

# Port of Oakland Sustainability Program Annual Report 2003



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**Port of Oakland Sustainability Program  
Annual Report 2003**

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\*A 2003 Port Sustainability Award Recipient

## I. INTRODUCTION

### A. The Port Sustainability Policy

On November 21, 2000, the Board of Port Commissioners adopted the following Port Sustainability Policy and three initial action items:

Implement a sustainable development strategy as an overarching principle guiding the Port of Oakland's operations and development programs, with the goal of making the Port a sustainable public agency and business enterprise.

- *Incorporate sustainability principles and practices into the Port's annual strategic business planning, goal-setting and performance measuring processes.*
- *Work closely with city staff and officials to share information, ideas and resources, and where appropriate, to jointly implement sustainability measures.*
- *Require "Environmental Opportunities" [now referred to as "Sustainable Opportunities"] findings in Board letters and resolutions, similar to those required in City Council resolutions. (Resolution 20467)*

A year later, on September 4, 2001, the Board reiterated its support of the policy by requiring all Board reports to contain a "Sustainability Opportunities" section that describes how each Board action will incorporate sustainable measures.

In general, the Port defines the term "sustainability" as the "triple bottom line" or the "3 E's" - environmental responsibility, social equity, and economic vitality. In the third year of implementing this policy, progress has been made in many areas; this status report highlights a few select milestones. Members of the Sustainability Task Force, representing most Port divisions and departments, worked together to prepare this report.

### B. 2003 Port Sustainability Awards

Several of the Port projects and programs included in this report are identified as "2003 Port Sustainability Award Recipients." These awards were presented to the key project/program staff at the October 21, 2003 Meeting of the Board of Port Commissioners. The Executive Director solicited nominations from all Port Divisions and Departments, and then the Port Sustainability Task Force selected the winners. To be considered, the project or program must have:

- Achieved a major milestone between January 1, 2002 and August 31, 2003; and
- Exceeded regulatory or permit compliance; and
- Exceeded "business as usual" (e.g., creative problem-solving, extra legwork); and
- Included two of the 3 E's (environment, social equity, economics), OR
- Included one of the 3 E's and a partnership (i.e., an inclusive, interactive process with stakeholders, especially our local community).

Seven projects and programs received awards in 2003; each if these is described in the text and identified in the table of contents by an asterisk.

**C. Sustainability Awards From Other Agencies**

The Bay Area Air Quality management District, along with the American Lung Association, RIDES for Bay Area commuters and the U.S. Environmental Protection Agency all honored the Port of Oakland with numerous clean air awards in recognition of its environmental projects that help improve air quality in the region. Since 1999, the Port of Oakland has adopted clean air programs that have put the seaport and the airport in the forefront of environmentally sustainable development:

- 2002 Clean Air Champion Award, Oakland International Airport (East Bay Clean Cities)
- 2003 Clean Air Award for Outstanding Leadership, Oakland International Airport (American Lung Association of the Bay Area)
- 2003 Clean Air Champion Award for Advancing Clean Air Vehicles (Bay Area Air Quality Management District)
- 2003 Governor's Environmental and Economic Leadership Award (California Environmental Protection Agency)

Each year, the Governor in conjunction with the California Environmental Protection Agency (CalEPA) honors a select number of organizations for their work to build Environmental-Economic partnerships. In December 2003, Governor Arnold Schwarzenegger recognized Port staff for the tremendous work accomplished on Middle Harbor Shoreline Park. Representatives from CalEPA mentioned that they were particularly struck by the project's "breadth, environmental and economic impact, and value to the State of California." The development of Middle Harbor Shoreline Park as a planning model is unique. Along with new ship, rail, and truck cargo handling facilities, the Port of Oakland's redevelopment of Middle Harbor using cutting-edge technology and socially responsible methods resulted in increased commerce, public access, and environmental restoration.

