

SOUNDINGS

Safe ♦ Responsible ♦ Reliable ♦ Efficient

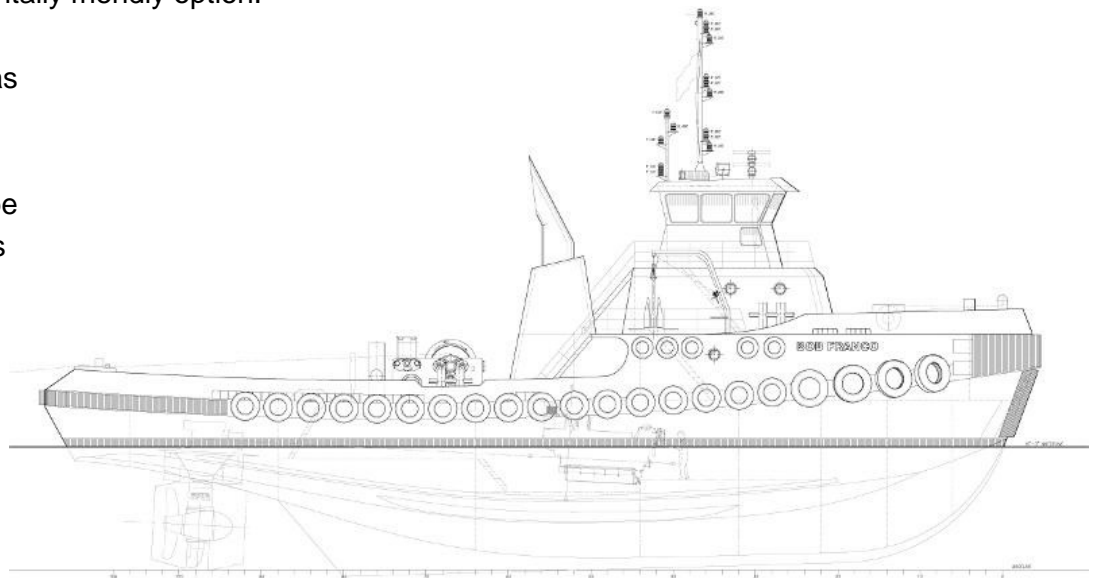
Construction Plans Continue to Progress for *Bob Franco*

Drawings of the *Bob Franco*, designed by Seattle-based Jensen Maritime Consultants, are in the final stages of approval and review at American Bureau of Shipping (ABS). Preliminary plans of the new, Harley Marine Azimuth Stern Drive (ASD) tugboat have been submitted to Argonaut Marine for lofting (a drafting technique).

The vessel was designed to specifically meet customer related requirements and operational demands. She measures in at 120 feet in length and 35 feet in width and has a crew capacity of 13. The tug will be equipped with Z-Drives, a type of marine propulsion that provides better maneuverability as the drive unit can rotate a full 360 degrees, allowing for rapid changes in movement and tug direction. *Bob Franco* will be one of the first to be powered by Tier III CAT C175 engines, which have lower emissions than Tier II models, making it a more environmentally friendly option.

The construction contract has been awarded to Diversified Marine (DMI) of Portland, Oregon and is expected to be completed in 2012. DMI has been offering build, repair and drydocking services to the maritime community on the Pacific Rim for three decades.

Once construction is completed, *Bob Franco* will be home ported in Seattle, WA and will operate one of the 80,000 barrel double hull barges working the United States West Coast.



She will be a welcome addition to the Harley Marine Fleet and will be another example of the commitment and stewardship to the environment shown throughout the company. Protecting and enhancing the environmental footprint of the operation is vital to company growth and success. Environmental initiatives and goals are employee empowered and owned, making it easier to implement strategies and engage employees both shoreside and at sea. There is a true environmental awareness across the company. ♦



Job Safety Analysis (JSAs) @ Harley Marine

This month, several excellent JSAs were submitted to the Safety Incentive Program (SIP) by Captain Mike Golden and Captain Daniel Baumfalk. Both JSAs dealt with the hazards of placing crewmembers aboard a barge. Captain Golden focused on ladder safety and ‘a soft landing as always’. While Captain Baumfalk encouraged his crew to, ‘move with purpose and caution, have hands free to catch holds’. Both men focused on teamwork and the buddy system as recommended safe job procedures. This is a demonstration of the usefulness of the JSA, two similar examples, both written with thoughtfulness and conviction.

