note

This option provides a lower emission pathway than conventional diesel tug and barge operations and aligns with the City's objective of scalable electrification and reduced truck traffic within the harbor.

Operational Compatibility Across Options

| <u>Option</u> | <u>Roll-On/Roll-Off Cargo</u> | <u>Pallet Cargo</u> | <u>Clean Bulk</u> | <u>Fully Electric</u> | <u>Hybrid Compatible</u> | <u>Tug Required</u> | <u>Stevedores Required</u> |
|---|-------------------------------|---------------------|-------------------|------------------------------|--------------------------|---------------------|----------------------------|
| Canal Style Carrier | Limited | Yes | Yes | Yes | Not applicable | No | No |
| Atlantic Trader Conversion | Yes | Yes | Limited | Via tug | Yes | Yes | No |
| Coffee Barge | No | Yes | Yes | Via tug | Yes | Yes | No |
| Electric or Hybrid Tug | Enables all barge options | Enables all | Enables all | Yes | Yes | Not applicable | No |
| Self-Propelled Container Handling Barge (Port Feeder Concept) | Yes for containerized cargo | Yes | Limited | Possible depending on design | Yes | No | Yes |

All operational compatibility assessments are conceptual and intended to illustrate the relative flexibility of each option under the Blue Highways framework.

- The self propelled container handling barge can be configured as diesel electric, LNG electric, hybrid electric, or fully battery electric depending on the final propulsion design.
- Operation of the onboard crane requires certified union stevedores under existing labor jurisdiction in the Port of New York and New Jersey.

Summary of Benefits to NYCEDC

Across all options, McAllister provides:

- Multiple low-to-near-zero-emission vessel pathways
- Integration flexibility for the \$18 billion terminal redesign
- Scalable operations between BMT and Hunts Point

- Rapid deployment options using existing barges
- Local operational knowledge to de-risk early planning
- These options are intentionally flexible and scalable, allowing NYCEDC and future partners to select the pathway that best aligns with terminal design, emissions targets, and long-term redevelopment planning

McAllister's objective is to provide NYCEDC and future partners with practical, flexible, and achievable maritime solutions that enhance the terminal redesign effort and support the broader Blue Highways freight strategy.

Appendix B - Terminal Integration and Infrastructure Requirements

These terminal integration concepts are intended to support phased redevelopment, temporary operating conditions, and long-term mixed-use outcomes envisioned by NYCEDC. This appendix describes the terminal interface, upland requirements, and infrastructure considerations associated with the vessel concepts presented in Appendix A. These requirements are conceptual and intended to illustrate potential approaches for integrating maritime freight movements within the Brooklyn Marine Terminal as part of the Blue Highways corridor to Hunts Point. The intent of Appendix B is not to prescribe a single configuration, but to outline the range of infrastructure elements that would support the various vessel pathways described earlier.

The concepts provided are flexible and scalable and may be adapted to terminal layouts developed by NYCEDC and its future master developers during subsequent planning and procurement phases.

1. Terminal Interface Requirements

The following sections describe the berth, upland, and operational needs for each vessel option. These elements may be incorporated into a consolidated berth area, multiple locations within the terminal, or phased development consistent with the larger terminal redevelopment program.

Option A - Fully Electric Canal Carrier

- **Berth Requirements:**
The carrier requires a dedicated berth with sufficient depth and maneuvering room for a Subchapter I vessel with a length of approximately two hundred ninety five feet. The berth should allow safe alignment for repeated freight cycles and provide protected operations during loading and unloading.
- **Power Pack Handling Zone**
The vessel uses interchangeable battery modules that require a dedicated transfer area on the quay. This zone should allow forklift or reach stacker access, designated storage locations for charged and discharged modules, and a safe handling area compliant with energy storage protocols.
- **Shore Side Power**
The vessel will rely on direct berth charging for battery modules not replaced by hot swap operations. The berth should include a conduit path and sufficient electrical capacity to support future high voltage infrastructure, even if implemented in phases.
- **Cargo Interface**
Cargo is moved via forklifts or pallet jacks depending on configuration. A flat deck height with fendering aligned to the vessel's sheer improves transfer efficiency.