Middle Harbor Shoreline Park is an integral part of the Maritime Vision 2000 program that not only enhances the Port's economic vitality, but also promotes a sustainable development that required pioneering partnerships with regulatory agencies and the community. This jewel on the Oakland waterfront now offers exquisite views, acres of green shoreline, a public beach, and a wealth of history and space for learning. Middle Harbor Shoreline Park leaves a legacy of trust and stewardship among stakeholders:

## II. 2003 SUSTAINABILITY ACCOMPLISHMENTS AT THE PORT OF OAKLAND

### A. 2003 Sustainability Accomplishments in Port Projects

#### 1. **Aqueous Parts Wash Cabinet\*** (\*A 2003 Port Sustainability Award Recipient)

Approximately a year and a half ago (March/April 2002), the Port Equipment Supervisor from Facilities Maintenance acquired two aqueous parts washers. The aqueous parts washers is used daily by the Fleet Maintenance team to clean engine parts, a task previously performed manually by Port employees. Like an automatic dishwasher, the aqueous parts washer relies on heat, soaking, agitation and soap, is completely self-contained and virtually automatic. Additionally, the aqueous parts washer is just as effective as solvents in dissolving grease, dirt, burnt-on carbon and heavy lubricants. The use of the aqueous parts washer has the following advantages over previous methods:

##### *Environment:*

- The elimination of petroleum-based solvents results in a reduction of VOC's (volatile organic compounds). The elimination of VOC's results in cleaner air and improved water quality for the bay area.
- The aqueous parts washer's spent water can be discharged to the sanitary sewer after accumulated waste oil has been separated and disposed of properly.
- Spent water can be reused for further use.

##### *Economics:*

- Employee safety and productivity increases. Because the aqueous parts washer is self-contained and depends solely on hot water and soap, exposure to harmful solvents through inhalation or skin contact has been eliminated, thereby reducing possible work-related injuries. Additionally, with the elimination of manual scrubbing, 6 – 8 man-hours per week have been saved and reassigned to other tasks.
- Savings are achieved through lower waste disposal costs as aqueous cleaning solutions generally last longer than solvents.

The purchase and use of an aqueous parts washer was a voluntary decision and not required by any environmental agency such as DTSC, EPA, Bay Area Air Quality Management, or Water Quality Control Board. More importantly, the use of the aqueous parts washer has eliminated the potentially harmful exposure of toxic solvents to our employees and unnecessary pollutants to our air and water.

## **2. Dredging: Oakland Harbor Navigation Improvement (-50 Foot) Project**

The -50 Foot channel deepening project is constructing deep draft navigation improvements at the Port of Oakland to accommodate larger ships. Oakland's shipping channels and turning basins will be deepened from -42 feet Mean Lower Low Water (MLLW) to -50 feet MLLW. The cost of the entire project is estimated to be upwards of \$252 million, with the Port paying approximately half of that figure as the local share, and the U.S. Army Corps of Engineers paying the remainder. As a companion project, the Port will use its own funds to deepen berths to -50 feet and strengthen existing wharfs.

Sustainability attributes incorporated into these projects include the following:

- Reduce diesel emissions for the project by exclusive use of electric dredges.
- Remove over 500,000 cubic yards (CY) of contaminated sediments from the Estuary and shipping channels that have accumulated since the late 1800's.
- Reuse of nearly 12 million CY of clean, dredged material to create a shallow water habitat in the Middle Harbor area and to restore wetlands within the San Francisco Bay/Delta estuary.
- Reduce the threat of invasive species by supporting and participating in Federal and State initiatives to reduce the introduction of invasive species; and enact ordinances that require the transfer of ballast water at sea.
- Provide jobs for local workers. The -50 Foot Project is an essential part of the Port's maritime development program that is projected to generate approximately 8,000 additional jobs, \$1.9 billion in increased annual business revenue, and \$62 million annually in increased local taxes. The Federal government's calculation of the national economic benefit of this Project is \$8.00 generated for every \$1.00 spent.

## **3. Green Design of Oakland International Airport's Terminal 2 Project\*** (\*A 2003 Port Sustainability Award Recipient)

Oakland International Airport's T2 Project includes construction of a new concourse, a mechanical building and related utilities, and renovation/expansion of the existing T2 building. The Terminal Expansion (TE<sub>x</sub>) Team is responsible for delivering the T2 and other airport projects (including a new parking garage) within tight schedule and budgetary constraints. The T2 project design phase was completed in 2003 and incorporated green building criteria into the design using the Leadership in Energy and Environmental Design (LEED) Green Building Rating System as a framework.

