



The Official Publication  
Of the South Jersey Port Corporation,  
an agency of the State of New Jersey



**COVER STORY** —Joseph Oat Corporation, a long-term SJPC tenant, is the United States' oldest metal fabricator. Shown here is an Oat-manufactured heat exchanger tube bundle. Find out more inside.



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**INSIDE**

**COVER** US's oldest manufacturer  
**NEWS** NJ has a deal for you!  
**PAULSBORO OMNIPORT** makes progress  
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**SOUTH JERSEY  
PORT CORPORATION**

An Agency  
of the State of New Jersey

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# Board News

## BOARD SETS SCHEDULE FOR 2014

**THE BOARD OF DIRECTORS** approved its meeting schedule for the calendar year 2014 at its final meeting of 2013. The schedule will be placed in the three designated newspapers, posted on the bulletin board at the Broadway Terminal and sent to the County Clerks in all seven Port District counties and to the New Jersey Secretary of State. All meetings are scheduled for Tuesday at 12:30 p.m. The dates for meetings are: January 28; February 25; March 25; April 29; June 17; July 29; August 26; September 30; October 28; and December 2.

### Other Board action

**THE BOARD** awarded a contract for auditor services to Brent W. Lee and Co., LLC, of Cinnaminson, NJ, for 2014. The Board also pre-qualified engineering firms in five categories. The selected firms will remain on the pre-qualified list for three years; however, the board re-opens the pre-qualification list every year in order to add to the current lists. When specific engineering needs arise, the qualifying firms are asked for proposals in their specialties.

**AS REQUIRED ANNUALLY** by bond covenants, the Board has approved a contract with S. T. Hudson, engineering, for the 2014 Rate Study Project. The study examines any significant increases in rates, fees and charges above those made in year 2013 and planned for year 2014. Hudson, which also won the contract in 2013, found in last year's study that rates, fees and charges in 2012 and planned for 2013 did not appear to be either feasible or desirable.

**THE BOARD** of Directors met at a special session on September 13, 2013 to accept an additional federal TIGER Grant of \$5.3 million through the TIGER III program, bringing the total funding received through the TIGER program to nearly \$24 million. The funding will be used, among other things, for building the railroad infrastructure needed for the Paulsboro Marine Terminal under construction in Gloucester County.



**BEST WISHES AND A HAPPY RETIREMENT** to Patrick Abusi, who served as treasurer for the SJPC since 2006 and took on the additional duties as Public Agency Compliance Officer in 2011. His retirement was effective March 31, 2014. ❖



## **Chairman Richard Alaimo: Overseeing growth and economic development at the SJPC**

**RICHARD A. ALAIMO**, was a young civil engineer from Mount Holly, New Jersey, building a business during challenging times when, in 1968, New Jersey Governor Richard J. Hughes recruited him to serve as a director of the newly created South Jersey Port Corporation.

The state had a problem and Gov. Hughes wanted the talented and energetic Alaimo to help fix it. The huge New York Shipbuilding Yards in Camden and Gloucester City that built fleets of ships that won World War II had gone bankrupt. Where once 36,000 workers toiled daily during the war, only a skeleton crew remained 20 years later. The governor and the State Legislature had a solution: a state-owned corporation. The South Jersey Port Corporation would take over the defunct shipbuilding yard, merge it with the existing Camden Marine Terminal, and build a world-class international port of call. It was up to Alaimo and his fellow directors to turn that policy into reality. The mission, which continues today, is to create jobs and economic development throughout the region.

Now, 45 years and 14 governors later, Alaimo heads one of New Jersey's leading engineering firms as well as the South Jersey Port Corporation, which he chairs. The Port Corporation owns three thriving marine terminals and is building a fourth in Paulsboro, New Jersey.

The success of the South Jersey Port was the continued vision and commitment of a line of Governors and state legislatures, both Democrat and Republican, and scores of public-minded directors who were equally committed to building a strong economy and jobs in Southern New Jersey.

The directors, who are appointed by the governor and confirmed by the New Jersey State Senate, come from all walks of life: engineering, law, labor, community activities, business, and clergy.

"They serve unselfishly because they recognize the importance of the port to the economy of the region," said Alaimo, who is the longest-serving chairman of the SJPC. "Their only compensation is the satisfaction in the jobs they help to create."

New Jersey formed the SJPC to protect and create jobs, not public sector jobs, but private sector jobs. The SJPC would be the catalyst that would bring in new business and sustain and expand ongoing businesses

*Continued on page 18*

# From the executive director

South Jersey Port Corporation, An Agency of the State of New Jersey

## **NEW JERSEY IS OFFERING \$600 million in incentives to get and retain good jobs.**

New Jersey is now offering some extremely attractive incentives to businesses that bring good, family-sustaining jobs into the state, especially to the terminals of the South Jersey Port Corporation. You can read all about it in this issue of Port of Call. Give me a call. I'll help you navigate your way through the process.

We have already had some interesting inquiries that hopefully will bloom into major projects. New Jersey is a state where partisan politics takes a back seat to building a vibrant, job-creating, business-friendly economy. That's right. New Jersey is offering \$600 million in incentives to get and retain good jobs.

We're excited about these initiatives which come at a time the SJPC is seeing a continuing rebound in its cargoes and our new terminal in Paulsboro, N.J. is moving to the construction of its heavy lift berth.

Our terminals have weathered and, in some cases, thrived, during the depths of a very stubborn global recession. Economists insist the recession is over, but recovery has been disappointingly anemic. Yet, at our terminals key cargo tonnage in

2013 exceeds that of 2012, a reflection of the rebound in plywood for home construction, steel and concrete for highways and steel for cars. Our terminals have key advantages for our customers: a deep-water port in the heart of the richest markets in the world; great highways and train links, with the rail links being upgraded; a flexible, well trained work force; expertise in specialty cargoes.

All of these advantages and even the huge financial incentives being offered are augmented by our deep-seated commitment to customer services. Our success is tied to the success of our customers.

It's not a cliché or some marketing-speak. Customer service is embedded in the DNA of the SJPC. It starts with understanding our customer's needs and working closely, with our customers, to meet those needs. Often it is a checklist of the ordinary. But in the marine terminal business we know our customers' needs frequently are unanticipated. The "unanticipated" is the "devil's share," in operating a marine terminal. It's a challenge that requires flexibility, quick and calm decision-making and a work force that teams with the customer to provide solutions.

***All of these advantages and even the huge financial incentives being offered are augmented by our deep-seated commitment to customer services.***

KEVIN CASTAG  
EXECUTIVE D



# We're in a partnership with our customers . . . to help them grow

Whether because of mechanical failure, weather, logistical breakdown, manpower issues; sheer happenstance or other forces of the natural order, delays are expensive disruptions both for customers and for us. Our customers rely on our dependability in the ordinary and extraordinary challenges of doing business.

