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GOVERNOR'S MESSAGE

New Contract with Royal Caribbean Underscores Maryland's Reputation as a Major Player in Cruise Industry

It is no secret that cruise travelers love the Helen Delich Bentley Port of Baltimore! The Port's cruise terminal is conveniently located right off Interstate 95, the main street of the U.S. East Coast. This incredible location allows for an easy trip to reach your cruise ship, whether you are traveling from Maryland, Virginia, New Jersey, New York, Pennsylvania, Delaware or beyond.

Just recently, our administration announced a new contract with Royal Caribbean International to continue serving the Port. This agreement will allow one of the world's largest cruise lines to continue offering year-round voyages from the Port of Baltimore for another four years.

In 2015, nearly 200,000 passengers sailed on 90 cruises from the Port. Nearly every cruise has sailed at full capacity with voyages to the Bahamas, Bermuda, the Caribbean and New England/Canada.

The Port's cruise business also has become a huge economic generator for Maryland, generating more than \$90 million annually. Cruises create about 500 jobs in our state, including more than 200 direct jobs at the Port. Additionally, local hotels, dining, shopping and entertainment venues all benefit from a healthy cruise business at the Port. Passengers, especially those from out of state, arrive early or stay after their cruise to enjoy everything Maryland has to offer.

Our administration will continue to work closely with Port officials to make sure we keep growing this successful business. Maryland is open for business, and so is the Port.

So the only question is, when is your next vacation?

Larry Hogan, Governor

EXECUTIVE VIEW

Port of Baltimore Ready and Waiting for Opening of Expanded Panama Canal

This summer a major milestone will occur in the maritime industry. After years of construction, the Panama Canal expansion project will be completed and ships will begin to transit through the wider and deeper locks. The Port of Baltimore, through its public-private partnership with Ports America Chesapeake, is ready. In fact, we were ready in 2014 and will begin handling larger vessels in July.

The Port of Baltimore today is one of only three U.S. East Coast ports that are able to accommodate the largest ships in the world. We have 11 total cranes, including four super post-Panamax, and a 50-foot deep berth through our agreement with Ports America Chesapeake. These elements complement our 50-foot deep channel, which we have had for more than 25 years.

We are in a very competitive position to attract additional cargo opportunities from the Far East that will be able to travel through the wider Canal locks and reach our Port. Baltimore is the closest East Coast port to the Midwest. It is a much more costly proposition to ship cargo to West Coast

ports and rail it across the country instead of bringing it to Baltimore and moving it by truck to our very large population group. Baltimore itself is also located within the third-largest U.S. consumer market.

In the time since we began utilizing our 50-foot deep berth and supersized cranes in 2013, Baltimore has greatly elevated its profile as a container port. With Maersk, MSC and Evergreen, we have three of the top four container shipping lines in the world serving Baltimore. In addition, for the last two consecutive years, we have been the most efficient container port in the U.S. In 2015, we averaged 75 container moves per hour per berth. No other port in the U.S. reached that level of efficiency.

As we anticipate the opening of the new Panama Canal, the Port of Baltimore is anticipating new possibilities for continued growth for our container business.

James J. White, Executive Director
Maryland Port Administration

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SOUNDINGS

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23
different types
of heavy-duty
machinery



PHOTOGRAPH BY KATHY BERGREN SMITH

EVENT

Ro/Ro Rodeo Is Another Rousing Success

This year marked the 20th anniversary of a unique Baltimore tradition: the Ro/Ro Rodeo.

The Maryland Port Administration's Quality Cargo Handling Action Team (QCHAT) developed this successful event. The two-day program is aimed at training longshoremen on the correct operation of the vehicles that cross the piers at the Port.

"It is very valuable for us to become familiar with the equipment," said Jason Boyd, a member of ILA Local 333.

In May, eight manufacturers took part in the rodeo. They sent representatives to the Dundalk Marine Terminal, along with the latest models of equipment from combines to bulldozers. The newly hired longshoremen and women were able to train on 23 different types of heavy-duty machinery.