The LEED Green Building Rating System has been developed by the U.S. Green Building Council to provide a national standard for what constitutes a "green building." Through its use as a design guideline and third-party certification tool, it aims to improve occupant well being, environmental performance and economic returns of buildings using established and innovative practices, standards and technologies. The LEED system sets criteria and awards points in the following categories: site selection, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality and innovation in the design process.

Depending on the number of points received, a building may achieve one of the following ratings (in ascending order): Certified, Silver, Gold, and Platinum. LEED incorporates all three of the 3 E's (environment, social equity, economics), and is especially strong in the areas of environment and economics. The Port's own Local Business Utilization (LBU) policies and Project Labor Agreement (MAPLA) further strengthen the social equity component of the T2 Project.

**4. Lighting Retrofit at Airport Buildings M-101 and M-102\***  
(\*A 2003 Port Sustainability Award Recipient)

In December 2001, Rumsey Engineers along with TMT Associates conducted an energy audit for the Oakland International Airport. One of the recommendations that the Port decided to pursue included a lighting retrofit. It was determined that a lighting retrofit of fluorescent lamps in terminal buildings M-101 and M-102 would significantly improve energy efficiency.

This project was implemented by the Port's Engineering Utilities Administration Department. The project retrofitted existing T-12 fluorescent lamps to energy efficient premium T-8 fluorescent lamps. A total of 1,322 lamps and 732 ballasts were retrofitted with an estimated energy savings of 35%-40% while keeping the lighting levels unchanged.

Further, all ballasts containing Polychlorinated Biphenyl (PCB) were properly disposed of through U.S. Ecology, Inc. Due to the large energy savings, the project will be able to pay for itself in less than 2 years.

**5. Martin Luther King Jr. Regional Shoreline Wetlands Project – Completion of 5-Year Site Monitoring**

Five years of monitoring of the restoration of seasonal and tidal wetlands at the Martin Luther King Jr. Regional Shoreline were completed in 2003. The restoration was designed and implemented by the Port with input from environmental groups and the East Bay Regional Park District (EBRPD). The project site was turned over to the EBRPD in 1999 with a sizable endowment to allow them to manage the wetland in perpetuity. The monitoring performed by the EBRPD has shown that the wetlands are meeting the project objectives, and are providing valuable habitat to resident and migratory birds, as well as providing wildlife viewing opportunities for the public.

**6. Taxiway Bravo Construction – Use of Sustainable Products**

The Airport Airside Operations Department and the Port Engineering Division implemented this project. The project required the contractor to provide additional temporary barricades with flashlights to delineate the temporary taxiway for the safety of the aircrafts through the construction area. Airside Operations saw the opportunity to utilize reusable polyethylene plastic barricades with solar power flashlights that would eliminate the need for disposal of the barricades at the end of the project and replacing batteries on a monthly basis. Airport Construction implemented the purchase of 125 of the reusable barricades with solar power flashlights, to use in this project. At the completion of this project, the 125 barricades with solar power flashlights were retained for use on other construction projects.

Results: solar lights enable the Port to avoid using 1,330 batteries during project construction. In addition, 80 man-hours were saved by not having to continually replace the batteries.

**B. 2003 Sustainability Accomplishments in Ongoing Port Programs**

**1. Airport Recycling Program\***  
(\*A 2003 Port Sustainability Award Recipient)

The Airport Environmental Planning and Custodial staff launched the Airport's recycling program in the passenger terminals on Earth Day 2002. The program began with 5 recycling stations located throughout the terminals where passengers could deposit newspapers, magazines, mixed paper, cans and bottles. Airport telephone operators logged over 50 calls from the public during the first two weeks of the program, expressing appreciation for the chance to recycle. There now are 20 recycling stations throughout the passenger terminals. The stations are located in both the secure areas and the non-secure areas. Additional recycling stations are continually being added.