We're in a partnership with our customers and we work with them to help them grow. We work with Camden International Commodities Terminals to grow their cocoa bean business. We became one of the world's leading cocoa bean ports by developing an innovative, patented system to more efficiently handle break-bulk cocoa beans, one that reduces labor costs and bean loss

while speeding up ship to warehouse movements.


In this issue of *Port O'Call*, we focus attention on our long-term tenant, the Joseph Oat Corporation, which had its birth in the pre-Revolutionary War days in Philadelphia and today fabricates key, state-of-the-art vessels for nuclear power plants.

We will soon be awarding contracts for the construction of a heavy lift berth at our new terminal at Paulsboro, New Jersey. This omniport, which is targeted to go into operation in 2016, will have dock-side rail and heavy-lift, high-speed cranes with ample space for warehousing, manufacturing and value-added operations. It's well positioned to be the epicenter for manufacturing and distribution of

marine-related cargoes. As an omniport it is designed to be flexible for any cargo or operation.

To get those cargoes to our terminals, the SJPC has worked successfully with local governments and Conrail to land millions of dollars in federal transportation stimulus grants to upgrade our rail links throughout southern New Jersey. One of the most important upgrades includes strengthening the Delair railroad bridge to handle heavier cargos. The bridge connects the southern New Jersey peninsula to the mainline tracks that sweep into the heartland of America.

It's good for our customers and good for the economy of New Jersey—come do business with us. ❖

A large industrial ship hull under construction in a massive workshop. The hull is long and cylindrical, with several circular openings. It is supported by a network of steel beams and cranes. The workshop is filled with various tools, equipment, and materials. The floor is concrete, and the walls are made of steel. The lighting is bright, and the overall atmosphere is one of industrial activity.

*In partnership with our tenants—Joseph Oat's expansive 120,000-square-foot shop allows them to build some of the longest shop-fabricated vessels in the industry.*



# Looking ahead

## Paulsboro omniport construction progressing



Construction activity on the access bridge is shown here and in the inset photo at the bottom of page 5. The completed bridge is also shown on page 5.



As part of the permitting process, replacement wetlands had to be created. The northwest (above) and northeast wetlands (below) are shown here.



**MAJOR CHANGES** at the Paulsboro Marine Terminal and the Port of Paulsboro continue in 2014. The most significant achievement has been the completion of the Paulsboro Marine Terminal's new Access Road and Bridge which gives direct access to Interstate I-295.

Progressing from the driving of bridge foundation piles in January 2013; through steel erection during summer of 2013; to final concrete deck pours in September and roadway paving in November, the Access Road and Bridge is slated for opening to the public this year.

Concurrent with construction of the Access Road and Bridge, the SJPC has conducted the transformation of a portion of a dredge material disposal site into a 14-acre tidal wetland mitigation area. The re-creation of the tidal wetland habitat required the excavation of 265,000 cubic yards of sediment, the imbedding of more than 125,000 emergent and coastal wetland plants and the installation of more than 6,000 shrubs and trees.

In addition to the successful completion of the Access Road and Bridge and Tidal Wetland Habitat components, the redevelopment of the Paulsboro Marine Terminal achieved a variety of intermediate milestones that included: (i) a uniform, level sub-grade across 90% of the terminal's footprint, which is the result of more than 600,000 cubic yards of fill material being placed to raise the terminal's pavement well above the 100 year flood elevation; (ii) the relocation of key potable water, sanitary sewer and above-grade electrical service infrastructure thereby clearing the site for unobstructed cargo handling activities; (iii) the creation of a linear esplanade or public access and buffer area that runs along the terminal's western boundary and (iv) the relocation of at least 70 remediation and monitoring wells.

Looking forward in 2014, construction of the Paulsboro Marine Terminal's Phase I wharf, freight rail track and internal roadway and utilities is in store. ❖



The Access Road and Bridge are complete





## ***Enhancing port development through the NJ Economic Opportunity Act incentives***

**WANT TO GROW YOUR COMPANY,** create good jobs and build a solid economic future in the epicenter of the richest market place in the world? New Jersey has a new state-wide program that will attract many companies, especially if they build and grow business in the host communities of the South Jersey Port Corporation.

New Jersey, the state that invented the electric light bulb, the transistor, flat screen television and has one of the world's most skilled workforces, is serious about attracting job creation to New Jersey . . . \$600 million serious!

That's the lure of New Jersey Economic Opportunity Act of 2013, a state-wide economic stimulus program with very generous incentives to attract businesses to New Jersey with a strong emphasis on the terminals of the South Jersey Port Corporation.

"The Economic Opportunity Act incentivizes job creation, makes our state more competitive and lets private sector employers know that New Jersey is the place where they should open their doors," said New Jersey Governor Chris Christie. The new law also builds on the State's commitment to reclaiming New Jersey's cities. It places extra emphasis on spurring development and private sector job growth in "Garden State Growth Zones," identified in the legislation which includes Camden; a host city of two of SJPC's marine terminals. The Act further identified under the GROWNJ Program, port districts as additional qualified incentive areas which encompass SJPC's port facilities.

Gov. Christie, and Senate President Stephen Sweeney and Senator Donald Norcross who represent SJPC host communities, have created what may be New Jersey's most ambitious job-creating incentives with consideration for New Jersey's ports as key areas for significant economic growth, according to SJPC Chairman Richard Alaimo. "They tailored the Act with strong incentives for businesses creating jobs in the eight counties of southern New Jersey, especially in Camden City, Gloucester City and Paulsboro, where ports have long been major contributors to the regional economy."

The new law provides for \$600 million in tax credits and folds five incentive programs into two: "GROW NJ" and "ERGG" (Economic Redevelopment Growth Grant program) creates:

- GROW NJ offers a 10-year tax credit of \$500 to \$5,000 per job created or retained in New Jersey cities with the lowest median family income based on 2009 American Community Survey from U. S. Census and Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Ocean and Salem counties.
- The minimum capital investment is reduced by one third and the required minimum number of jobs is reduced by 25%.
- The new law strengthens the Economic Redevelopment & Growth Program (ERGG), which is designed to bridge construction project financing gaps. The underlying objective of the program is to create jobs through the construction of capital improvements.
- The ERGG creates enhanced redevelopment incentives of up to 40% of a developer's total project costs within the Garden State Growth Zone or 30% outside the zone.