Additionally, Job Safety Analyses are an easy way to accumulate SIP points. Every crewmember can submit two JSAs each week for two points each. The form is on the Vessel Communication Center (VCC). To complete a JSA, first, think of a task that includes potential hazards. List the steps taken to complete the task in the first column. In the next column, think of all of the dangers, hazards or accidents, that could arise in each step. At the bottom of the form there is a list of codes for potential hazards. List the code and then a few words to describe the potential hazard. For example: FBO (Fall to Below / Overboard) is a constant hazard on board a vessel. In the third Column, write a comment as the recommended safe job procedure to control the hazard.

JSAs are a straightforward method to help reduce accidents and incidents, and keep us all a little more safe. Take the time to reflect on safety and write up your thoughts. Thank you to Captains Golden and Baumfalk for taking the time to submit the JSAs.

Jim Flies

QS Manager

Safety Incentive Program

Safety Article

As a father of a two and four year old, I understand messes. It is not unusual to find something they have eaten smeared throughout the house. Just last week, I laid my hand over the back of our couch and it came back with butter on it. It is a constant struggle to keep messes picked up and our home a clean and sanitary living space. A vessel is a lot like a home; replace children playing with adults working. Instead of a garage, we have an engine room. A person would not do a full service on their vehicle and just walk into the house and flop onto the furniture, why would we do it here on our tug? Petroleum products have a place, but it is not smeared throughout our living area. When we maintain and service our fleet, we should take great care not to invade the living spaces with residual chemicals or residues. Personal protective equipment (PPE) are provided for each task that we undertake. PPE should be cleaned and stowed after each use, and disposed of properly when it has been soiled or damaged. If PPE isn't available, consult your supervisor. Clothing, shoes, and human bodies should be cleaned and clear of chemicals before moving on to the next task. A diesel soaked pair of shoes or gloves will provide years of unnecessary exposure. After fueling or service, a crew should "take five" and clean up all living areas. Extreme caution should be used to keep hazardous chemicals away from any food or water supply. After a hard day of working a person just wants to be at home away from the daily grind. Be sure you are leaving your work at work. Use care not to bring harsh chemicals home on your skin or clothing which could lead to problems for your family. Kids often want to pretend to wear Mom or Dads big shoes, be sure they are safe!

*Capt. Daniel 'Commodore' Baumfalk
OTB, Willamette Champion*

Harley Marine Prepares for Worst Case Spill Drill

At the end of August, Harley Marine management and personnel will undergo training and drill scenario to meet our regulatory five three year worse case spill drill requirement. This year we have partnered with our spill response management company O'Brien's, to plan the drill to make it the most effective learning experience for all involved. Prior to the drill, ICS Training will be provided to all participants. The actual drill will be on Wednesday, August 30th 31st in Seattle, WA. Participants include Harley Marine Services, O'Brien's Response Management, Marine Spill Response Corporation (MSRC), Resolve Marine Group, U.S. Coast Guard, WA State Department of Ecology and Oregon Department of Environmental Quality.

Safety Tips

TIP #1

A lifejacket provides for a certain pounds of buoyancy, usually about 15lbs in type 2 or 3. Knives, flashlights, radios, and other tools all take away from the buoyancy rating of your work or life vest. Be sure that anything you clip to yourself can be quickly detached in the event you fall in the water. Remember to inspect your vest regularly to insure its good condition.

Captain Daniel Baumfalk
OTB, Willamette Champion

TIP #2

While working in the various aspects of our job, the correct glove choice is usually the first line of defense from injury. Use thick work gloves for handling wire rope. If you are handling chemicals, use the correct, non-permeable latex or nitrile gloves for the task at hand (no pun intended). Most hardware stores now sell mechanic gloves for tactile work. Wearing the right glove will make your job much safer and easier

Captain Daniel Baumfalk
OTB, Willamette Champion

TIP #3

Mixing common cleaning products can be dangerous. Do not mix Bleach and Ammonia. Do not mix Bleach and Acids. Do not mix two drain cleaners together, or use one right after the other. Pool chemicals and common household cleaners contain the active ingredient Sodium Hypochlorite also found in Bleach. Ammonia can be purchased as a cleaning product or found in other products such as glass and window cleaner. Mixing Bleach and Ammonia produces toxic gases called Chloramines. Exposure to this toxic gas can cause irritation to the throat, nose and eyes also pneumonia and fluid in the lungs.