In order for this program to be successful, training was provided to the custodians. As a result, the custodians are very involved in the program and feel free to suggest changes and ideas.

This program is both an environmental success and an economic success. The more recycling The Airport does, the more garbage costs will be reduced.

Results: During 2003, the program diverted approximately 100 tons of material from landfill.

**2. Airport Alternative Fuel Program\***  
(\*A 2003 Port Sustainability Award Recipient)

This program was implemented by the Airport Environmental Planning Office. The program:

- Established a Compressed Natural Gas (CNG) fuel station for Port and public in July 2002
- 50% of ground transportation fleet converted to alternative fuels
- Continued conversion of Port fleet to CNG
- Secured donation of 30 Neighborhood Electric Vehicles for Port/Airport use
- Spearheaded low-cost hybrid vehicle purchase program for employees

The CNG station currently serves a majority of the 75 dedicated CNG taxis and 25 dedicated CNG door-to-door shuttles that operate at the airport. In addition, refuse trucks, port fleet and the general public utilize the 24-hour station.

Comparing a 2003 gasoline powered taxi and door-to-door shuttle against a dedicated CNG 2003 taxi or shuttle for the 100 plus mentioned above results in a total emission reduction calculation of over 14,821 lbs/year. This reduction consists of non-methane organic gas (NMOG) emissions, carbon monoxide (CO) emissions and oxides of nitrogen (NOx) emissions. The emissions results are based on each vehicle traveling 100,000 miles a year or 8300 miles/month.

### **3. Air Quality Program – Seaport (Maritime) Area**

In 1999, the Port embarked on its Vision 2000 maritime expansion program, and established an air quality program to reduce air emissions from many sources, including local buses, tugboats, terminal equipment, and trucks that haul shipping containers.

The Vision 2000 Air Quality Program is the outcome of an amicable partnership that evolved from initially troubled relations between the Port and the West Oakland community, specifically West Oakland Neighbors. The Environmental Planning Department, regional environmental agencies and West Oakland community representatives now work together to make a difference in the neighborhood. The Port allocated \$8.98 million for air quality projects such as:

- Local Buses. The Port gave \$659,000 to AC Transit in 1999 to help re-power 28 buses with cleaner running engines and retrofit them with exhaust controls. The cleaner buses are assigned to routes in West Oakland and neighboring communities. This will reduce 3.6 tons of particulate matter (PM) and 39.7 tons of nitrogen oxides (NOx) over the project lifetime of 9 years. During this project, AC Transit hired 97 employees from West Oakland.
- Air Quality Monitoring. In 1997, the Port installed outdoor air monitors to measure the levels of particulate matter (PM) in West Oakland. Concentrations of PM-10 and PM-2.5 are measured at two stations: one at the Port (the “Port station”) and one in the West Oakland residential area downwind of the Port facilities (the “Residential station”). During the construction periods associated with the Port’s expansion, there was no noticeable increase in PM at the Residential station, suggesting that particulates from construction did not migrate into the residential community. The data correlate well between the West Oakland monitoring station and Bay Area Air Quality Monitoring District stations in the Bay Area, indicating that PM levels are more influenced by regional phenomena rather than by local activities.
- Truck Exhaust Controls. The Port is launching a new program in early 2004 to help truckers replace older trucks with newer vehicles, and to install exhaust controls that will reduce particulate matter emissions. The West Oakland community has had a major hand in steering this program.
- Cleaner Fuels for Trucks. With a grant from the Air District and Port, Horizon Lines is now testing PuriNOx, an emulsified diesel made by Lubrizol, in its trucks. According to State of California tests, equipment outfitted with exhaust controls and fueled with PuriNOx will reduce PM at least 50% and reduce NOx at least 20%.