# \$600 million to attract jobs to the state and to the South Jersey Port Corporation

- In the Garden State Growth Zone, capital investment costs include any and all redevelopment and relocation costs such as site acquisition (made within 24 months of application), engineering, legal, accounting and other professional services, environmental remediation, infrastructure improvements for the project area including things like wharfs, bulkheads, roads, piers, buildings, utilities etc.
- Those who already applied for Urban Transit Hub Tax Credits, are eligible for tax credits of 35% on capital investment and 40% within the Garden State Growth Zone.
- Tax credit applied, dollar for dollar, against certain tax liabilities: corporation business tax, premium tax on domestic and foreign insurers. It can be transferred, sold or assigned in not less than \$100,000 units to any other person with certain tax liabilities.
- The GROW NJ program promises tax credit relief for businesses that agree to preserve full-time jobs in-state and/or increase their headcount for a period that is equal to 1 1/2 times the life of the grant (10 years).
- The new law slashes the previous capital investment threshold of \$20 million that had discouraged investments.
- Instead of a lump sum capital investment requirement, the new program will consider build-out expenses by the square foot, credit projects in the industrial and office sectors and accept both new construction and rehabilitation projects.
- The program reduces the employee headcount criteria from 100 jobs, to jobs that are characterized as either



*Signing the Act—New Jersey Chris Christie signs the New Jersey Economic Opportunity Act into law in the presence of the co-sponsors of the legislative act.*

- ‘new’ or ‘at-risk’ jobs, with thresholds reduced to low as 10 and 25 in each category.
- Businesses operating in certain desirable industries such as technology start-ups, manufacturing and targeted industries have their own head-count obligations.
- The GROW NJ program focuses on some of the state’s most challenged communities. Businesses locating or agreeing to remain in Passaic, Paterson, Trenton or Camden, known as the Garden State Growth Zone (“GSGZ”) cities, will receive enhanced tax credit benefits of up to \$50,000 per new employee or \$25,000 per retained employee per year, multiplied by the term of the grant, up to 10 years, resulting in potential awards of \$150,000/\$75,000 per employee per year.
- Applicants for the new and improved Grow NJ program must submit their applications by 2019.

The South Jersey Port Corporation, working with in partnership with the NJEDA, is here to help. ❖



# Training future port employees

**A WELL-TRAINED WORKFORCE** with skills for today's sophisticated terminal operation is the foundation of a successful port. The South Jersey Port Corporation has partnered in a jobs-training consortium to make sure it has the best workforce available.

"You can have the world's best deep-water port, with the best facilities possible, and instant access to highways and rail that, within hours, penetrate the richest markets in the world, but if you don't have the trained, skilled workforce to make it work, your terminal will underperform," Kevin Castagnola, executive director of the SJPC, observed.

"We're not going to allow that to happen at our terminals. Our workforce infrastructure makes the concrete and steel, and all of the machinery and the choreography of a port work successfully. The degree of success depends on how well trained that workforce is. . . and we're making sure we have the best.

"What separates SJPC's terminals from others is the quality, skills and adaptability of our work force. It's an edge that we've honed over the decades through on-the-job training. In today's business environment that's not enough, so the SJPC has formed a consortium to pre-train potential employees with needed skills and also to upgrade the skills of our present workforce."

The South Jersey Port has become a partner in the "South Jersey Port Workers Consortium." It's a job training partnership with Holt Logistics; Delaware River Stevedores; Camden Iron and Metal; Camden County College; New Jersey Collegiate Consortium; and the

Camden County Workforce Investment Board.

"These are just the charter members," says Jeffrey S. Swartz, Executive Director of the Camden County Workforce Investment Board. "It's a good start and we expect it to grow with other port-district employers joining. Ports are in a very competitive business and are the foundation of the local economies. It's not just the jobs at the terminals but the jobs in other businesses and industries that are supported by the port.

The consortium will fund its job training through a series of federal and state job training grants mirroring similar efforts in the manufacturing sector.

The United States is seeing a rebuilding of its manufacturing prowess, but hundreds of thousands of jobs are going unfilled because of the lack of worker skills. The old model where sheer brute strength was a ticket to a well-paying job on the assembly line has vanished. Modern manufacturing is technology-driven, requiring higher worker skills for computer-assisted design and manufacturing and robotics. This advanced technology increases workers' productivity.

Port terminals create family-

sustaining jobs paying \$60,000 to \$70,000 a year with health benefits.

Ports have always been a ladder for non-skilled workers to work their way up the terminal food chain. Proficiency which was once measured by how well a dockworker could use cargo hooks has evolved to skills with cargo cranes, container movers, forklifts and conveyors.

A more sophisticated change in logistics requires a more expansive vision of a port work force. Sophisticated machinery and computer inventorying have replaced hand-written warehouse manifests and cargo hooks. Cargoes are tracked throughout the process by scanning codes.

Beyond these basic skills is a need to tailor workforce skills to match specialty cargoes because all cargoes are not the same. High-quality specialty steel is handled much differently than steel beams and rebar; fruit differently from lumber.

"We're working with the Camden County College to provide workers with training that leads certifications in various disciplines so current and future employers can have confidence in the worker's skills. That translates into better customer service and customer confidence," added Swartz. ❖



**ADVANCED TECHNOLOGY** increases workers' productivity





# Cover Story



*Pressure—Joseph Oat Corp. manufactures and ships vessels up to 24 feet in diameter.*



# Joseph Oat Corporation helped birth an industrializing colonial America. Today it is a key to an industrialized world.

**A GLOBAL GEM** of the modern industrial economy from nuclear power plants to petro-chemical complexes, Joseph Oat Corporation conjures its vessel fabrication art in modest local anonymity at the South Jersey Port Corporation's Broadway Terminal in Camden, New Jersey.

The Joseph Oat Corporation builds vessels. Big vessels. Huge vessels. Safe, sophisticated vessels, with zero tolerance for failure. From vessels for distilling spirits and tanning hides in colonial days, to today's highly sophisticated vessels for nuclear power plants, radioactive waste storage, the petrochemical industry and other cornerstones of a modern industrialized world.

Joseph Oat Corporation is a world renowned designer and fabricator of pressure vessels, reactors, columns, heat exchangers, and other specialty items for use in nuclear and commercial power plants, radioactive material storage and transportation, chemical and petrochemical industries, as well as for many other applications.

Born in colonial Philadelphia in 1788, across the Delaware River from Camden, N.J. as Joseph Oat and Sons, the company fabricated equipment used for the industrialization of President George Washington's fledgling United States of America. The Philadelphia competitor of Boston's Paul Revere, the master fabricators of Joseph Oat handcrafted pots, pans and lamps made from hammered copper, copper stills, and various metallic storage containers.

Family owned and operated—first the Oat family, now the three generations of the Kaplan family and two generations of the Holtz family—the company has built its reputation by providing high quality equipment using a myriad of corrosion-resistant al-

loys for highly demanding and critical applications.