John Deere trainer Jesse Adam Covington and Kraig

Kirchoff, of the customer support dealer program, came from Waterloo, Iowa, to participate.

"This is really neat, I never get to see this side of the business," said Kirchoff as he looked over the Deere equipment set for export.

"What makes this such a successful event is the cooperation between the manufacturers, the stevedores and labor. It is also why Baltimore is such a successful Ro/Ro port," said Clint Maguire, Superintendent with Ceres, who co-chaired this year's event. "The manufacturers are spending a lot of money to send people and equipment here. The stevedores and longshoremen have dedicated a lot of effort to make this a valuable experience. It is quite remarkable." 🌐

— BY KATHY BERGREN SMITH

NEWSMAKERS

Reagoso Takes over as Chairman of Baltimore Port Alliance

Capt. Michael Reagoso, General Manager & Vice President of McAllister Towing of Baltimore Inc., succeeded Mike Derby as Chairman of the Baltimore Port Alliance (BPA).

Pat Mangin, Director of CNX Marine Terminals, was named the BPA's Vice-chairman. Reagoso and Mangin will serve the appointed two-year terms.

"It's been fantastic and it was an honor to represent the Baltimore Port

Alliance," said Derby, who is General Manager East Coast and Environmental Affairs for Wallenius Wilhelmsen Logistics. "The success of that is because of all the people who work here. What makes this alliance great is all of you showing up and being engaged. I hand this over to Mike, who is going to keep everything running smoothly."

Reagoso plans to maintain the same philosophy of the previous chairmen, who relied on their partners at the Port of Baltimore to make the BPA successful.

"The lifeline of this organization is all of you in this room, especially the committees you are involved with," Reagoso said. 🌐

↓ **Mike Derby, former Chairman of the Baltimore Port Alliance (BPA), is presented with an award for his two-year service from incoming Chairman Michael Reagoso at the April meeting. Pat Mangin, Director of CNX Marine Terminals, was named the BPA's Vice-chairman.**



EVENT

Drivers of Tomorrow Show Skills at Annual 'Truck Pull'

With a focus on promoting career opportunities in the maritime and transportation industry, Anne Arundel Community College (AACC) held its fifth annual Truck Pull on April 21, hosted by the Transportation, Logistics and Cargo Security Program at the school.

The event provided learning activities for students in the areas of career awareness, academic and career pathways and job opportunities. Students were able to participate in transportation-related

activities in a "fun learning environment while interacting with industry professionals."

THE EVENTS INCLUDED:

- ▶ **The Truck Pull** — Students or other participants pulled a 28-foot delivery truck over a course of approximately 90 feet with a rope.
- ▶ **The Passport Game** — In a round robin format, students visited local industry companies, associations and educational departments to learn about academic and career pathways that exist in the transportation, logistics and supply chain industries.
- ▶ **Supply Chain Relay** — Students competed in a relay moving a customer's order through a supply

chain. Participants were timed for the process and were judged for accuracy.

- ▶ **Load the Truck Competition** — The relay consisted of loading boxes into a delivery truck using barcode reader technology. Participants were timed and judged for accuracy in loading the truck and delivering the boxes to the right customer.
- ▶ **Transportation Day Forum** — Guest speakers and key leaders from the local transportation industry talked about jobs and careers that exist.

Representatives from the Maryland Port Administration (MPA) were on hand at the event, as well as other Port businesses and transportation and logistics companies. These included Maryland Environmental Service, Maryland State Highway Administration, BWI Thurgood Marshall Airport, Three Dog Logistics, Southwest Airlines, the Southeast Maritime and Transportation Center, Baltimore Port Alliance, the Maryland Motor Truck Association and FedEx. All of the organizations and companies in attendance had booths from which they provided information on the industry and career opportunities. 🌐



NEWSMAKERS

Port Community Teams up for St. Helena Cleanup

Members of the Baltimore Port Alliance, local residents and firms around the Port of Baltimore joined forces for the St. Helena spring cleanup.