- Tugboats. Through a Port grant, Oscar Niemeth Towing Inc. received \$408,300 to purchase state-of-the-art, cleaner-burning main engines for its tugboat, the *Silver Eagle*.
- Terminal Equipment. In 2000, the Port established a program to re-power off-road terminal equipment with cleaner engines, retrofit equipment with exhaust controls, and fuel equipment with cleaner fuels. APL, Maersk, Marine Terminals Corporation, TransBay Container Terminal, Inc., and Trans Pacific Container Service Corporation are participating. So far, they have re-powered 60 and retrofitted 130 pieces of diesel equipment.
- Electric Dredge. To eliminate dredging-related diesel emissions, the Port installed an electric connection near Berth 59 to power the electric dredges used to construct Berths 55-59. Electric connections were also installed elsewhere in the harbor area for use in the -50 foot channel deepening project.

Other maritime programs that also benefit the community include:

- The Port provided financial support for an Oakland Maritime Support Services Center located at the former Oakland Army Base. The Center, developed by AB Trucking and SynchroNet Marine Inc., offers secure overnight parking, custom-designed dispatching services, and other truck support services for about 20 trucking companies that were previously located throughout the West Oakland residential neighborhood.
- SynchroNet Program. The Port partnered with SynchroNet Marine to develop a “virtual container yard” computer system that allows trucking companies to interchange containers at shipper and receiver locations outside the Port area. This reduces empty container positioning moves at the Port’s marine terminals, promotes more efficient use of limited terminal space and reduces truck trips, resulting in a lower level of diesel emissions.
- Police Officers. The Port funds two City of Oakland Police Department officers who are assigned to enforce truck-parking prohibitions throughout the West Oakland neighborhood. These officers inspect trucks, ticket illegally parked trucks and work with truckers to promote safety.
- Rail to the Central Valley. The Port is supporting and participating in studies of a California Inter-Regional Intermodal Service (CIRIS) that would connect the Port area with locations in the Central Valley. This proposed short-haul rail system would reduce truck traffic on the region’s freeways, resulting in less congestion and lower vehicle emissions.

#### **4. Community Outreach**

The Community Relations Department (Communications Division) at the Port of Oakland significantly contributes to the Port's overall efforts in working for sustainability. Through the Port's “Good Neighbor” policy and programs, the Port reaffirms its commitment to the local community. By providing valuable resources to sustain programs that will benefit our neighbors, information sharing, partnerships, involving the community in the Port planning

process, listening and keeping an open dialogue with the community, the Port supports the social equity component of sustainability. As the Port's credibility in the public arena is raised through our community outreach, there is also an indirect contribution to the Port's economic vitality. Pursuing community relationships and keeping that constituency informed generates trust and serves to reduce the magnitude of potential issues. Listed below are the department's ongoing programs:

- Business Community Outreach. This program “immerses” the Community Relations Department employees directly into the business communities that we serve (local neighboring areas). Staff regularly attends local Chamber of Commerce events and act as Ambassadors in Oakland, Alameda, and San Leandro. We are also involved in the various ethnic Chambers and business associations as well.
- Employee Ambassador Program. Our employees volunteer their time and assistance at a variety of public events, including community fairs and festivals. In 2003, Port Ambassadors spent over 500 hours participating in events and various community volunteer activities interfacing with nearly ½ million people. Our Ambassadors include those fluent in Cantonese, Mandarin, Spanish, Vietnamese and Tagalog.
- Employee “Giving” Campaign. Over the years, Port employees have adopted and contributed time, money and technical resources to local schools, charities, and other non-profit organizations. In 2003, employees donated \$125,000 to local charities and were recognized with a statewide Community Health Charities Award of Excellence.
- With the Port’s Executive Director Tay Yoshitani as the East Bay March of Dimes WalkAmerica Chairman in 2003, Port staffers, their families and friends raised \$47,250 and were named “Rookie Team of the Year” in the Bay Area. Additionally, the Port was able to make a combination of financial and in-kind contributions totaling more than \$1 million to local non-profit organizations. Additionally, Port employees donated more than 1700 pounds of canned goods in 2003 to the Alameda County Community Food Bank
- Free Harbor Tours. For approximately six months every year, more than 5000 people embark on regularly scheduled harbor tours hosted by the Port of Oakland’s Community Relations Department. These outings provide an educational close-up of the ships, giant cranes, and stacks of containers that make up the Port’s daily operations. It also allows visitors to get a sense of how the Port contributes to the regional and global economy.
- Good Neighbor Breakfast and Annual Awards. Our quarterly breakfast club is an opportunity to meet with community members, business and civic leaders, as well as other special interest groups such as labor associations, teachers, environmentalists, and trade associations.
- Partnerships in Education. Community partnership programs are a part of the Port of Oakland’s commitment to social equity. One of our goals is to create and implement programs that give us an enhanced level of opportunity to support and partner with local schools and youth. (A partial list of these programs is provided in greater detail in our Report to the Community and on the Port's website)