Founded by the Joseph Oat family in Philadelphia in the infancy of the new nation, the Kaplan and Holtz families acquired it in the mid-1960s at a time of a retooling of America's industrial base. It

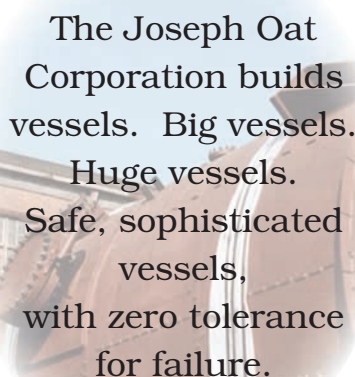
was troubling time for the Philadelphia-Camden

port, especially Camden's massive New York Shipbuilding Yard where 38,000 workers built a large portion of the American naval fleet for World War II. Its shipbuilding days were over. Its vast and massive buildings where aircraft carriers, nuclear subs, battleships and the world's only nuclear merchant ship were built stood yearning for the robust rolling and welding of massive steel. Ships are sea-going vessels and the transformation to land-based vessels was a logical extension.

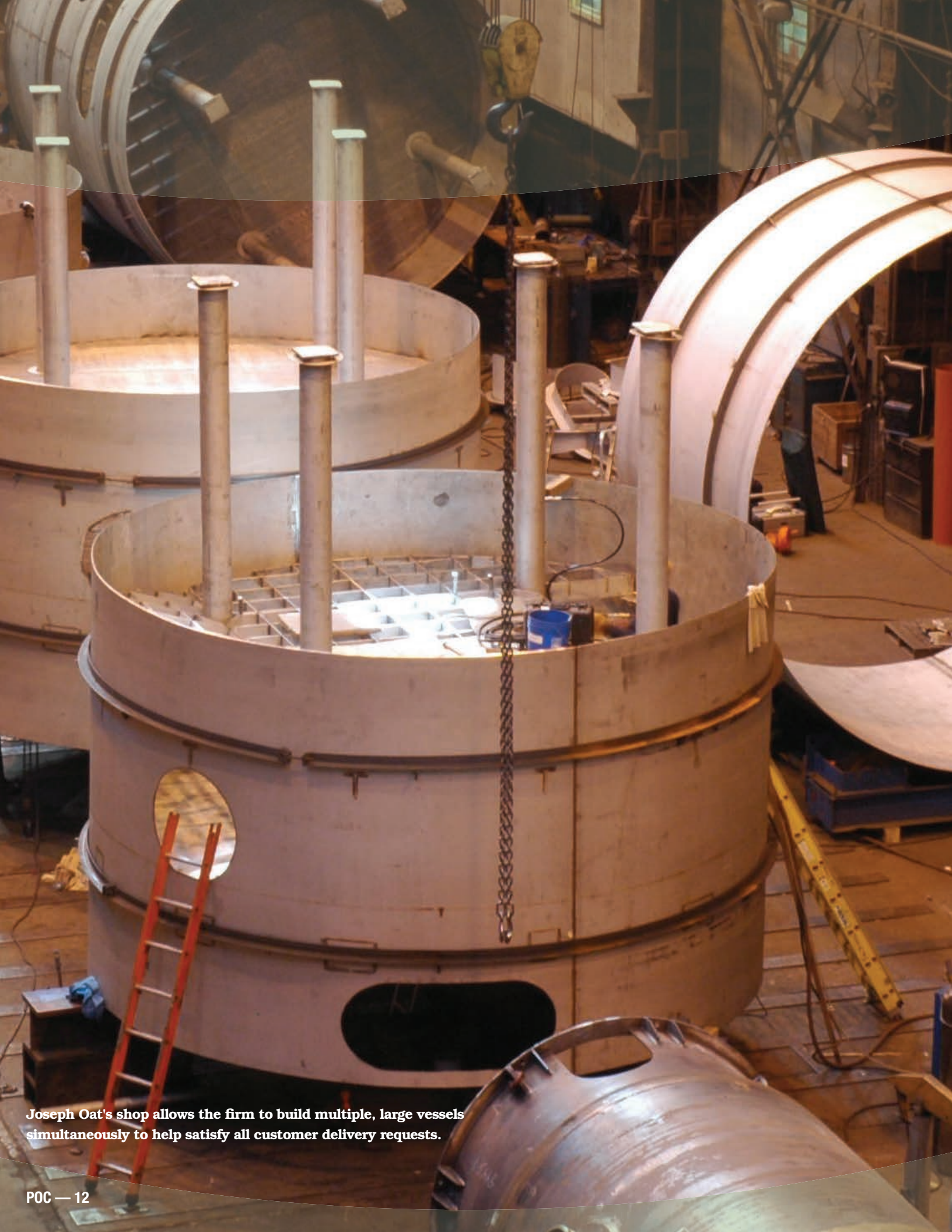
Martin Kaplan and his partner Maurice Holtz of the Joseph Oat Corporation sized up the old shipyard when they received a contract which was too large to fulfill in their old Philadelphia headquarters in back of the Betsy Ross house on Quarry St.

To complete the job, Kaplan and Holtz leased 20,000 square feet of space at the SJPC Broadway Terminal for six months. The old shipbuilding facility in Camden offered heavy crane capacity and the opportunity to ship its huge vessels to a world market via the Delaware River. Forty years later Joseph Oat remains the longest tenured tenant at

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The Joseph Oat Corporation builds vessels. Big vessels. Huge vessels. Safe, sophisticated vessels, with zero tolerance for failure.



Joseph Oat's shop allows the firm to build multiple, large vessels simultaneously to help satisfy all customer delivery requests.





## Joseph Oat's success is employee-driven

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the SJPC. To grow its business, the company has constantly upgraded, modernized and enlarged its facilities with support from the SJPC. Now encompassing around 150,000 sq. ft., it has replaced and increased the capacity of the original New York Shipbuilding cranes, and can now lift equipment weighing over 200 tons. The company transformed a structure built in the late 1800's into a modern and sophisticated fabrication shop, complete with an impressive array of heavy manufacturing equipment, including heavy plate rolls, automatic welding machines, CNC milling and drilling equipment, and other special purpose equipment.

Joseph Oat's success is employee-driven. Some of the finest welders and fitters to be found anywhere can be seen working on critical equipment. Its engineering department offers world-class heat transfer analysis, seismic analysis, and unique expertise in the design of pressure vessels and other specialized equipment. Its quality assurance and administration departments are experienced in providing the necessary controls and documentation, which the nuclear and other safety-related industries demand.

Joseph Oat Corporation is among the select few companies in the world to possess the ASME Sec. III Nuclear 'N' Stamp for Class 1, 2, and 3 equipment, and one of the very few companies who have continuously maintained this certification since 1966. It is audited by NUPIC, the Nuclear Utilities group, and is certified to provide safety-related equipment requiring compliance to ASME NQA-1 quality assurance requirements to all nuclear operating plants in the United States.

From the 1960's through current day, the

company has been providing safety-related heat exchangers and pressure vessels to a majority of nuclear power plants in the U.S. and also to many other plants throughout the world. There are numerous examples of equipment operating flawlessly for over 40 years.

"We continue to supply these power plants with upgraded and replacement equipment, new equipment which is mandated by the Nuclear Regulatory Commission and engineering services including heat transfer analysis and seismic analysis," a company spokesman says.

