

# HEIDRICK & STRUGGLES

Company, Position & Person Profile



**PORT OF OAKLAND**

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Director of Maritime

September 2013



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## The Authority

### The Port

A vibrant gateway for international trade, in the heart of the San Francisco Bay Area, the Port of Oakland exemplifies a unique combination of public and private sector endeavors. It encompasses the fifth busiest container port in the United States, a thriving airport, an array of retail and commercial buildings and acres of recreational and open space. Founded in 1927, it has grown to more than 16,000 acres along the eastern shore of the San Francisco Bay.

As a vital driver in the regional, national and international economies, the Port accounts for more than \$96 billion in annual economic activity in the State of California and generates over 73,000 jobs in the region and supports more than 825,000 jobs across the United States. The Port is budgeted for 492 employees in FY 14 and generates revenues in excess of \$300 million.

As an independent department of the City of Oakland, the Port is governed by the Oakland Board of Port Commissioners. The seven Commissioners are nominated by the Mayor and appointed by the City Council to four-year terms. The Board of Port Commissioners appoints the Executive Director, the top official at the Port of Oakland responsible for overall port activities.

The Port of Oakland is managed as an enterprise of the City of Oakland, meaning it generates its own revenues. It does not receive tax money from the City and is financially self-sustaining. It is a “landlord port” that leases and acquires property for Port development. Port operating revenues are generated through tenant and customer-related business activities, and expended on Port operations, debt obligations, and infrastructure investments in support of programs related to environmental stewardship and social responsibility. The Port provides valued service, facilities and infrastructure to its customers and partners enabling their success while promoting economic development and stewardship in the community.

### **The Port of Oakland's Revenue Divisions**

**Aviation:** Oakland International Airport (OAK) is conveniently located to serve the San Francisco Bay Area and Silicon Valley. With approximately 300 daily flights, carrying more than 9.5 million passengers to domestic and international destinations, OAK is the second busiest passenger airport in Bay area. OAK serves as the West Coast hub for FedEx, making it the busiest cargo airport in the Bay area and among the top ten in the country.

**Maritime:** The Port owns and manages the fifth busiest cargo container port in the United States (2.34 million TEU's in 2012) and the third largest seaport on the West coast. It serves as an international gateway, with approximately 88% of its trade with international trading partners/regions, and the remaining 12% representing domestic trade within the United States. The Port is a major transportation and trade center providing shipping terminals for waterborne trade moving through the West Coast. Oakland's facilities are highly regarded within the maritime industry. The seaport includes seven terminals and two off-dock rail facilities, and the Port is considering a proposed expansion plan to add trade, logistics and virtual on-dock rail facilities.

**Real Estate:** The Port owns and oversees 876 acres of real estate along the Oakland Estuary, which includes commercial developments such as Jack London Square, warehouses, parking lots, hotels, offices, shops and restaurants and hundreds of acres of public parks and habitat conservation areas. The Port of Oakland also serves as trustee for waterfront property serving commercial, recreational and public access purposes.

**Utility:** The Utilities Department manages the Port's utility distribution system (electrical, gas, water, sewer and telephone). The Utilities Department purchases and manages the delivery of electricity to the Port's customers at Oakland International Airport and in certain Maritime areas. It also obtains renewable energy for the Port, takes measures to reduce the Port's greenhouse gas emissions from electricity generation and promotes energy efficiency.

For additional information, visit [www.portofoakland.com](http://www.portofoakland.com).

### The Community

Nestled in between the San Francisco Bay and the California coastal mountains, the City of Oakland has a rich history, diverse culture and expanding local economy. Its temperate Bay Area climate - rated the best in the nation - combined with a vast network of arts, entertainment, recreational and educationally-enriching amenities make Oakland a thriving setting for its 447,000 residents and a tourist destination for thousands of visitors annually. The City's diverse landscape is a lively urban-suburban mix of beautiful hillside residential neighborhoods, a large stock of historic homes and buildings, two lakes and the Oakland Estuary, 19 miles of shoreline. In addition, Oakland has more greenery and open space per capita than any other city in the Bay Area.

Having served as a staging area for the Gold Rush, the western hub for the first transcontinental railroad, and an important military industrial base during both world wars, Oakland has historically been a thriving commerce center. This tradition continues today as Oakland is home to the fifth largest container port in the country, a state-of-the-art technological infrastructure, a vast transportation network and one of the fastest-growing airports in the country. Oakland is rated among the top cities for business in the U.S. and is considered a leader among America's top technology cities. Since 1999, Oakland has emerged as a prime center for business in the region, attracting hundreds of major companies and thousands of new jobs.