Mixing Bleach and Acids creates chlorine gas. Acid may be present in other cleaning products such as vinegar, toilet bowl cleaners, rust removal products some automatic dishwasher liquids and concrete cleaners. Exposure to Chlorine Gas even at low levels irritates the mucus membranes (eyes, nose and throat) a high level of exposure to Chlorine gas can cause death. For more info ck out www.clorox.com or www.scjbrands.com

Tim Brown, Tankerman
OTB

TIP #4

I'm sure many of you are quite aware of the "heat wave" conditions that we have experienced for the last few weeks on the East Coast. This is a very serious matter as it has killed close to 100 people across the U.S. I'm going to take extra precaution and keep the crew off deck as much as possible until the heat wave has lifted. I believe that the combination of heat and fumes may cause an extremely hazardous work environment. So, as a safety precaution we will work on deck in short intervals when possible to maintain a higher margin of safety. I told the crew to drink more water than usual (as our bodies lose water quite a bit faster when temps rise into dangerous levels). We are keeping a good eye on each other to watch for signs of dehydration. We drill on a regular basis regarding heat stroke and its effects so we are ready and we will remain safe. Always remember while working in extreme heat that "Sweat is a good thing"! If it stops seek help immediately!

Captain Chris Tranos
HMNY, St. Andrews



By: Andre Nault, Safety Manager - California

Even though most of us look forward to summer, once it gets here, the heat may be uncomfortable at times. For some people who work in the heat it can even become dangerous. One or two days of extremely high temperatures and humidity, although uncomfortable, are usually not a problem for most healthy people. However, when the temperatures and humidity remain that high for more than three or four days, that's when we begin to see the potential for an upward spike by people suffering from heat-related illnesses.

Temperatures in a majority of the areas where our company operates, are or will soon be hitting the upper 80's to 90's with a heat index of over 100. These high temperatures along with increased humidity can be very dangerous for those who traditionally work outdoors including tug and barge crews, and maintenance crews. Educating ourselves of the most common symptoms as well as protection is essential to minimizing heat-related illnesses.

Exposure to excessive heat without proper precautions can take a severe toll on crews. Direct sunlight can create a heat build-up on docks, vessel decks and any steel structure. Work spaces inside the vessels structure, such as tanks, can heat up significantly during the day. Various factors contribute to the heat build-up, including the sun heating metal structures; heat generated by engines, tools and equipment; high cargo temperature and limited mechanical ventilation.

Dehydration and heat stress can cause fatigue and disorientation. If this happens when a crewman is performing a high risk task, such as climbing a ladder or walking near a deck edge, there is a risk of serious injury. Prolonged exposure also may result in heat exhaustion and heat stroke.

Even a 2 percent dehydration level caused by heat stress can dramatically reduce a person's reaction times and ability to focus. Although people can acclimatize themselves to different levels of heat, each person has an upper limit for heat stress beyond which that person can become a heat casualty. Working on or in vessels in hot conditions may subject crews to heat stress. In temperatures as low as 80°F, the human body compensates for heat levels in the inner core by sending blood to the skin for cooling. When combined with the fact that most people (an estimated 80 percent of the U.S. population) start the day in a dehydrated state, heat stress is a major contributing factor in preventable

accidents and work-related injury.

Education is the most critical element in reducing heat stress related accidents in the workplace. When we do not take into account the effects that heat stress can have on the body, dangerous events can take place. Reduction in cognitive function, attention span and visual motor tracking all can lead to mistakes that could have tragic consequences.