Joseph Oat is a major supplier of many types of safety related equipment for the new nuclear power plants under construction in Taiwan. In the last decade, it added numerous engineered products to its product line, including safety related filters, strainers, flow restriction devices, specialty weldments, structural assemblies, casks, and more.

With 200 tons of lift capability and 60 ft. under the crane hook, Joseph Oat can handle extremely large fabricated items and can ship them worldwide.

Joseph Oat is also qualified under ASME Section III as a Material Supplier, and through reverse engineering is capable of providing materials, machining services, parts and weldments for utilities that require replacement for equipment previously fabricated by others.

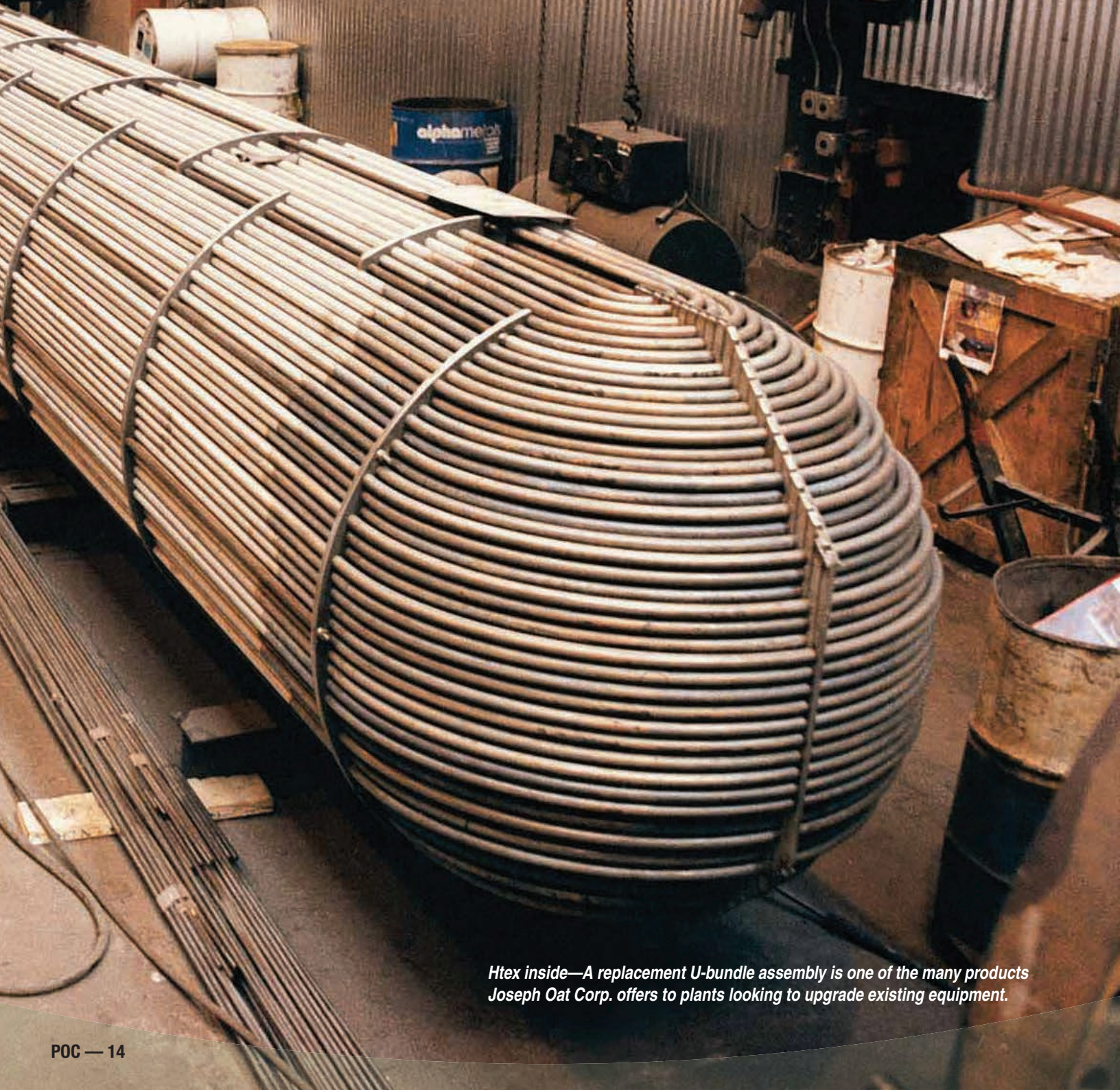
Joseph Oat is a premier supplier of radioactive waste containers for the Department of Energy and its prime contractors. These containers, which often require ASME Sec III 'N' stamp and/or NQA-1 quality assurance programs, are precision-built to very exacting specifications and require

*Continued on page 15*

*From top left: Joseph Oat fabricates vessels with complex internal assemblies. This is a vessel that contains ten specialized safety-related filter assemblies that are changed in the field by robotic methods. In the center, is a vertical milling and drilling center with dual spindles that is capable of machining tubesheets 10 inches thick and 14 feet in diameter. At right, the firm's 20,000-square feet, state-of-the-art climate controlled clean room has an internal pressurization and filtered air system.*



**For more than a century, Joseph Oat has supplied numerous petrochemical plants, chemical plants, oil refineries and other commercial establishments.**



*Htex inside—A replacement U-bundle assembly is one of the many products Joseph Oat Corp. offers to plants looking to upgrade existing equipment.*



# From pressure vessels to heat exchangers

*Continued from page 13*

specialized fabrication and testing techniques to successfully meet customer requirements. It has successfully completed several very large projects for shipment to major U.S. waste depositories and defense laboratories, which include Hanford, Washington, Savannah River Site, and Oak Ridge.

Since its inception, Joseph Oat has provided high quality commercial equipment to industry. Throughout the 20th century, its products centered mainly on pressure vessels and heat exchangers, and Joseph Oat was among the first companies to receive the coveted high quality certification, ASME's authorization to supply this type of equipment. It is still common to have customers call us with questions about successfully operating equipment it fabricated 50 years ago.

For more than a century, Joseph Oat has supplied numerous petrochemical plants, chemical plants, oil refineries, and other commercial establishments with a great variety of equipment manufactured from many different alloys. Its engineers and fabricators produced large and complex shell and tube heat exchangers, columns, and reactors, as well as other specialty pressure vessels for highly corrosive and demanding industrial applications. These applications have included acetic acid, nitric acid, pesticide production, PTA, and many others.

The company fabricated the first full-scale prototype 12-PWR UCF Waste Package for Bechtel-SAIC Corporation as part of the Department of Energy's Yucca Mountain Project. The Yucca Mountain Project is being developed to store safely the nation's growing nuclear waste for hundreds of years of entombment. Joseph Oat used its expertise to develop unique fabrication, machining, and heat treatment solutions to meet the stringent technical specifications.

