

Soundings August 2006

Safe - Responsible - Reliable - Efficient

For the past several years HMS has focused spending resources on safety and running the most excellent operation possible. While we are constantly looking for ways to make our operation even safer and more efficient, we have decided to give our offices a new look as well.

Management has made the decision to improve the offices in San Francisco / Alameda, Long Beach / San Pedro and Seattle. Our customers get first class service, why shouldn't they visit us in an office environment that is equal to our operation out in the field. As you know our customers are World Class / World Wide shipping lines, Petroleum and Chemical Tankers, Oil companies, Brokerage houses, and Bulk Carriers. We are now certified as an ISO/ISM, AWO/RCP operator. We have lenders, professional service providers, and contractors who call daily upon our offices. Believe it or not, our offices reflect the professionalism we provide in the field. That is why we are enhancing our training rooms, dispatch and systems to make us even more efficient, productive and profitable. On the surface this will look like a face lift, but beneath that there will be better systems enabling our office staff to respond more quickly in the field.

We are setting up offices in all branch locations so that your team mates who are based in Seattle will be able to visit your operations on a more consistent and regular basis. The New LA/LB Offices are at 300 East Water Street in Wilmington. This will also be home base for our shop and moorage. Having everything in the same vicinity will improve communication, response time and make a more favorable environment for those in the office and in the field. Basically, interfacing will be a snap.

We will have a new double wide office trailer at our Alameda dock. This will also be home base for the shop and moorage. Admittedly, it is a smaller office serving a smaller operation, but ultimately we hope to increase all of that in the Bay area.

The WHQ will have an interior remodel, adding a few more work stations and offices as well as providing new filing systems for our accounting group and management team. Additionally, we are working on systemizing our dispatch area to maximize flexibility and profitability.

All of these changes will make Harley Marine more efficient and promote growth in the coming years, which benefits us all. I hope our employees will all enjoy and appreciate our new offices and our new look. You and your families are always welcome, the coffee will be hot and our smiles will be genuine.

Harley Franco
Chairman



FUTURE EMPLOYEE? Brandon Chafe and son Seth ...like father like son. Seth already has the shirt, he just needs the license.

One common theme that runs through accident investigations is the frequency that they happen to people who have been doing the job for many years. Is it because of Complacency? Boredom? Over familiarity with the job at hand?

It is hard to say but it is often true that people who have "seen it all" tend to lose respect for the dangers of the job. This is one reason that tools like checklists are used almost religiously by airline pilots. Taking chances is removed from the equation when basic safety tools are used. When dealing with passengers they have an axiom about not doing something that is not safe. We have to take that same attitude with our tugs and barges and the oil we transport.

Each of us must operate from the basic premise that no activity in our jobs is so important that it cannot be done safely. Take a closer look at your work environment, just because "it has always been done that way" is not a valid reason for continuing a poor or unsafe practice.

Expect more of yourself, your work place, and your shipmates. Don't allow them to continue doing things you know are not right or are not safe. The procedures and policies are written because of other people's mistakes. Take them seriously and learn from them. None of us want to learn them the hard way.



Harley Marine Day Contest & Barbeque



Harley Marine Appreciation Contest: The contest will be comprised of two parts, photographs and written material. This may include and is not limited to pictures, poems, essays, letters of appreciation, or short stories. You are encouraged to submit more than one article or picture, which may include a submission from a family member or friend. The only guideline is the submission has to have some correlation with Harley Marine Services or a subsidiary company.

Both parts of the contest (photographs and written material) will have a First, Second and Third place winner, a total of 6 winners. Each winner will be published in the Soundings and on the company website. The winners of the photographs will be framed and placed in each ports office and the winners of the written material will be read out loud at the Harley Marine Day Barbeque.

Winners will receive:

- 1st Place - \$400 American Express Gift Card**
- 2nd Place - \$300 American Express Gift Card**
- 3rd Place - \$100 American Express Gift Card**

Everyone who submits either a picture or written material will be awarded a special Harley Marine gift for participating.