Because hot environments are sometimes inevitable in our industry, it is essential that practical steps be taken to minimize the risk of heat stress so we can maintain safe and productive work practices. Here are a few hot weather tips to keep in mind if you work in the heat:

- Staying hydrated is extremely important especially on days when both the heat and humidity are high. Drink plenty of fluids, preferably water (sports drinks are OK), before, during and after any outdoor activity.
- You should drink 4 to 8 ounces of water or a sports drink every 15 minutes while working in hot humid conditions.
- Be cautious about over hydrating. Limit fluid to no more than 1 ½ quarts per hour when working in hot humid conditions and no more than 12 quarts of fluid in a 24 hour period.
- Wear breathable lightweight, light-colored clothing.
- Limit your exposure to the heat and the sun and to places without proper ventilation whenever possible.
- Know your limitations. Limit activities to cooler periods early in the day or later in the evening if possible.
- Use personal spray misters to dampen skin.
- Stay in the shade whenever possible. Providing sun-blocking structures can minimize the effects of direct sunlight while still allowing air to flow freely through the work area. Lightweight, portable structures are available that can be moved when work locations change.
- Increasing ventilation or providing fans to promote air flow can reduce the heat related risks.
- Alternating tasks and rotating employees to limit the amount of time any employee must work in a hot environment may be warranted.
- Providing adequate rest breaks where crewmembers can escape from hot environments and re-hydrate can reduce heat-related risks. Adequate breaks are particularly important where crews perform heavy manual work in hot environments.
- Use the buddy system-each buddy looks out for early signs and symptoms of heat stress in the other.
- Avoid eating large meals before working in the heat.
- Use sunscreen and cover your head if working outside.
- Be aware that protective clothing or personal protective equipment may increase the risk of heat stress.
- Where possible, providing ventilation and spot cooling by local exhaust ventilation can reduce the effects of heat on you and the crew.
- Shading structures can be used to block out direct sunlight. ♦

Q Factor

By: Captain Richard Graham, Director of QSE

Building Customer Relationships

Continual improvement of a quality management system begins with understanding customer requirements and is measured by customer satisfaction. Customer requirements help determine product realization and the strength of a quality management system (QMS) drives product excellence resulting in customer satisfaction. Harley Marine Services (HMS) began with a single product realization to provide safe, efficient, timely and environmentally friendly marine transportation of black oil bunkers. HMS has continued to grow by developing new customer relationships resulting in expanded product realization. At Harley Marine, employees understand customer focus is a key component of our QMS and an individual performance goal.

So how do employees utilize the quality management system to maintain customer focus? Each department and employee has job functions that fuel the QMS and build customer relationships. A tug Captain in New York harbor, a deckhand in Los Angeles, a dispatcher in Seattle, a maintenance mechanic in San Francisco and a purchasing agent in Houston have very much in common. Their passion for job performance excellence and their compliance with the QMS ultimately determines if a customer in Houston remains satisfied with our product.

So how does individual employee performance help to build customer relationships? If a tug Captain in New York fails to properly train his crew, if a deckhand in Los Angeles fails to follow the safety rules and procedures, if a dispatcher in Seattle fails to answer the phone in a courteous and professional manner, the maintenance mechanic in San Francisco fails to properly install O-rings and the purchasing agent in Houston fails to order the correct parts, the customer may lose trust in the company to provide the safe, efficient, timely and environmentally friendly product it originally realized. Only one of these job titles has direct contact with a customer, but each contributes to the customer's perception of the quality of customer focus.

Perhaps organizations can learn from the following entrepreneurial skills, borrowed from a book entitled "*It's a Jungle In There*". The Role of Risk Taking, Personality, Passion for the Business, Knowledge of the Product, Be Excellent or Be Gone, Paying Attention to Detail, Making Improvements, Marketing Yourself, Marketing the Product, Strategic Partnerships, Persist and Prevail, Learn from Mistakes, Be Upbeat or Be Beat Down, Having a Caring Attitude for Others, Making People Feel Special, Helping Others Meet Goals, Positive Press, Power of Trust, Don't Burn Bridges, Social Responsibility, and Entrepreneurial Philanthropy all play a part in developing the customers perception of the organization.