The waste package consists of an Inner Vessel of 316-type stainless steel with a Fuel Basket assembly and removable lid closure and an Outer Corrosion Barrier of alloy N06022 nickel-chromium-molybdenum-iron alloy with closure lids. These are fabricated to meet the ASME Boiler & Pressure Vessel Code for Nuclear Power Components, Section

III Class 2. The fit of all the parts was critical, so fabrication practices to minimize distortion were employed and all parts are fully machined and dimensionally inspected. The crucial part of the design and fabrication of the wastes package was the final metallurgical state of the Outer Corrosion Barrier, which needed to be in the annealed and quenched condition. For this, Joseph Oat successfully constructed a vertical furnace, lifting rig, and quench tank system that was capable of heating the Outer Corrosion Barrier to 2050°F and rapidly quenching it to under 700°F within 9 minutes, all while minimizing distortion. Subsequent to the heat treatment process, final internal machining was performed and the entire waste package was assembled and completed.

Until Congress temporarily closed the project because of local opposition, The Yucca Mountain Project was to be the national repository for spent nuclear fuel and Joseph Oat was chosen to build the containment vessels. Although the project has been delayed, Joseph Oat Corporation gained invaluable expertise in the manufacture of specialized equipment needed for the inevitable completion of a permanent site to house the nation's nuclear waste. The waste package is the final container for the fuel and has been designed for the extreme environmental, radiological, thermal, and mechanical loads that may be encountered in its long service life. The purpose of the prototyping process is to demonstrate the successful implementation of the design and to facilitate a refinement of the design for reliability in fabrication.

Joseph Oat currently is manufacturing critical equipment for the ITER Tokamak fusion energy project to be installed in France late this decade. The five safety-related drain tanks, each measuring over 20 feet in diameter and weighing a combined 400 tons They are being constructed to meet both ASME and French regulations and will be the first large-scale equipment shipment to the plant. Joseph Oat's advantageous location within the SJPC complex will afford it access to skilled stevedores and deep-water piers to enable these huge vessels to be loaded on board ships for their European shipment. ❖

# Port security

## Security at port facilities

### is an on-going process

#### THE SOUTH JERSEY PORT

works actively with a number of federal and state agencies to ensure that the organization and its employees have the best and latest training and equipment in the on-going efforts to avoid security breaches and potential high risk activities on the port's property.

During 2013, SJPC Deputy Executive Director and Facilities Security Officer Jay Jones attended the Proactive Terrorist Recognition And Interdiction Operations And Tactics Training System (PATRIOT), provided through the New York/New Jersey Port Authority and the NJ Office Of Homeland Security And Preparedness. The training's purpose was to provide attendees with an additional, proven layer of security by incorporating behavioral analysis into the maritime sector employee's routine procedures.

This training gives front line workers and managers the tools to recognize high risk behavior and empowers these employees to take measures to document and act on high risk behaviors that may indicate criminal intent. The ultimate goal of the training is to give employees the tools to prevent, rather than respond.

As a result of this original training effort, SJPC arranged through the New Jersey Office of Homeland Security and Preparedness to offer a similar training program entitled, "Security Awareness And Vigilance For Everyone (SAVE)." The one-day training session provides security personnel with a behavior assessment technique to counter these threats and to enhance security measures in a layered defense concept. The training enhances the abilities of security personnel responsible for protecting specific areas by providing behavior as-

essment screening training.

The training workshops were provided at no cost on behalf of the NJ Office of Homeland Security & Preparedness.

SJPC also has partnered with the NJOHSP for three FEMA technical assistance programs. Mr. Jones, DED/FSO, submitted three applications through the NJ Office of Homeland Security & Preparedness (OHSP) for a FEMA technical assistance grant. The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), National Preparedness Directorate (NPD) and Grant Programs Directorate (GPD), Technical Assistance (TA) program seeks to build and sustain capabilities through specific services and analytical capacities across two primary functional areas: 1) preparedness activities in support of the four homeland security mission areas (prevention, protection, response, and recovery) and 2) homeland security program management. SJPC is seeking technical assistance to enhance our planning and documentation for the following three areas: 1) emergency operations plan, 2) continuity of operations plan and 3) evacuation plan. The NJOHSP approved the applications at the state level and forwarded the applications to FEMA. The first program approved by FEMA has been the continuity of operations planning. On March 6, 2014, a one-day COOP workshop was held at the Balzano Terminal providing a combination of instructor/facilitator presentations, large and small group discussions, and structured activities, which are built on the Federal Continuity Directives 1 & 2 (FCD 1 and 2) and Continuity Guidance Circulars 1

and 2 (CGC 1 and 2) guidance elements. Discussions and activities focused on data collection, strategic planning, and analysis to achieve a viable COOP/COG program that is applicable to the individual departments/agencies, emphasizes COOP/COG planning best practices, and offers helpful hints for COOP/COG data collection and foundational analysis. On March 13, 2014, FEMA hosted the scoping call for the emergency operations planning and the evacuation planning and the approvals are pending. All three programs will significantly enhance SJPC's safety and security procedures and programs. ❖

The South Jersey Port Corporation welcomed participants from the following companies to its first behavior analysis session:

2014 USA Games  
Amtrak Police Department  
Atlantic Bulk Carriers  
Atlantic Security Specialists, Inc.  
Children's Hospital of Philadelphia  
Clementon Park & Splash World  
Haddonfield Police Department  
Hillsborough Fire Co. #1  
Joseph Irwin, Inc.  
Lehigh Law Enforcement Officers Association  
Lodge-Kingdom Keepers  
New Jersey State Police  
Philadelphia Phillies  
Revel Hotel & Casino  
SMG-Boardwalk Hall  
Special Olympics 2014 Games  
Supermarkets of Cherry Hill  
The Prudential  
U.S. Navy  
Vornado Bergen Town Center ❖



## SECURITY GRANT AWARDED TO SOUTH JERSEY PORT

The South Jersey Port Corporation was named as a recipient of a FY13 Port Security Grant for a video and access control enhancement project.

This grant was awarded as part of seven Department of Homeland Security preparedness grant programs, which distributed more than \$1.5 billion to applicants. These kinds of grants strengthen the nation's ability to prevent, protect against, mitigate, respond to, and recover from terrorist attacks, major disasters, and other emergencies, according to Secretary of Homeland Security Janet Napolitano.