Submissions must be made by August 31st, so the judges can begin their deliberation the first two weeks in September. Please include your name and contact information on a separate sheet for contact reasons (authors name will not be given to the judging panel). The three judges will be Harley Franco, Todd Prophet, and Rod Gullickson.

Please send your submission to:
Stephanie Wright
swright@harleymarine.com
P.O. Box 24005, Seattle, WA 98124
(206) 447-3059

*All articles and photographs are subject to Harley Marine's free use for promotional or advertising reasons.

Harley Marine Day: We will celebrate the beginning of our 20th year of operation with an employee celebration and barbeque on Friday, September 22nd in Seattle, Portland, San Francisco, and Los Angeles. All are invited and welcome to join for a barbeque lunch; more details will follow that are specific to each port.

All articles and photographs will be entered into a scrapbook and presented to Harley Franco on September 22nd in Seattle, WA.

ISO/ISM: Where are we now, where are we going next?

Well a great "Job Well Done" is in order for all hands at Harley Marine Services, Starlight Marine Services and Millennium Maritime for really coming together to get their offices and vessels SQ certificated by ABS Under ISO 9001:2000 and ISM Standards. To understand the size of the effort put forth in these regions one must realize that most companies who chose to implement this Quality and Safety Management System have their systems implemented and up and running for at least a year prior to asking ABS in to audit their operations.

We did it in a little over six months!

What does ISO/ISM mean and how will it affect the average employee? Here are just a few ways:

1. We will keep **Safe** our personnel and all facets of our operations.
2. We will be **Responsible** for ensuring our coworkers, workplace, and environment are as safe as possible.
3. We will be **Reliable** in our interactions with the customer. We will strive to match and surpass our customer's needs without compromising the safety of the environment.
4. We will be **Efficient** in the design, use, and maintenance of our equipment and supplies, as well as the allocation of resources. We will ensure that Management listens to employees, customers, neighbors, and regulators to continuously improve our operations.
5. It means that we will as a company, "Walk our Talk". In other words, we run our operations as we say we do in our Operations and Quality Manuals.
6. We choose to hold ourselves accountable to outside audits to ensure that we are playing by our own rules and the guidelines set forth in ISO/ISM.
7. We will make sure our systems work to keep the free flow of information between our employees and management.
8. We will ensure our vessels are maintained in a manner that will keep unscheduled down time to a minimum.

Further, with the USCG Implementing their new Inspection regime for all tugboats over 26', the implementation of this Quality and Safety Management System should make the transition nearly seamless.

The proof will be in the pudding! We need buy-in by all employees and management for the system to work. If we all embrace the mantra; Safe, Responsible, Reliable and Efficient all of us will reap the benefit of this Quality and Safety Management System in short order. The new "E-Maint" Preventive Maintenance program, for example, will streamline many of the processes that in the past have been hard to manage, such as work orders and requisitions.

What's next?

We have sixteen audits of the Olympic Tug fleet to complete over the next two months, as well as many revisions to our policies, procedures and documentation. You will continue to see my smiling face onboard your vessels during our annual internal audits as well and while performing Quarterly Management Inspections of your vessels and Operations.

One final note:

Continual Improvement is the name of the game with any QSMS (Quality and Safety Management System), improvement in our personnel, our equipment, our workplace and our environment. We don't just throw a bunch of changes at our personnel and then sit back and watch the system do its thing. We will be working in all aspects of our operations to make them Safer, more Responsible, Reliable and Efficient. We will be taking suggestions from employees to better develop our systems and our work place. We will answer our customer's needs and concerns and alter our operations to better serve them. The system is dynamic; we hope that you all are too.

Many thanks and my sincere gratitude go out to all who have given the 110% of their time and energy necessary to get us this far in the process. Think "Continual Improvement" and Be Safe.

Mike Curry
Director of Quality Systems

Learned Lessons?

The following are conclusions and findings of several incidents on the water. Some involve tugs but not all. They do involve mariners and decision making at important times, frequently the lack of decisions or actions at critical times.