Employees have greater success in building customer relationships when they understand and apply the processes of a quality management system and participate in continuous improvement processes through good communication with vessel crews, crewmates, office staff and management. Management plays an important role when they ensure employees have the resources, training and opportunities to work in a safe environment. Management must also consistently apply the principles of the QMS and take timely corrective action to ensure non-conformance is eliminated. Quality Management means we take the time to understand the larger picture where our individual job functions add value to the company and how they are linked together to build customer relationships and new business. ♦

Continual Training and Development at Harley Marine

July was a busy month of training for staff and crew of Harley Marine Services and Olympic Tug & Barge. Seattle based staff participated in Automated External Defibrillator (AED) training. This training prepares and guides employees on how to react during emergency situations.

Olympic Tug & Barge crew were also offered training class at Fremont Maritime Training Center. The training included First Aid, CPR, AED, and a Hazwoper Refresher. Crews were not only given classroom instruction but also participated in a hands on CPR demonstration and boom deployment. Participants included: Bryan Adams, Vince Kucera, Jim Berge, Ryan Gartner, Ron Winterfeld, Rob Shepherd, Larry Holland, Lance Breitsprecher and Eric Boardman.

Thank you to all who participated in the training classes during the month of July. Your involvement will prepare you for on the job duties and unexpected situations and keep you compliant with company standards.



OTB Chief Saves the Day

On July 7, 2011 at about 1800 hrs, Chief Engineer Doug Liedberg noticed smoke rising from an area just east of WHQ where road crews have been ‘improving’ our surface streets. At about the same time he heard bicyclists yelling – as they rode on by – “Hey there’s a fire over there, someone call 911”. Chief Doug, being a ‘can do’ kind of guy, and having been well-trained in fire fighting techniques at Fremont Maritime, ran to where he thought the smoke was coming from. When he got to the area he noticed that there was not one fire but as many as three or four areas ablaze. Doug started to battle the fires using his extensive firefighting knowledge. Eventually Doug managed to “stomp” the fires to death, or at least into submission. When the actual fire department arrived they were very appreciative and a little in awe. Thanks Doug for your fast acting and can-do attitude.





Customer Appreciation Night at Dodger's Stadium

On Wednesday, September 27th Millennium Maritime and Westoil Marine hosted a suite at the Dodgers/Rockies baseball game. Local customers from Chemoil, Tesoro, Venoco, Norton Lilly and ACGI were joined by HMS employees Doug Houghton, Trent Newlon, Carl Fessler, Kelly Moore, Mario Meyers and Jennifer Beckman. Guests dined on tostadas, chicken wings, sandwiches, salad, popcorn and of course Dodger Dogs in the owner's suite at Dodger's Stadium. Even though the Dodgers did not win, everyone still had a great time!



2nd Annual Family Fun Day

On Saturday, July 9th Harley Marine Gulf and Bominflot celebrated their 2nd Annual Family Fun Day with a good, old fashioned family picnic. There were family friendly games for the kids including a hula-hoop contest and a group kick ball game. And, there were hot dogs and ice cream galore! Thanks to everyone who participated and especially to Angela and Linda for organizing such a wonderful event.



Construction of our new office in Los Angeles and shop in Seattle are both progressing well. Completion for the office in LA is mid-September and the office should be move-in ready by the end of August.

Did You Tell Your Payroll Department?

Stay on Top of Changes to Your Payroll Situation

The American Payroll Association held its annual congress at the end of May. Many payroll professionals attending shared their experiences with the problem of significant payroll events never being reported to them for processing. The expectation is that the payroll department could “just fix it”. Many of these small headaches can be averted with a little communication. Some of the most common areas include:

Change of Address – When you move to a new home many of you are good at notifying the Postal Service but when the six month forwarding time expires your pay statements start coming back to WHQ. Always submit a Change of Address PAF at the same time you send one to the Post Office. We want you to receive your W-2, 401k packets, and any other information we might send you as soon as possible. Any delay in receiving information could cause you to miss out on benefits and incurs additional postage costs for the company.

Change of Bank Account – Never close a bank account without first notifying payroll. Your direct deposit will be returned to us and it could take as long as a week to replace it with a check through the mail.

Change of Marital Status – Beginning or ending a marriage can have an impact on your taxes and benefits. You should review your W-4 status anytime you add or subtract a dependent from your household as this could change your tax liability. Benefits also need to be reviewed. Medical insurance coverage, life insurance, and 401k beneficiaries may also need to be updated.