Option B – Atlantic Trader Conversion with Roll-On/Roll-Off Ramp

- Berth and Ramp Geometry - A stern ramp requires a fixed elevation landing zone or a floating pontoon capable of accommodating tidal variation. The berth must maintain a consistent approach angle for tractor trailers or yard tractors to embark and disembark.
- Upland Circulation - RoRo operations require a marshalling area for chassis, wheeled units, palletized goods, or refrigerated trailers. The upland space must allow for safe turning radii, queueing, temporary dwell, and forklift lanes.
- Shore Side Power - While the barge itself is not electrically propelled, its pairing with hybrid or electric tugs requires access to charging infrastructure. The berth should incorporate conduit pathways and allow future expansion for tug charging.

Option C - Steel Covered Coffee Barge

- Berth Requirements - The covered barge requires a standard barge berth with adequate fendering and a safe approach area for tugs. Operations involve vertical transfers of palletized or packaged goods within a protected cargo hold.
- Cargo Interface - The barge is compatible with forklifts operating inside the covered hold. The terminal must provide adequate forklift marshalling area and a level transfer zone adjacent to the hatch.
- Shore Side Power- Although the barge is not self propelled, the tug supporting operations may be hybrid or electric. Infrastructure planning should allow for tug charging capability near this berth.

Option D - Hybrid or Fully Electric Tug and Barge Configuration

- Berth Requirements - Standard barge berths with adequate draft and safe maneuvering areas are suitable for this option. The use of a conventional tug and barge configuration provides a high degree of operational flexibility, particularly during early phases of terminal redevelopment when berth availability and layouts may be evolving.
- Cargo Interface - Cargo handling depends on the barge configuration and may involve forklifts, terminal cranes, yard tractors, or roll-on/roll-off ramps. Upland space should be planned to accommodate multiple handling methods and allow operational flexibility as cargo types and volumes change.
- Electrification Compatibility - This option supports a phased transition toward low or near-zero-emission operations. The tug can operate in hybrid or fully electric mode as charging infrastructure becomes available, allowing emissions performance to improve in parallel with terminal electrification.
- Power and Charging Requirements - Option D requires shore power connections capable of charging containerized battery systems. Adequate space must be provided to support battery exchange operations using standard terminal container handling equipment, with charging infrastructure located at Brooklyn Marine Terminal and, where feasible, at Hunts Point.

Option E - Self propelled Container Handling Barge (Port Feeder Barge Concept)

- Berth Requirements - Only a simple berth is required, with enough width to accommodate crane outreach and safe container transfer operations. No dedicated quayside crane is needed.
- Upland Interface - Minimal infrastructure is required. Containers can be placed directly onto terminal ground or transferred to yard tractors or forklifts.
- Electrification Pathway - The diesel-electric system allows future retrofit for battery-electric or hydrogen-electric configurations. LNG tank integration is possible without loss of container space.
- Redevelopment Phase Utility - During construction, this barge can maintain throughput even if upland equipment is offline, making it particularly advantageous for continuity of operations.
- Stevedore staffing and labor coordination must be integrated early in terminal planning.

2. Upland Infrastructure Requirements

The following upland components support the Blue Highways corridor regardless of vessel selection.

- Freight Staging and Storage - The terminal requires a flexible staging yard capable of supporting pallets, wheeled units, food products, and mixed cargo. The yard should accommodate forklift movements, pickup and drop off cycles, and connections to upland logistics.
- Forklift and Equipment Lanes -Dedicated lanes for forklifts, reach stackers, and small-yard equipment minimize conflicts with redevelopment construction phases.
- Battery Power Pack Handling Zone - For Option A, a designated battery handling area is required. This area should include safety setbacks, fire protection systems, clearly marked exclusion zones, and charging or storage capability for the modular battery units.
- Circulation and Access - Access routes must support safe entry and exit for delivery vehicles, tugs, and marine personnel. Circulation planning should integrate with long term battery, residential, or mixed use concepts developed by NYCEDC and private partners.

3. Shore Side Electrical Capacity

The long term redevelopment of Brooklyn Marine Terminal provides an opportunity to incorporate future electrical infrastructure that supports hybrid and electric vessels, including batteries, tug charging, and shore power capability.