1. In 1998, a tow boat allided with a bridge, setting adrift most of its 14 barges. The strong current carried some of those barges toward a “permanently” moored casino ultimately parting 9 of its 10 mooring lines and swinging it out into the river. Both the National Transportation Safety Board (NTSB) and the Coast Guard (CG) attributed the cause of the allision to poor decision-making on the part of the tow boat’s Captain. They both specifically cited his failure to properly account for the prevailing currents, which led him to oversteer. The Captain was charged with negligence and he pleaded no contest and all valid licenses and documents issued to him were suspended for two months, remitted on six months probation.
2. In 1998, a fishing vessel failed to return to port. 2.5 years later, the vessel was discovered by a Navy Minesweeper while performing an underwater search. After a Remotely Operated Vehicle (ROV) was sent down to the fishing vessel, investigators were able to determine the cause of the sinking. The fish vessel had most likely been involved in a collision with an Integrated Tug Barge (ITB). Several of the fishing vessel’s doors were found open. It was estimated that it would take about two seconds to exceed the vessels buoyancy and flood the vessel. Neither vessel had a properly manned bridge. The Mate on the ITB was assigned “non-navigational” duties at the time and the fishing vessel crew had the boat on auto pilot while setting nets. In the words of the CG, “Proper lookout procedures must not be influenced by distractions from normal watchstanding responsibilities, (such as updating charts or cleaning fish).”
3. A cruise ship grounded in 1998 in the Caribbean. In the findings issued by the CG, one of the most critical organizational errors was the Master’s not following the standards and procedures as laid out in the ship’s International Safety Management (ISM) manual, also known as the Safety Management System (SMS). Because of this neglect to follow the established procedures, the officers on the bridge:
 - a. Did not set down a formal, written passage plan for this particular deviation from the planned route
 - b. Did not follow the departure checklist
 - c. Did not know exactly where they were when departing port, as no one had taken or plotted a navigational fix
 - d. Relied on only one navigational instrument, the ARPA
 - e. Relied on only one navigational aid, a buoy
 - f. Had not updated the charts to reflect the information in the latest Notice to Mariners.

The 20 Lessons Learned can be summarized by:

- a. Operate as a team and communicate clearly with each other, especially when making an emergency or non-routine operation
- b. Plan passages and make written records of the plans
- c. Keep charts current and corrected
- d. Practice good seamanship and do not be over confident about your abilities or those of your ship or the ship’s instruments.

None of these findings are surprises or anything we have not “learned” from our own incidents. We all just need to take the time to review them periodically.

George Clark
Harley Marine Services, Inc.

August Anniversaries

Thank you for your commitment to the Harley Marine Companies!

Harley Marine Services

Frank Fagoaga – 2 years
Desiree Otsuka – 1 year
Todd Prophet – 9 years

Millennium Maritime

Joseph Blanks – 6 years
Mark Farran – 6 years
Doug Houghton – 6 years
Anthony Lobro – 2 years
Gary Smith – 6 years

Olympic Tug & Barge

James Berge – 2 years
Brandon Chafe – 6 years
Scott Coleman – 6 years
Christopher Diecks – 2 years
John Edwards – 1 year
Jack Forsyth – 1 year
Ron Kallinen – 1 year
John Mack – 9 years
Andrew Odonnell – 12 years
Tim Olson – 2 years
Ken Olson – 12 years
Ron Starheim – 11 years

Pacific Coast Maritime

Mark Hurst – 8 years
Troy Lynch – 2 years

Starlight Marine Services

Kevin Caldwell – 1 year
Albert Hendricks – 1 year
Michael Price – 1 year
Justin Rodgers – 3 years

Westoil Marine Services

Stephen Higgins – 5 years
Anthony Meyers – 10 years
Demitri Palley – 5 years
Chris Palma – 7 years



August Birthdays

Happy Birthday to all of You!