Change in Number of Dependents – You will also want to review your W-4 if you add a child to your household or if one leaves. As above, your benefits might also need updating.

Change of 401k – Paying off a loan, taking a hardship withdrawal, or rejoining the plan when the six month holding period is over also needs to be communicated to Payroll and HR.

Change of Position or Pay Rate – If you are expecting a rate change please review your pay statements to be sure the change actually happened. We don't want you to discover months later that you have been underpaid (or even worse, overpaid).

Change of Employment Status – This one is really the job of the manager or supervisor of employees. You need to send new hire paperwork to HR and PR to ensure new employees get their first pay checks on time. Also when an employee is terminated, we need to be notified so that final pay can be processed as soon as possible.

These events are more common than most people realize. By staying on top of these issues before they become a problem, you are reducing employee stress and confusion as well as helping to improve company profitability. ♦

Join in Welcoming

Jasmine A'ya'a H'li M'oua
to the Harley Marine Family!

Born: Sunday, July 10, 2011

Weight: 7.14 lbs

Length: 20 3/4 in.

Proud Parents: Nancy and
John, Nancy works for
Harley Marine in the billing
Department.

Congratulations!



4th of July

Celebrated

*New York style
with some
of our key
customers*



AUGUST ANNIVERSARIES

Harley Marine NY

James Rogers - 4 years
Jack Sica - 4 years

Harley Marine Services

Todd Prophet - 14 years
Jim Flies - 5 years
Scott Manley - 5 years
Michelle Belben - 4 years

Millennium Maritime

Doug Houghton - 11 years
Stephen Higgins - 10 years
Anthony Lobro - 7 years
Charles Martin - 3 years

Olympic Tug & Barge

Andrew O'Donnell - 17 years
Ron Starheim - 16 years
Brandon Chafe - 11 years
Scott Coleman - 11 years
James Berge - 7 years
Chris Diecks - 7 years
Ron Kallinen - 6 years
Mark Sanders - 5 years
William Elton - 4 years
Richard Middleton, Jr. - 4 years
David Hanshaw - 3 years
Alexander Marts - 3 years
Leo Noel - 3 years
Rob Sortor - 3 years

Pacific Coast Maritime

Mark Hurst - 13 years

Pacific Terminal Services

John Wild - 8 years

Starlight Marine Services

Michael Price - 6 years
Josh Stultz - 5 years
Frank Dignon - 4 years

Westoil Marine Services

John Skow - 20 years
Marvin Munoz - 5 years
Michael Traugher - 5 years
Mark Abercrombie - 3 years
Justin Jabuka - 3 years
Bruce Ketchum - 2 years



STP & HMS

By: Jim Flies

Every year the Cascade Bicycle Club sponsors the Seattle to Portland (STP) bicycle ride. This year the Harley Marine Team included Jim Flies, Tom Plucinski, Joe Miranda and Brian Healy. Our team departed Seattle on July 9th and arrived in Portland on July 10th. Both days were beautiful days for such a long ride.

We completed the first 100 miles in a little under six hours and our team camped in Castle Rock, Washington. The second day was an easy 66 miles into Portland.

Biking is a healthy, low impact way to get exercise and stay in shape. Riding with Brian 'Bull Moose' Healy and Tom 'Determination' Plucinski, made the trip enjoyable and comical. Joe 'The Rocket' Miranda, onboard a gleaming new road bike, once again earned his nickname. The scenery and camaraderie were unsurpassed.

Next year we intend to double the number of HMS riders and perhaps select a worthy charity for a benefit ride. With enough participation we could have a group of one-day and two-day riders. Ideally, we would have representation from all Harley Marine companies. ♦

AUGUST BIRTHDAYS

Harley Marine Gulf

Alfred Goodwine 8/19

Harley Marine NY

David Eisenberg 8/1
 Kristen Steffensen 8/3
 Michael O'Donnell 8/27
 Christopher Tranos 8/27