- PORTalk: Speakers' Bureau. PORTalk provides direct education and outreach to the local community (residents, businesses, service organizations, students). Our corps of dedicated employee volunteers is sent out into the community to provide basic information about the Port, its long history, and its effect upon local and international commerce. We've also hosted numerous international visitors.
  
- Report to the Community. This report showcases the Community Relations department's programs and activities and compelling stories that highlight our involvement within the local communities that we serve. We give the community a sense of major Port projects as it relates to all of our departments and divisions. This report also provides an overview of our department's mission and vision.

**5. "Dark Skies" Program\***  
(\*2003 Port Sustainability Award – GRAND PRIZE)

This program was implemented by the Port's Engineering Design and Services Department. On July 2, 2002, the Port of Oakland adopted the Port of Oakland Exterior Lighting Policy. The purpose of the policy is to decrease the impact of exterior lighting on the surrounding community and to conserve energy. Under the policy the Port and Port of Oakland tenants shall comply with the prescribed lighting measures to prevent potential lighting pollution that might be generated by development and operations and conserve energy in all areas under the jurisdiction of the Port of Oakland. This policy ensures that future development under the auspices of the Port will have minimal glare impact on the community.

The cooperative spirit under which this Policy was created served as a model for other agencies. The City of Oakland recently adopted a similar policy. Jane Becker of Dick Spees' office and Jill Bornor-Brown of the Port's Engineering Division worked with the task force to create the City's Policy. Both have brought the issues of glare and impact on the Chabot Observatory and other members of the community to City and Port staff who are responsible for implementing the City's and Port's Policies.

The Port has held training sessions for all Port Engineers and Planners to educate them on the problem of lighting. Further, the Port of Oakland Exterior Lighting Policy includes a comprehensive dark skies lighting criterion schedule that can be used by engineers, consultants or contractors who may be designing lighting for the Port. Most recently, the Port has retrofitted fixtures along 7<sup>th</sup> Street, Maritime Street and Middle Harbor Road with visors to eliminate glare.

**6. Food Waste/Composting Program - Jack London Square**

In 2001 the Port's Commercial Real Estate division began working with Golden Gate Disposal and Recycling Company to offer a new program for Jack London Square tenants. The program provides a service for our restaurants and other tenants by collecting their food waste and/or organic material and processing it into compost material, which is then sold to end-users. With the addition of new participants in the program, over 744 tons of food and organic

waste were collected from Jack London Square in 2003. Rather than sending that amount of food waste and organic material to landfill, it was processed into approximately 245 tons of compost.

**7. Green Business Program\***

(\*A 2003 Port Sustainability Award Recipient)

The Port's Environmental Health & Safety Compliance Department was recognized by the Alameda County Green Business Program for the "Green" practices and programs implemented at the new Aviation Facilities Complex. The Green Business Program is a partnership of environmental compliance agencies, professional associations, waste management agencies, utilities, and a concerned public. The voluntary program certifies businesses as "green" based on proven reductions in waste & pollution, and conservation of energy & water. Green business practices contribute to increased operating efficiency & profits, and attest to a businesses commitment to environmentally responsible operations.

**8. Hybrid Automobile Discount Program for Port Employees**

The Airport Noise/Environmental Office implemented this program. The program provides a discount for Port employees to purchase a gasoline-electric car, in which the electric motor acts as an assistant to the gas engine. Employees are also able to use their professional development funds toward the purchase of a hybrid. The car uses regular unleaded gasoline and does not require electrical charging, and gets almost 50 miles to the gallon during freeway driving.