- Infrastructure Considerations - High voltage capacity should be planned into early infrastructure phases, even if final installations occur later. Electrical conduits and vaults should be placed in alignments that will not conflict with future real estate structures or public access areas.
- Scalability - The infrastructure should be scalable to support multiple vessels, recognizing that future demand may increase as emissions standards evolve.
- Coordination - Electrical planning must coordinate with Con Edison, New York City agencies, and future master developers to ensure compatibility with upland building loads and public space requirements.

4. Redevelopment Phasing Considerations

Brooklyn Marine Terminal is expected to undergo significant redevelopment, including new real estate uses, public access improvements, and freight reconfiguration. Maritime operations will need flexible integration into these phases.

- Operational Continuity - Maritime service can be maintained by relocating operations among available berths during construction phases. Options B, C, and D provide additional flexibility during early phases when upland access may be constrained.
- Modularity - All vessel concepts in Appendix A are compatible with a modular approach to terminal design, allowing maritime operations to function as the terminal evolves.
- Coordination with Developers - McAllister is prepared to collaborate with NYCEDC and future real estate partners to align maritime operations with phased construction schedules, safety zones, and site access requirements.

5. Compatibility with the Blue Highways Corridor

The nine mile corridor between Brooklyn Marine Terminal and Hunts Point is well suited for short haul maritime freight movements. All vessel options in Appendix A are capable of serving this route with consistent transit times and predictable operations.

The route length and operating profile make it well suited for hybrid and electric propulsion, regular battery management cycles, and repetitive cargo movements that benefit from standardized terminal interfaces.

6. Conclusion

The terminal integration concepts described in this appendix provide a flexible and scalable framework for incorporating maritime freight operations into the long term redevelopment of the Brooklyn Marine Terminal. These concepts are intended to support NYCEDC's planning process and provide operational insight for master developers, infrastructure partners, and design teams as the City advances toward the next phase of procurement.

Appendix C - Relevant Experience and Waterfront Facilities Portfolio

McAllister Towing has more than 160 years of continuous experience operating, maintaining, and improving maritime facilities along the United States East Coast. In addition to vessel operations, McAllister has managed, developed, or redeveloped multiple waterfront properties, terminals, staging areas, and commercial marine facilities. This portfolio demonstrates McAllister's ability to support, advise, and integrate with the redevelopment of the Brooklyn Marine Terminal. The examples below showcase completed or ongoing projects that demonstrate the organization's expertise in real estate, terminal operations, and maritime infrastructure.

Barnum Landing, Bridgeport, Connecticut

A twenty acre facility supporting the Park City Wind offshore project. Responsibilities included site preparation, upland staging layout, terminal operations support, and the coordination of marine logistics associated with offshore wind components and vessel movements.



Figure 1 – conceptual rendering

One Shaw Street, Fall River, Massachusetts

An eight acre breakbulk terminal with four hundred fifty feet of bulkhead. The site has been used for road salt import and distribution, upland staging of mixed cargoes, project freight, and various transport activities requiring flexible waterfront access and secure operations.



Figure – 2 – Actual aerial view of Fall River, Massachusetts



Figure – 3 – Additional configuration of Fall River, Massachusetts

3165 Richmond Terrace, Staten Island, New York.

Four acre facility with a 400 foot heavy service bulkhead and three pier faces totaling 1200 linear feet of additional berthing space. The property is an MTSA compliant facility and is custom bonded for foreign personnel transfer and import/export. The property features a 10,000 square foot office building and 7,000 square foot warehouse, both built by the company. The company also has a 100 ton crane, machine shop, and full vessel repair facilities at this location. With this facility, McAllister can provide layberth space and repair facilities for the Brooklyn Marine Terminal vessels when not required at the DEP sites. McAllister can also provide an off-site charging station for the vessels.