Harley Marine Services

Scott Manley 8/6
 Rod Gullickson 8/11

Millennium Maritime

Mark Fuelle 8/8

Olympic Tug & Barge

Aaron Jones 8/2
 James Sellers 8/4
 Kurt Zaverson 8/4
 Brian Healy 8/7
 Joel Gerstenberger 8/8
 Chad Boulay 8/9
 Ritchie Vogel 8/10
 John Stromberg 8/13
 Larry Holland 8/16
 Hugh Maffett 8/17
 Kelly Lindblom 8/19
 Ron Kallinen 8/20
 John Engle 8/24
 Marek Kaszewicz 8/24
 Sven Christensen 8/26
 Alexander Marts 8/26
 Chase Martinsen 8/28

Public Service Marine

Nels Gorne 8/5

Pacific Terminal Services

Burton Nye 8/16
 John Wild 8/17
 Kevin Buffum 8/22

Starlight Marine Services

Frank Dignon 8/1
 Lydia Zink Stultz 8/1
 Elliott Talbot 8/5
 Matthew Fike 8/6
 Joshua Stultz 8/9
 Michael Limon 8/10
 Bob Mather 8/15

Westoil Marine Services

Jonathan Stanley 8/3
 Bruce Ketchum 8/17
 Robert Sperry 8/17
 Adam Davis 8/20
 Adam Dalton 8/24

**HAPPY
 BIRTHDAY!**



Retirement Planning – Second Quarter 2011 Market Commentary

Financial markets took a roller coaster ride during June, throwing investors and economists alike for a loop. The last month of the quarter was a volatile one, as the Volatility Index reached

| | Investment Returns | |
|------------------------------|--------------------|----------|
| | June 2011 | June YTD |
| Dow Jones Industrial Average | -1.10% | 8.59% |
| S&P 500 Index | -1.67% | 6.02% |
| NASDAQ | -2.11% | 5.01% |
| MSCI EAFE Index | -1.23% | 5.35% |
| MSCI Emerging Markets | -1.50% | 1.03% |
| Barclays Aggregate Index | -0.29% | 2.72% |
| Barclays Corp High Yield | -0.97% | 4.97% |

the second highest reading of the year. The up and down month can be largely attributed to the mix of economic data, both positive and negative, that was released during the last month of the quarter.

- June continued May's losses in the major U.S. financial markets as the U.S. Government remains in a heated debate over spending cuts, and is deadlocked on the issue of raising the national debt limit. Bond rating agencies, Fitch and Moody's, have both warned that if a decision is not made by the August deadline, a negative watch will probably be placed on U.S. debt.
- Confidence staggered in June as the weekly initial jobless claims remain above 400,000 and the four week average trended up during the month.
- The housing market remains stagnant as readings were mixed on the major indicators. While prices were up, sales were down, as new home sales in May fell 2.1%. The housing sector, which has helped pull the economy out of previous recessions, has done little to spark a fire.
- Corporate profits remain strong, up 7.8% during the first quarter from the previous year. Businesses are still holding cash on their balance sheets and there is limited movement to spend it. Unfortunately, spending needs to increase in order to help the economy grow at a faster rate.
- In a global context, the dollar weakened slightly, which helped returns abroad, but not enough to bring the returns for June into the black.
- Greece was the headliner for much of June as talks about the country defaulting captured front pages everywhere and drove the stock markets downward.

While the last two months of the first half of the year were lackluster, the first four provided strong returns, pushing major global indexes positive overall for the year through the end of June. Historically, summer has been an unsteady time for financial markets. The recent events in Greece and concerns about the true stability of the global financial system could lead to a see-saw ride through the rest of summer. ♦

Administrative Questions

If you have questions regarding your quarterly statement, participant website, or plan provisions, please contact your plan administrator:

G. Russell Knobel & Associates
1-800-822-9205

Investment Questions

If you have questions or need guidance with the fund options in your retirement plan, please contact your plan education specialist:

Kibble & Prentice
Melody Prescott
1-206-676-7421
melody.prescott@kpc.com

Plan Eligibility

You are eligible to enter your retirement plan if you are age 21 or older, and have completed 1 year of service.

Other Questions

For additional information or questions on the 401(k) program, please contact your HR Representative anytime at 206-628-0051.