Birthstone – Jade, Peridot
Flower – Gladiolus

Harley Marine Services

Maria Nguyen – 15th
Courtney Wickens – 23rd

Millennium Maritime

Mark Fuette – 8th

Olympic Tug & Barge

Kurt Zaverson – 4th
Jim Sellers – 4th
Brian Healy – 7th
Stephen Speaker – 7th
Chad Boulay – 9th
Tanner Harris – 9th
Rod Gullickson – 11th
Kenneth Harvey – 12th
Larry Holland – 16th
Hugh Maffett – 17th
Ron Kallinen – 20th
Brandon Brown – 20th
Kiel Jacobson – 21st
Frederick Saladin – 21st
Marek Kaszewicz – 24th
Sven Christensen – 26th
Kristopher Laakso – 26th
Aaron Gallaway – 28th

Starlight Marine Services

Michael Limon – 10th
Sean Paul Apo – 11th

Pacific Terminal Services

Burton Nye – 16th
John Wild – 17th
Kevin Buffum – 22nd

Westoil Marine Services

Gigi Frampton – 2nd
Aaron Wells – 9th
Frankie Montgomery Jr. – 20th
Jeffrey Salcido Jr. – 23rd
Adam Dalton – 24th
Ronald Mealey – 29th

If you would prefer that your birthday is not listed, please contact Stephanie Wright via e-mail.
swright@harleymarine.com

Punta Colonet, a desolate, sparsely inhabited inlet two hours beyond Ensenada, into a major container port on the scale of those at Los Angeles and Long Beach.

For more information please visit The San Diego Union Tribune, www.signonsandiego.com.

Cooking with the Captain Captain Chris Starkenburg Tug Gyrfalcon, Dutch Harbor, Alaska

Stuffed French Toast

Ingredients:

1 Loaf thick sliced Egg Bread (Texas Toast Cash & Carry)
4-6 oz Cream Cheese
Strawberry Jam or your favorite preserve
6 whole strawberries thinly sliced or other fresh fruit
6 whole eggs
1- ½ cup milk or half & half
1 tablespoon pure vanilla
Ground Cinnamon
½ pound butter melted
2-cups real maple syrup

Preparations:

Egg Wash:
In large bowl whip eggs, vanilla and milk or half & half until completely blended.

Hot cinnamon syrup:

In sauce pan on med to med-low heat, place 1-cube butter, 2-cups maple syrup and 1-1/2 Tablespoons of cinnamon. Stir until completely blended and warm.

Warm your cream cheese in microwave until it is easy to spread. Spread the cream cheese on one side of the egg bread. Then place a thin layer of strawberries or your favorite fruit on top. Then generously coat another piece of the egg bread with Jam or your favorite preserve, and then sandwich it together with the cream cheese side.

Preheat a non stick skillet on med high heat. Place a little butter in skillet, and then dip both sides of the stuffed French toast in the egg wash mixture, then place in the skillet. Then sprinkle the top with cinnamon. Cook until golden brown, and then repeat the process on the other side. Then remove from the pan and place on a plate and top with cinnamon syrup.

This makes enough for 6-7 servings



New Port on Horizon Mexico plans an alternative to the jammed docks in L.A., Long Beach

By Diane Lindquist, STAFF WRITER
August 14, 2005

As cargo clogs West Coast ports again this summer, Mexican officials and global shipping executives are getting ready to transform a remote bay 150 miles south of the border into a megaport to help relieve the Asian import glut.

Mexico plans a multibillion-dollar project to remake

Border region ports



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AccurateAccting@comcast.net

Thumbs UP!!

I would like to thank all the crew on the Lucy Franco, Alyssa Ann, Ernest Campbell, and James T. Quigg for helping get the EMC 4000 ready to enter service in the Pacific Northwest. Ben Lussier, George Thoreson, John Walker, Steve Felton, Haldor Dahl, Charlie Olson, Ryan Gartner, Ken Olson, Larry Gladsjo, Mike Everhart, Jack Forsythe, Gary St Luise, David Van Buskirk, Mike Coleman, and John Mack you have done a great job in preparing the EMC 4000, your help is greatly appreciated.

~ **Sven Christensen, OTB Port Captain**



Please join me in welcoming David Holguin's newest addition, Maya Elizabeth Holguin, to the Harley Marine Family.

"Our early arrival"
Maya Elizabeth Holguin
Born: June 16, 2006
5 lbs. 9 oz.
19 inches long

Proud Daddy:
David Holguin, Westoil Marine Services (LA/LB)

Harley Marine Services
P.O. Box 24005
Seattle, WA 98124