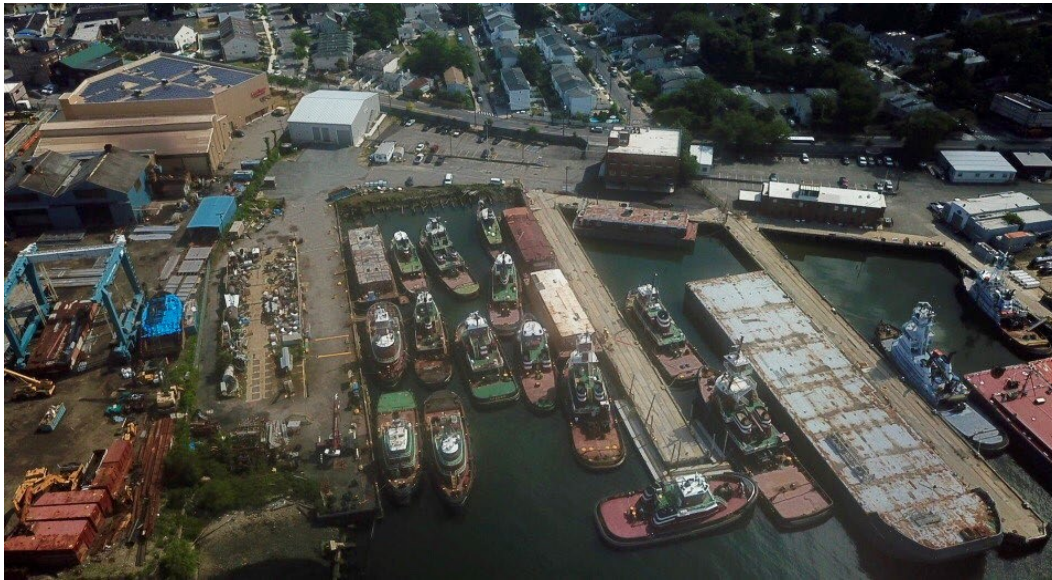


Figure 4 – 3165 Richmond Terrace, Staten Island.

One India Street, Providence, Rhode Island

A fifty thousand square foot warehouse with five hundred linear feet of bulkhead that was recently reconstituted and improved for increased operational flexibility. The property includes a helipad. The facility supports vessel operations, project cargo, secure warehousing, and activities requiring weather protection and direct water access.



Figure 5 – One India Street, Providence, Rhode Island

McAllister Towing of Philadelphia, Pennsylvania

A seven-acre facility located at 2604 Penrose Ferry Road with six hundred fifty feet of layberth and a one thousand foot pier featuring a twenty foot MLLW draft. The facility includes a complete Facility Security Plan for international vessel calls, upland storage capacity, and the ability to mobilize or demobilize tugs and barges. A bridge air draft of 135 feet requires operational planning and demonstrates the company's familiarity with constrained infrastructure environments.



Figure 6 – McAllister Towing of Philadelphia

Southampton Avenue Facility, Norfolk, Virginia

Redevelopment of former industrial land into a modern maritime operations facility. The in-process project includes environmental cleanup, site reconfiguration, and construction of a new office and operations building designed for efficient marine service support. The facility is Customs compliant and positioned on the Elizabeth River to support vessel operations, fueling, potable water supply, and logistics for tug and barge activity.



Figure -7 – 902 Southampton Avenue, Norfolk Virginia

Organizational Capability

McAllister is led by the fifth generation of a New York based maritime family and staffed by experienced commercial and technical personnel. Many General Managers previously served as licensed Masters aboard tugboats or have held senior maritime leadership roles for decades. The team possesses deep knowledge of marine operations, port safety, infrastructure, and vessel handling. More than nine hundred employees support towing, terminal services, ferry operations, salvage response, and related maritime activities from Portland, Maine to San Juan. McAllister also provides salvage tug support to regional salvors,

demonstrating rapid mobilization capability across multiple facilities.

Relevance to the Brooklyn Marine Terminal RFEI

The range of properties and projects listed above demonstrates McAllister's ability to manage waterfront real estate, operate multi acre of maritime sites, redevelop industrial land for marine use, and coordinate complex upland and waterside logistics. These capabilities directly support the goals of this RFEI and the City's objective of developing a modern, flexible, and resilient maritime district at the Brooklyn Marine Terminal. McAllister's ongoing commitment to fleet modernization and evaluation of low emission propulsion technologies aligns with the City's long term pursuit of cleaner harbor operations.