Cooking with the Crew

Chris Starkenburg

4-5 each

12 to 15 bone baby back
rib racks

Liquid Brine

1 gallon

Cold water

$\frac{3}{4}$ cups

Kosher Salt

2 cups

Apple juice

1 tbls.

Liquid smoke

1 $\frac{1}{4}$ cup

$\frac{1}{2}$ cup

1 tbls.

2 tsp.

2 cups

1 tbls.

1 tbls.

2-3 cups

Rub Mixture

Brown sugar

Black fish seasoning

Chipotle spice, ground

Kosher Salt

Liquid Mixture for Steaming

Apple juice

Liquid smoke

Ham base

Hot water

Directions:

1. Peel the silvering membrane from the backside of the rack, bone side. You can do this by working your finger or fork in between the bone on one end and pulling the membrane off from the other end.

2. In a large roasting pan, place the racks flat and cover with the liquid brine mixture. Soak for 12-15 hours. Discard the brine after soaking.

3. Coat both sides of the rack with a generous amount of rub mixture.

4. If you have a smoker, place the racks in there and smoke on medium heat with a heavy smoke for about 2 hours. If you do not have a smoker, warm the BBQ to medium high. Make a holding dish made of foil and fill it with wood smoking chips. Once the chips start smoking, place the ribs on the grill.

5. Grill the baby back ribs for about 30 minutes, flipping occasionally so that the ribs do not burn (you may need to reduce the heat).

6. In a large roasting pan (use a wire rack at the bottom of the pan), place the ribs on end slightly leaning on each other in a row. Lightly sprinkle with more rub.

7. Pour in the liquid mixture for steaming and tightly cover with foil or the roasting pan lid.

8. Place the roasting pan in a preheated 325°F oven for about 2-3 hours. To check the meat, place a fork in between the ribs and gently twist, the meat should be slightly tender but not falling off the bone.

9. At this point you are ready to prepare for serving or you can place the cooked ribs into the refrigerator until you are ready to serve.

10. They are now ready to hit the grill! Add color to both sides first and then bring them up to temperature before covering the ribs with BBQ sauce.

11. Remove the ribs from the heat and let them rest for about 10 minutes before serving.



Serves: 6 people

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JULY EMPLOYEE OF THE MONTH

Westoil Marine Services

John Stanley, Port Mechanic

Westoil Marine Services would like to recognize John Stanley as the July Employee of the Month. John is a Service Engineer for WMS and MMI and is responsible for keeping all of our tugs and barges in tip-top condition to service our customers. Recently, he has been instrumental in supervising the MMI tug re-power's. John has a can do attitude, and is always available for the task at hand. He is a pleasure to work with, and is very valuable to the Southern California team. Keep up the great work John, your actions do not go unnoticed.

Olympic Tug & Barge

Henry Torgramsen, Engineer

Olympic Tug & Barge would like to recognize Henry Torgramsen as the July Employee of the Month. Henry has been employed with OTB for many years, and has always been a valued and reliable part of the engineering department. While onboard, Henry can always be found on task and working on projects to keep the boat running smoothly. Recently, and like many times before, Henry has stepped up and shown his team player attitude. He has covered multiple jobs for several of his coworkers and has gone above and beyond to help. Henry, your hard work and team oriented attitude has been noticed and appreciated. Thank you for all of your willingness to be an excellent example and team player!

Starlight Marine Services

David Cadiz, Captain

Starlight Marine Services would like to recognize David Cadiz as the July Employee of the Month. David recently volunteered at the last minute and during his time off, to deliver the Z-Five to her new home in Los Angeles. Dave is always thinking safety first for his crew and vessel; his safety record says it all. Thanks Dave, your actions and dedication are appreciated, you deserve the recognition!!

NEW HIRES IN JULY

Harley Marine Gulf

Steve Estep, Port Captain
Alfred Goodwine, Tankerman
Ricardo Legleu, Jr., Captain
Rickey Lingle, Tankerman
Michael Simon, Tankerman
Aaron Stedman, Tankerman

Olympic Tug & Barge

Andrew Hantho, Deckhand
Chase Martinsen, Deckhand
David Mershon, Shoreside Dock Worker
Ryan Obermire, Deckhand/Tankerman
Zachary Singer, Mate