**9. International Standards Organization (ISO) Certification**

ISO 9000 is a quality management program that an organization undertakes to improve its procedures and operational processes. An organization can receive ISO 9000 certification once it develops and documents procedures according to ISO standards and is approved by an authorized ISO certifying organization. This is a rigorous, internationally recognized accreditation that is governed by the International Organization of Standards (ISO). The ISO is a worldwide federation of 140 plus member nations, and its governing board in the U.S. is the American National Standards Institute (ANSI). The ISO was founded in 1947 for the purpose of establishing universal standards for high-quality delivery of goods and services. These quality standards can be adopted by any organization, regardless of size, type of business or operation, and type of organization (public or private sector). By adopting these standards and improving upon them on a continuous basis, an organization can become more sustainable in all three E's (environment, social equity, economics).

The key quality management themes in ISO 9000 are:

1. Focus on the Customer (internal and external)
2. Data-Fact Driven Management (fact and performance measurements)
3. Process Management

4. Proactive Management (clear goals and priorities)
5. Boundaryless Collaborations (teamwork)
6. Drive for Perfection and Tolerance for Failure

To achieve certification, organizations must:

1. Identify core processes and key customers
2. Define customer requirements
3. Document key procedures and processes according to ISO standards
4. Measure performance against quality standards
5. Implement improvements
5. Integrate Six Sigma System or continuous improvement on an ongoing basis

#### *ISO 9000 Accomplishments in 2003*

In 2002, the Port of Oakland embarked on an initiative to prepare for and achieve ISO 9000 certification. The Port achieved several significant milestones in 2003.

- In February 2003, the Maritime Division, Finance Division and the Organizational Development Department (as an associate department) achieved official ISO 9000 certification. In doing so, the Port of Oakland became the first public-operated port in the U.S. to attain this prestigious and selective accreditation.
- In August 2003, Maritime, Finance and Organizational Development succeeded in passing its first 6-month ISO 9000 Internal Quality Audit.
- In October 2003, Corporate Administrative Services Division (43 employees), Social Responsibility Division (14 employees) and 34 key managers and staff from the Engineering Division completed a mandatory 1-day training on ISO 9000 Familiarization. In addition, all three divisions made significant progress in identifying and documenting their key procedures, which will be assembled in official Quality and Procedure manuals.  
This is in preparation for ISO 9000 certification sometime in 2004.

#### **10. Local Business Utilization Goals**

It has been over a year since the Board of Port Commissioners adopted the local business utilization (LBU) goals for the airport terminal expansion. LBU is at the heart of the Port's commitment to promote equity and fairness in its dealings with neighboring communities, while supporting the Port's revenue generating activities. In FY 2002-03 the implementation of this policy resulted in over \$21 million in contract dollars going to the local community.

The Board recently selected Turner Construction, Inc. as the Prime Builder for the Airport Terminal Expansion program.

Turner Construction, Inc. proposed that they would have an overall minimum participation level of 45% local business participation, 15% of which must be allocated to small local businesses (businesses with average gross receipts of \$10 million or less over a three-year period) and 50% small local trucking participation. This overall minimum participation level Turner has promised well exceeds the Port's original floor of 30%. As the selected Prime Builder, Turner's minimum participation level is now a contractually mandated requirement against which the Port will measure the incentive and penalty applications that are detailed in the local business utilization policy's regulations.

The Social Responsibility Division, which tracks the Prime Builder's LBU commitments, notes that if the current trends are actualized by the final payments, the basis for which achievement of the required levels will be measured, Turner may significantly exceed the Port's initial expectations. The ultimate measurement of the policy's success will be in the lasting partnerships among large and small companies and ongoing mentoring and other arrangements to continue to build the capacity of local businesses so that, in the future, they will be able to work as lead contractors and form long-lasting relationships for long-term sustainability in their communities.

## **11. Maritime and Aviation Project Labor Agreement Implementation**

Three years ago, the Board of Port Commissioners approved the Maritime and Aviation Project Labor Agreement (MAPLA) to govern construction labor utilization on the Port's multi-year, multi-project expansion of both the seaport and the airport. The Port and local construction trade unions, partnering with the community, sought the agreement, in part, to improve and sustain both social equity and the local economy. The agreement not only secures labor peace for the covered projects but also supports and increases opportunities in construction for historically disadvantaged members of the community. Since 1999, the MAPLA has resulted in approximately \$40,000,000 in wages and benefits for the local construction workforce.