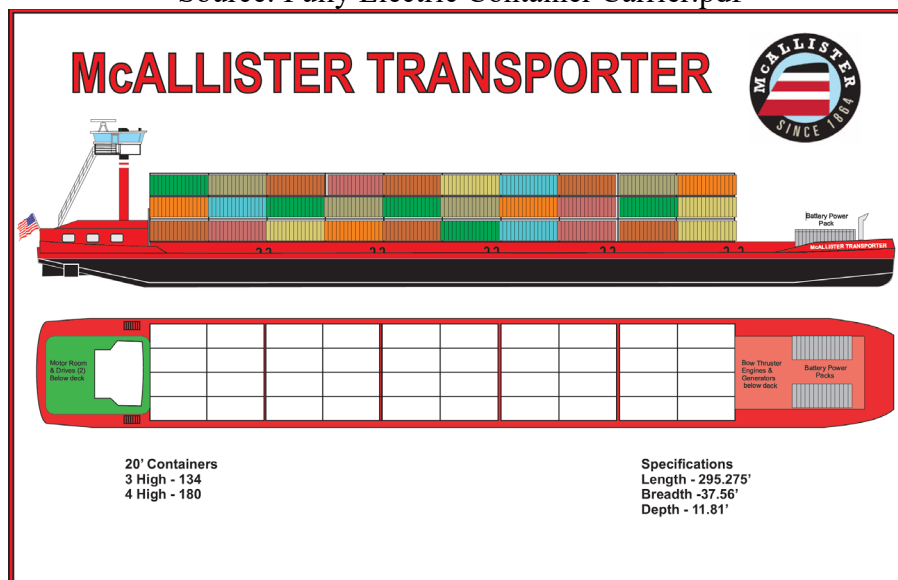
Conclusion

These examples collectively reflect McAllister's readiness to support maritime operations within a reimagined Brooklyn Marine Terminal and to collaborate with NYCEDC and future development partners as the project advances.

Appendix D - Design Visuals and Vessel Concepts

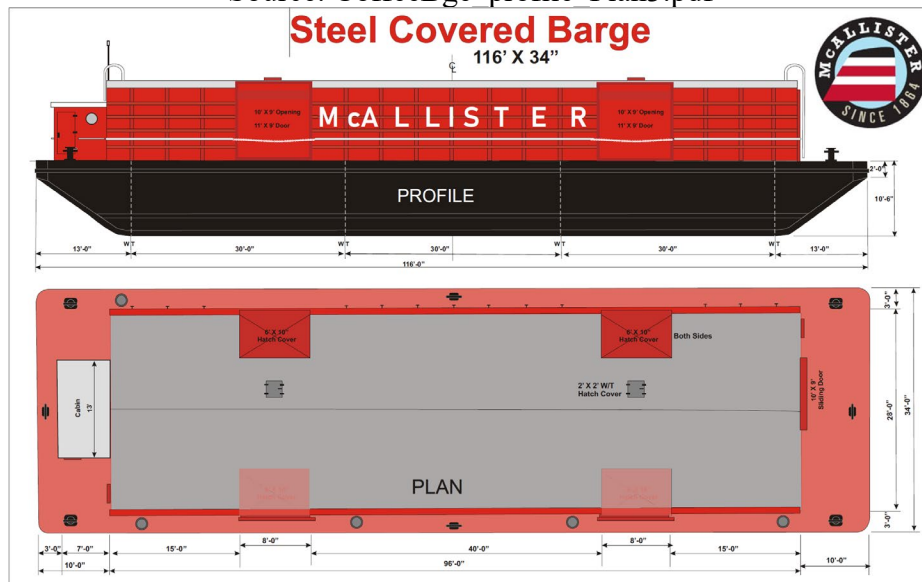
This appendix provides visual references supporting the vessel options presented in Appendix A and the terminal integration considerations outlined in Appendix B. The images below illustrate vessel configurations, cargo-handling arrangements, and electrification concepts relevant to the Brooklyn Marine Terminal and the Blue Highways corridor to Hunts Point. All visuals are conceptual and intended to demonstrate feasibility and alignment with the City's long term goals for low-emission and flexible maritime operations.