The Port anticipates installing the new video system as well as new access control equipment during calendar year 2014. ❖

## Renew your TWIC at local enrollment centers

**IF YOU HOLD A TWIC THAT EXPIRES ON OR BEFORE DECEMBER 31, 2014** and you are a U.S. citizen or U.S. national, you will be able to replace your expiring TWIC with a three-year Extended Expiration Date (EED) TWIC. To order an EED TWIC or a card replacement, you may contact the UES Call Center at 1-855-DHS-UES1 (1-855-347-8371) Monday through Friday from 8 AM - 10 PM EDT. Workers whose cards expire within four months or who have lost a card and need an immediate replacement regardless of the lost card's expiration date should call the TWIC Help Desk at 1-866-DHS-TWIC (1-866-347-8942). TWIC holders can also order their EED TWIC on line from the Transportation Security Administration's website at [www.tsa.gov](http://www.tsa.gov).



Five-year TWIC cards cost \$129 with a renewal cost \$105. The shorter renewal (three years) EED card costs \$60. The new EED TWIC is a one-time temporary extension option intended to provide convenience and cost-savings to workers in advance of the deployment of TWIC readers. Obtaining an EED TWIC is totally optional. The normal TWIC renewal requires two visits to an enrollment center and payment of the full fee. The EED TWIC requires only one visit to an enrollment center and the reduced fee. A majority of the TWIC cards issued at the onset of the program began to expire at the end of 2012. ❖

## TWIC RENEWALS

TWIC enrollment centers have transitioned to a new enrollment provider ("Morphotrust ISA") as part of the TSA Universal Enrollment Services (UES) initiative. If you hold a TWIC that expires on or before December 31, 2014 and you are a U.S. citizen or U.S. national you will be able to replace your expiring TWIC with a 3-year Extended Expiration Date (eed) TWIC. To order an EED TWIC or a card replacement, contact the UES

call center at 1-855-DHS-UES1 (1-855-347-8371) Monday through Friday from 8 am - 10 pm eastern. The local TWIC enrollment center is located at Lakeside Professional Building, 190 S. Evergreen Ave., Suite 11, Woodbury, NJ. Appointments are needed, so please call ahead.

There is also an UES enrollment center in New Castle, DE. Please check for their locations at [www.tsa.gov](http://www.tsa.gov).

## SJPC SPONSORED ON LOCATION TWIC RENEWAL OPTION

SJPC in cooperation with Morphotrust provided a mobile TWIC enrollment program last fall at the Broadway Terminal. The mobile center allowed port employees to complete TWIC EED renewals without leaving the port facilities. Morphotrust returned about six weeks later to activate the renewed credentials. ❖

## **Profile, continued**

### **Continued from page 1**

in southern New Jersey. A port connects a region to international commerce. It creates marine terminal jobs—warehousemen, stevedores, truckers, mechanics, longshoremen and terminal operations staff, mostly private sector employees who move cargoes through the port to producers, fabricators and manufacturers.

Steel, cement, and plywood for construction. steel for cars and refrigerators. Machinery and raw materials for manufacturing. Earthmovers and bulldozers to build highways and cities. Huge steel beams for the new World Trade Center. Cocoa beans for chocolate bars. Fruit for dessert. All forms of cargo vital to the success of a vibrant economy.

While the demise of the old New York Shipbuilding Yard triggered the birth of the SJPC, there were no illusions that it would replicate the shipyard's war-time 36,000 jobs. Those were wartime jobs and the war was over and America was moving on. The SJPC's mission was to leverage the shipyard's facilities into marine terminal jobs and other manufacturing jobs...good paying, private sector jobs.

"Our mission was to leverage the assets of an old marine terminal in the northern end of Camden and the skeleton of a huge shipyard in south Camden into job-creating business," said Alaimo. "Seemed to make sense, except our real problem was that our assets were our liabilities."

The only thing that a shipyard has in common with a marine terminal is that it is a large parcel of land with direct access to navigable water. The buildings in a shipyard are designed, positioned and constructed to build ships. They are not designed for a marine terminal with warehouses, lay down space, transit sheds, and cargo handling. The huge shipways were useless for marine terminals. The SJPC needed

to convert a shipyard into an efficient marine terminal. There was no blank slate to build upon and there was no blank check to wipe the slate clean.

"Like any other business we had to grow our way," said Alaimo. "With some creative thinking we maximized and repurposed what facilities and buildings we could."

At the old shipyard, which was renamed the Broadway Terminal, a million square feet of old shipyard buildings were converted into covered warehouse space that help make the SJPC the largest plywood-handling port in the country. The old covered shipways, which launched war ships and the world's only nuclear freighter were demolished to provide room for cargo lay down.

The old dry dock was converted into a port for fruit cargoes with dockside refrigerator warehouses. Marginal wharves were improved with a modern dockside electric, high capacity Kochs crane and dockside conveyor to handle slag for cement. Rail lines were updated and positioned for dockside efficiency.

Old shipyard fabrication buildings with heavy lift cranes now house the Joseph Oat Company. At the Joseph A. Balzano Terminal that was once the Camden Marine Terminal, old buildings have given way to one million square feet of modern warehousing.

In Paulsboro, New Jersey, the SJPC is now building a 200-acre omniport that is expected to open for business late next year. "The SJPC is ever evolving as its business grows and creates good-paying, family sustaining jobs," Alaimo said. "That's our mission and always will be."

Mr. Alaimo credits the continuing commitment by the State and the vision, talents and dedication of a vast cast of contributors. "This doesn't work without a lot of people working together and doing their part," he explained. "That's our job from the Directors of the SJPC, to management staff to the forklift and



**Chairman Alaimo with Salem County Freeholder Julie Acton at the TIGER III signing event at Paulsboro Marine Terminal in 2013.**

crane operators," added Alaimo. "As directors we manage an efficient port by supporting our staff with the resources they need to get the job done. And we've been fortunate to have the most customer-centric, dedicated and efficient marine operations in the world."

Mr. Alaimo is founder and President of the Alaimo Group, Consulting Engineers, located in Mount Holly and Paterson, New Jersey, and is a Consulting Civil and Sanitary Engineer. He is a Licensed Professional Engineer in New Jersey, Pennsylvania and Delaware, a Certified Public Works Manager. He is the past President of the Burlington County United Fund, the Mount Holly Rotary Club, and the Mount Holly State Bank, a past President of the Rancocas Valley Regional High School Board of Education, A Diplomat in the American Academy of Environmental Engineers, Mr. Alaimo holds membership in a number of professional organizations and was the 1994 recipient of the "Distinguished Engineer of the Year Award" from the American Society of Civil Engineers. He is a graduate of the Rutgers University College of Engineering and has been a member of the Port Corporation since 1968, representing Burlington County. ❖



# Updates

## News from around the port and the world



### CAMDEN PARK DEDICATED IN HONOR OF SJPC DIRECTOR ROBERTS

The City of Camden (NJ) dedicated a park in honor of SJPC Port Director Sheila L. Roberts, who is the longtime president of the Cooper Lanning Civic Association. Director Roberts is shown holding the commemorative plaque in the center of the photo at left. The park at 6th and Washington Streets was the scene of the dedication in early summer of last year. Director Roberts said "I am truly honored to receive this recognition. Over the years I have witnessed first-hand the positive transformations that have taken place in our community. Together, we can continue to make a difference." ❖

*"Mrs. Roberts' passion for community service and dedication to our children and families is an inspiration to us all."  
Camden Mayor Dana Redd*



**BREKKBULK CONFERENCE IN HOUSTON**—Executive Director Castagnola and Deputy Executive Director Jones represented the South Jersey Port at the the 2013 Breakbulk Americas Conference in Houston. ❖

### SEAMAN'S CHURCH INSTITUTE BOARD MEETING AT BROADWAY

The South Jersey Port Corporation hosted the Seamen's Church Institute Board Meeting in February at the Broadway Terminal.