Oakland is also one of the nation's most diverse cities, with residents speaking nearly 125 different languages and dialects. This diversity helps to uniquely position Oakland as an ideal point for international businesses seeking trade and business relationships in the United States. Oakland's diversity is also reflected in the more than 600 year-round cultural fairs and events citywide. Other recreational, cultural and entertainment activities take place in 106 parks, Lake Merritt, Jack London Square, Knowland Park Zoo, the Oakland Museum of California and the Paramount Theater, among other welcoming venues. For sports fans, Oakland is the only city in California with the "big three" professional football, baseball and basketball franchises:

- NFL Oakland Raiders,
- MLB Oakland Athletics, and the

- NBA Golden State Warriors.

Oakland is in close proximity to some of California's most famous destinations - San Francisco is just minutes away and the world renowned Napa Valley wine country is a short distance further. In addition, Oakland is just three hours from Lake Tahoe and the Sierra Mountains, less than three hours from Monterey, Carmel and Mendocino, and a short one-hour flight to Southern California. For longer trips, travelers can take advantage of the generous flight schedule offered by the numerous major carriers at Oakland's International Airport. Encompassing a wide range of housing and educational choices for its residents while providing all the elements of an attractive urban city make Oakland a great place to live and work.

## The Position

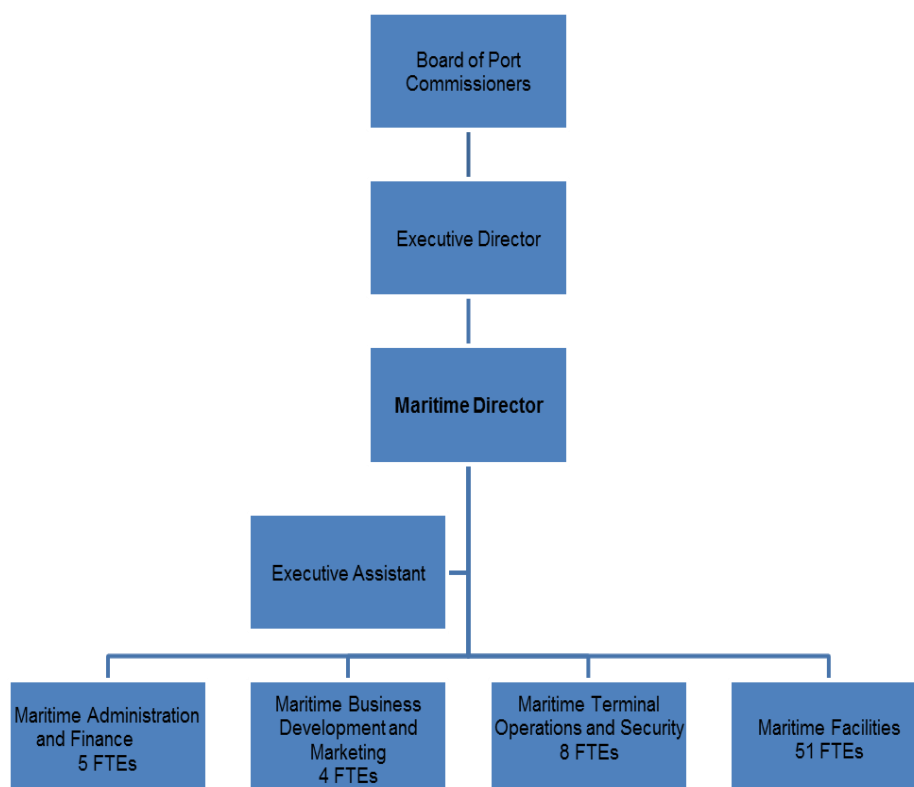
As a key member of the executive management team, the Director of Maritime is responsible for enhancing maritime business growth through strategic planning, efficient operation and prudent development. The Director oversees the full range of maritime operations including administration, finance, stakeholder management, customer service and security. The Director is charged with building partnerships with all stakeholders including domestic and international customers, carriers, beneficial cargo owners and other key members of the goods movement supply chain. The Director is ultimately responsible for increasing revenue, commerce and economic development to the City of Oakland and the surrounding region.

The Director of Maritime is a senior executive of the Port, reporting to and serving at the pleasure of the Executive Director who reports to the Board of Port Commissioners.

## Key Priorities

- Improve competitive position/increase market share.
- Develop creative short and long term strategies to build maritime business revenue and enhance profitability
- Oversee the completion of capital projects including Oakland Army Base (OAB) development plan and Shorepower.
- Partner with internal and external stakeholders to ensure the local community benefits from economic development opportunities created by capital projects.
- Leverage the public-private-partnerships (P3) to aid maritime asset management, facility development and capital improvements.
- Build an effective maritime organization through organizational development.

## Specific Responsibilities



The Maritime Division manages the Oakland seaport. The Maritime Division is organized into four main functional areas:

- **Administration and Finance** works on all existing business, including planning and development of capital projects.
- **Business Development and Marketing** area focuses on maintaining and increasing business. Additionally, the department:
- **Terminal Operations and Security** - is responsible for day-to-day contact with the local terminal operators and serves as the liaison between marine tenants and Port services.