Figure 1
Fully Electric Canal-Style Container Carrier (McAllister Transporter)
Source: Fully Electric Container Carrier.pdf



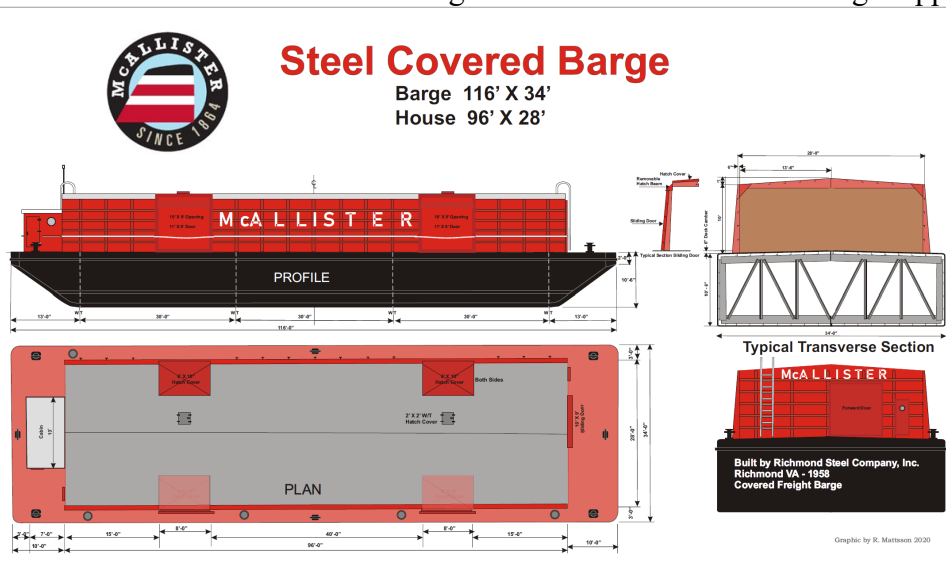
Description: This rendering shows a fully electric self propelled cargo vessel designed for a short haul fixed route corridor. The vessel operates under 46 CFR Subchapter I and incorporates interchangeable twenty foot battery power packs mounted at the bow for rapid energy replenishment. The drawing includes a full vessel profile, the maximum container load configuration showing three high and four high stacking, the below deck layout including motor rooms and thruster rooms, and a conceptual bow section showing battery integration. Approximate dimensions are 295 feet by 37.5 feet by 11.8 feet draft. This vessel supports high-frequency, near-zero-emission service between the Brooklyn Marine Terminal and Hunts Point.

Figure 2
Steel Covered “Coffee Barge” – Clean Bulk and Food Cargo Application
Source: CoffeeBge_profile Plan3.pdf



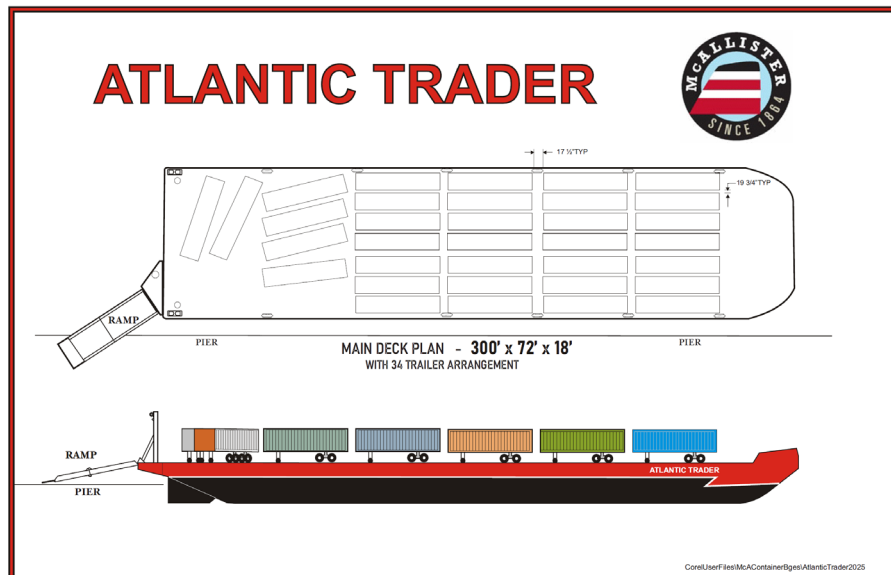
Description: Supplemental view of the covered steel barge showing its enclosed cargo arrangement suitable for clean bulk and palletized freight.