The SJPC considers Seamen's a vital partner in the life of the port. By serving merchant seamen of all ethnic and religious backgrounds, Seamen's Church Institute also serves the entire port community—as a troubleshooting "advance team" and as an ambassador of goodwill for the Delaware Valley.

For every cargo ship that arrives here, SCI is there at the terminal, waiting to welcome visitors to the Delaware Valley. ❖



# Round up



**WITH RECORD-BREAKING STEEL IMPORTS** through the first quarter of 2014, the South Jersey Port Corporation quickly approached capacity at its two Camden terminals with steel accounting for nearly half of all cargo tonnage during the quarter.

“We had so much business in March that we were forced to turn two ships away,” said Kevin Castagnola, Executive Director of the SJPC. “Fortunately, we’re well into our port expansion for future growth at Paulsboro Marine Terminal.”

Breaking through all previous records for steel imports, the South Jersey Port Corporation reported nearly 300,000 tons of imported steel moved through its Camden, N.J. terminals during the first quarter of 2014.

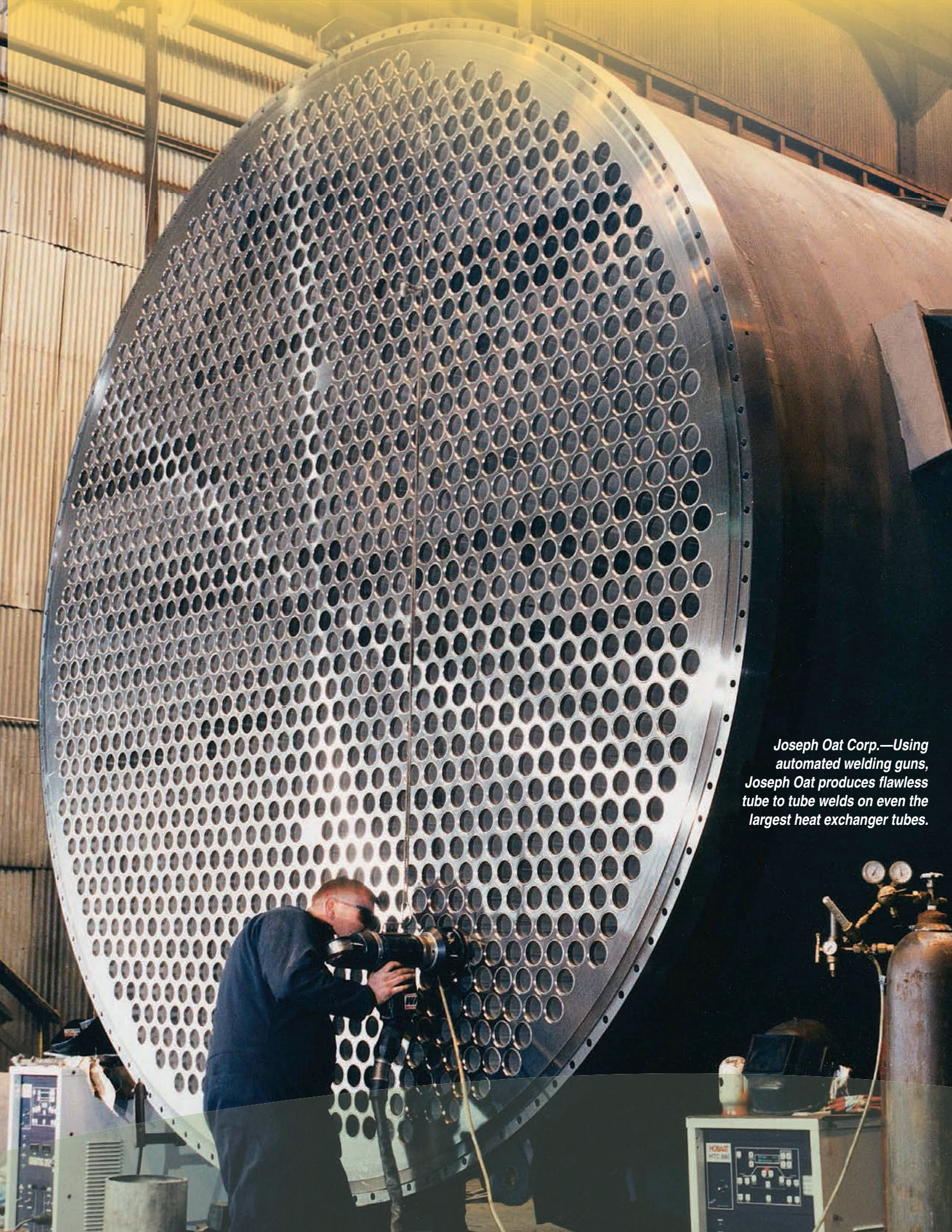
“That’s a 41% increase over 2013 and a 23% increase over the previous highest quarter of steel imports set back in 2006 at our terminals,” said Castagnola. “This is high-quality steel that is going into the industrial midwest for building cars and durables.” Total cargo tonnage, including steel products, wood products, cocoa beans, recycled metals, cement and other cargoes at the SJPC terminals, grew 21% in 2013. The overall cargo performance, bolstered by the significant growth in import steel, is well on its way to surpass 2013 tonnage activity.

The first quarter steel volume of 292,758 tons is nearly doubles the tonnage of the first quarter of 2012. It’s 22.7% more than the previous high of 238,138 tons during the first quarter of 2006. In 2013, 198,147 tons of steel was imported.

Castagnola said there are several reasons why steel imports to the midwest, through the SJPC’s terminals, have grown so dramatically. One reason is the harsh winter weather that closes the Saint Lawrence Seaway route to the industrial midwest – an annual and more frequent occurrence. Another is the growing confidence by shippers in the SJPC’s expertise in handling and efficiently expediting these high-quality steel rolls from ships to trucks and rail to the customer.

The increased tonnage suggests an on-going realignment of this critical steel supply route with greater reliance on the SJPC’s marine terminals. ❖





*Joseph Oat Corp.—Using automated welding guns, Joseph Oat produces flawless tube to tube welds on even the largest heat exchanger tubes.*





PORTOCALL



SPRING 2014

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