- **Maritime Facilities** is responsible for maintaining Port owned utilities, facilities and equipment primarily in the harbor and commercial real estate areas, Oakland International Airport and the Airport Business Park. It also provides support during construction of capital projects, performs regular and preventive maintenance, administers major maintenance projects, and provides first response and stabilization during emergencies and natural disasters.

## The Person

### Qualifications & Experience

The ideal candidate should possess the following expertise and attributes:

- A visible, engaging leader and manager who sets clear expectations on goals and objectives across the organization
- A strategic thinker with demonstrated accomplishments applying in marketing and business development techniques to increase revenue while recognizing sustainable growth opportunities.
- Seeks out creative solutions
- Experience with operating marine shipping terminals/transportation facilities.
- Successful negotiator and outstanding consensus builder.
- Possess effective leadership skills including techniques of effective interpersonal communications and relations, effective problem solving, persuasion, motivation and decision making.
- Ability to develop and implement goals, objectives, programs, policies, procedures, performance standards and internal controls.
- Extensive knowledge of principles and practices related to the organizational and program areas of the Port.
- Ability to build, lead, motivate, develop and evaluate highly skilled staff.
- Proven track record of establishing and maintaining cooperative and effective working relationships with a variety of stakeholders including representatives of public and private sector, international delegations, local, state and federal officials, Port and City staff and the general



### Education & Other Characteristics

public.

- Ability to analyze complex technical and administrative problems, evaluate alternative solutions and adopt effective courses of action.
- Possess a Bachelor's degree from an accredited college or university in Economics, Business Administration or a related field plus seven years of senior-level executive management maritime related experience. A MBA/MPA is highly desirable.
- Known industry leader
- Understands all aspects of the Maritime business
- Experience working in the private and public sector
- Experienced senior manager
- Collaborative style
- Exceptional leadership skills
- Experience working with an internal and external workforce that is predominately organized
- Complementary to the Executive Director
- Strong business development skills

### Leadership & Management Behavioral Competencies

#### Strategic Vision

- Demonstrated leadership creating and implementing marketing, pricing and operating strategies to meet customer needs and best leverage the considerable assets of the Port. Possess both a strategic mindset and strong commercial orientation; a business builder.
- Renew/refresh the Port's strategic direction and recommend changes that will grow revenues, enhance market share and improve overall performance and profitability.

#### Change Agent

- A champion of change and a driver of results. Sets and pursues aggressive operational, financial, strategic, and organizational goals to drive improved operating performance and transform the Port of Oakland into a disciplined, transparent and performance oriented culture.

- Possesses the vision, toughness, and political savvy to manage and lead an organization in transition.

### **Leadership**

- An inspirational leader who builds trust both internally and externally.
- Strong team builder with the demonstrated ability to attract, recruit, develop and retain talent.
- Creates and communicates a clear and compelling view for the future of the Port.

### **Quality Driven**

- Instills a culture of excellence, continuous improvement, and impeccable execution. Measures performance relative to goals with a well-defined and articulated metrics-based approach.

### **External Relations**

- Establishes and maintains cooperative and effective working relationships with a variety of representatives of public and private organizations, members of boards and commissions, local, state and federal legislative representatives, city staff and the general public.
- An awareness of the importance of relationship building with internal and external stakeholders (ship owners, shippers, terminal operators, local, state and federal government officials, community leaders, unions and business leaders).

## Personal Characteristics

The Director of Maritime occupies a position of public trust; therefore, the successful candidate must have a stellar record with respect to personal and professional conduct, ethics and behavior.

Specific characteristics include:

- Integrity.
- Compelling communicator with strong interpersonal skills.
- Excellent team management skills.
- Resilient, able to cope effectively with pressure while responding positively to challenging ideas and demands.

- A strong networker who is oriented towards community outreach and integration.
- A strategic viewpoint combined with an ability to execute.
- Strong negotiator with the ability to influence and persuade.
- Politically astute without being political.

## Heidrick & Struggles Contacts

**Mary Saxon**

Partner

direct line +1 415 291 5268

mobile +1 415 374 0429

e-mail [msaxon@heidrick.com](mailto:msaxon@heidrick.com)

**Michael Otte**

Principal

direct line +1 404 682 7350

mobile +1 404 502 7908

e-mail [motte@heidrick.com](mailto:motte@heidrick.com)

**Tracy Jugenheimer**

Executive Assistant

direct line +1 305 262 8929

e-mail [tjugenheimer@heidrick.com](mailto:tjugenheimer@heidrick.com)

**Heidrick & Struggles**

303 Peachtree Street, NE

Suite 4300

Atlanta, GA 30308

telephone +1 404 682 7400

facsimile +1 404 577 4048

[www.heidrick.com](http://www.heidrick.com)