From 2002 to 2003, MAPLA achieved the following milestones:

- The number of hours worked by LIA residents increased from 25% in 2002 to 39% of the total hours worked on MAPLA covered projects. (LIA or Local Impact Area is defined as the cities of Oakland, Alameda, Emeryville, and San Leandro.)
- The number of hours worked on MAPLA covered projects by residents of the LIA and LBA now stands at 67%, which is above the goal of 50% for the utilization of LIA/LBA residents. (LBA or Local Business Area is defined as the remaining areas of Contra Costa and Alameda Counties.)
- More than \$28 million in wages have been paid to LIA/LBA residents. Pension, health care and other benefit payments bring the total paid on behalf of these workers to over \$40 million.

- Local LIA residents are receiving more than twice the number of hours worked (39%) on the MAPLA-covered work as opposed to the number of hours worked (18%) by residents on non-MAPLA covered Port construction projects. By further comparison, local area workers receive only 6% of the total hours worked on Oakland Unified School District construction work.
- A MAPLA Social Justice Trust Fund, established under MAPLA to provide supportive services and case management to local area residents, awarded \$137,000 to three community-based organizations. The upcoming Terminal Expansion projects will raise additional funds.
- LIA businesses and joint ventures with LIA firms as partners are receiving 60% of the dollar volume of MAPLA contracts awarded.

In summary, the MAPLA Social Justice Program is now fully functioning with active contractor, labor, community and Port staff participation. This should pay tremendous long-term benefits to the Port and its partnerships during the work of airport expansion and beyond.

## **12. Paper Waste Reduction Program**

Many Port departments are taking steps to reduce paper waste. Examples are given below.

### *Airport Development Program (ADP) Supplemental Environmental Impact Report (SEIR)*

The Port's Environmental Planning Department:

- Printed all copies of the ADP Draft SEIR on recycled paper using soy-based ink to promote recycling and use of post-consumer paper.
- Eliminated plastic comb binders and covers from the report to reduce use of non-biodegradable plastic.
- Distributed document in electronic format on the web and CD to reduce use of paper.
- Distributed printed copies of the document in "loose leaf" form (i.e. no covers, bound with a simple rubber band) to eliminate the use of new plastic binders and to promote re-use of old binders.

### *Quarterly Noise Monitoring Reports*

The Aviation Division's Noise/Environmental Office has implemented a program by which the Quarterly Noise Monitoring Reports, which are sent to citizens, pilots, the FAA and Port staff, are now available on CD-ROM. To date, 14 Quarterly Noise Monitoring Reports have been offered on CD-ROM, saving approximately 1,000 pieces of paper.

## **III CONCLUSION AND ACKNOWLEDGEMENT**

On November 21, 2000, the Board of Port Commissioners adopted the Port's Sustainability Policy. The Sustainability Policy establishes three recommendations for action in order to "conserve water, energy and other natural resources; eliminate or reduce waste; avoid or reduce environmental pollution; restore and protect natural habitats; and foster social equity and strong communities".

The accomplishments cited in this report have resulted in reducing energy consumption, savings in operational costs, reducing waste production, improving air quality, strengthening community relationships and delivering jobs to our local community.

Clearly the significant results from the numerous projects and programs that were undertaken in 2003 at the Port of Oakland demonstrate a genuine and ongoing commitment to adhering to the 3 E's (environmental responsibility, social equity, and economic vitality) and substantial progress as we continue to strive toward greater sustainability.

The continuing success of the Port's Sustainability Program is a tribute, not only to the support from the Board of Port Commissioners, Executive Director Tay Yoshitani, Deputy Director Joseph Wong, and Director of Strategic and Policy Planning John Glover, but also to past and present members of the Sustainability Task Force, and most importantly, the hundreds of Port of Oakland employees who contribute ideas and actions that support sustainability.

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