Figure 3
Profile View - Steel Covered “Coffee Barge” – Clean Bulk and Food Cargo Application



Description: This design presents a covered steel barge suitable for clean bulk, packaged food, beverages, and palletized products. It offers a fully sheltered cargo hold with sliding hatch systems that maintain sanitary handling conditions. The plan includes a full profile elevation view, a plan view showing cargo area arrangement, doors and hatch layout supporting forklift access, and a structural configuration that supports efficient loading and unloading. The Coffee Barge enables reliable movement of temperature sensitive or contamination sensitive cargo under the Blue Highways framework.

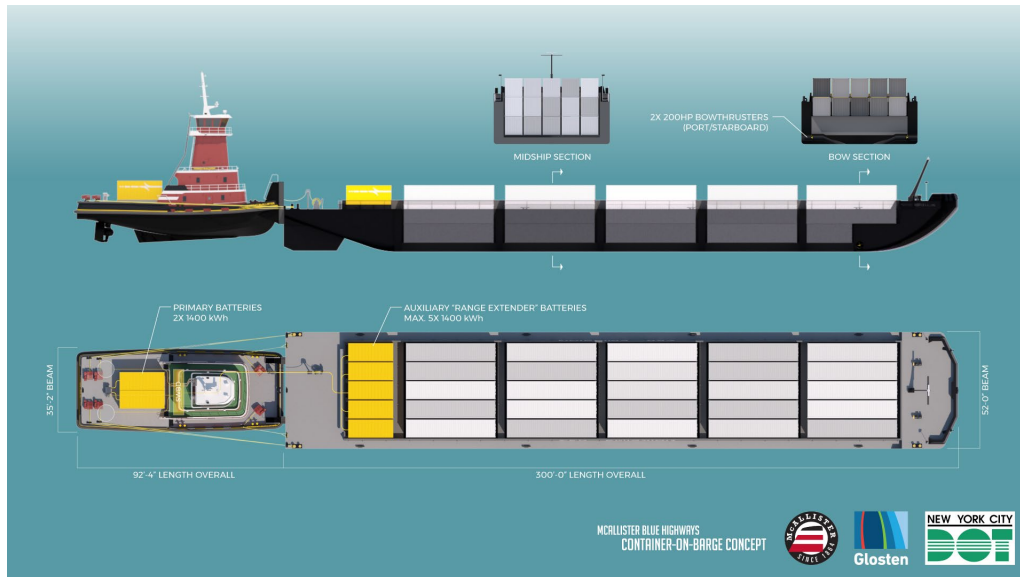
Figure 4
Atlantic Trader Roll-On/Roll-Off Conversion – Trailer and Chassis Configuration



Description: This figure illustrates the roll-on/roll-off conversion concept for McAllister's existing Atlantic Trader barge. Key elements include the main deck plan accommodating up to thirty-four trailers or chassis, the stern ramp configuration compatible with a redesign of the BMT roll-on-roll-off interface, a side view showing loaded trailers, and deck markings and marshalling flow. Approximate vessel dimensions 300 feet by 72 feet by 18 feet. This concept supports the efficient movement of tractor-trailers, refrigerated units, palletized deliveries, and municipal cargo.

Figure 5
Hybrid or Fully Electric Tug and Barge Configuration





Description: This figure illustrates an example layout of a designated handling area for twenty-foot modular battery power packs that support the fully electric canal carrier. The area typically includes a concrete staging pad, fire protection systems, forklift or reach stacker access lanes, storage racks for charged and depleted power packs, and safety exclusion zones that comply with New York Fire Department energy storage requirements. This zone integrates with the terminal infrastructure described in Appendix B.

Figure 6 – Port Feeder Barge Concept Rendering



Source: Courtesy of Dr Ing Ulrich Malchow, Port Feeder Barge GmbH, Hamburg, Germany. Used with permission for illustrative and conceptual purposes only. All design rights remain with Port Feeder Barge GmbH.

Description: Concept image showing the self propelled container handling barge with integrated heavy duty crane and container stowage arrangement.