About 105 volunteers battled rainy conditions to pick up debris and trash around the community. When finished, the volunteers had filled three 30-yard dumpsters with assorted trash in just over two hours.

CONTRIBUTORS INCLUDED:

- ▶ Bayard Hogans and the team from Ports America Chesapeake supplied dumpsters, equipment and lunch.
- ▶ Representatives from Tradeport Atlantic provided a dumpster and a bobcat to load the heavier "stuff."
- ▶ John Shkor and the team from Vane Brothers supplied gloves, water, ice and the pickup trucks for consolidating the trash.
- ▶ Lee Connor and the group from John S. Connor and representatives from the Baltimore Navy Operational Support Center also played key roles in the cleanup, according to Rupert Denney on behalf of the BPA Environmental Committee. 🌐



PHOTOGRAPHY BY MS. SHIRLEY GREGORY



PHOTOGRAPHY BY CAPTAIN WILLIAM BANDAMP

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NEWSMAKERS

Vane Brothers Continues to Grow

Baltimore-based Vane Brothers added the 4,200-horsepower tugboat *Hudson* and 55,000-barrel barge Double Skin 601 to its growing fleet of vessels.

The *Hudson* is the second of eight vessels in Vane's Elizabeth Anne Class of 4,200-horsepower tugboats contracted through St. Johns Ship Building in Palatka, Fla. The *Elizabeth Anne* was delivered in January while the third in the series, the *Baltimore*, is scheduled for completion this summer.

The Double Skin 601 is the first in a new series of 55,000-barrel barges and will be followed later this year by the Double Skin 602. Both barges are products of the Conrad Deepwater

South Shipyard in Amelia, La.

"Our ongoing Fleet Construction Program ensures that we have state-of-the-art equipment available to service all of our customers' needs with the utmost safety and efficiency," said Vane Brothers President C. Duff Hughes. "We are thrilled with the quality of tugboats coming out of St. Johns Ship Building and the barges being built by Conrad."

Designed by Frank Basile, P.E., of Entech Designs, LLC, Vane Brothers' Elizabeth Anne Class tugboats are a close cousin of the company's Basile-designed Patapsco Class tugboats. Measuring 100 feet long and 34 feet wide, with a hull depth of 15 feet, the model-bow *Hudson*



COURTESY VANE BROTHERS



utilizes two Caterpillar 3516 Tier 3 engines, each generating 2,100 horsepower at 1,600 rpm.

The *Hudson* features the latest in solid-state, Simrad electronics and handsomely appointed, mahogany upper and lower pilothouses, as well as spacious accommodations for up to seven crewmembers. 🌐



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NEWSMAKERS

Port Has Record 2.4 million Tons of Cargo in 1Q

The Port of Baltimore set a first-quarter record this year by handling 2.4 million tons of general cargo, which includes automobiles, containers, forest products, roll on/roll off equipment and breakbulk. This performance broke the previous first-quarter record of 2.3 million set in 2012.

"As one of Maryland's top economic generators, my administration will continue to work closely with Port officials to ensure this growing seaport continues to thrive," said Governor Larry Hogan. 🌐



CRUISE

Carnival *Pride* Wins Award for Value

Cruise Critic, a website that provides reviews and information and hosts the largest cruise community in the world, named the *Carnival Pride* as the "Best Value-for-Money" cruise ship for the second consecutive year. The *Carnival Pride* was lauded for "its range of affordable fares and well-rounded offerings onboard."

The *Carnival Pride* returned to the Port of Baltimore in March 2015 with enhanced technology that meets new federal guidelines to burn cleaner, low-sulfur diesel fuel near land. The 2,124-passenger ship is based in

EVENT

Sparking 'Aha Moments'

April 28 marked the sixth year of planned activities at the Maryland Port Administration (MPA) for students participating in the annual Take Your Child to Work Day, "Sparking Aha Moments." Ten students, ranging in ages from eight to 14, were given a first hand look at how the work their parents do contributes to the daily operations at the Port of Baltimore.

The day started with a look at the cargo side of the Port during a riding tour of Dundalk and Seagirt Marine Terminals, where they saw how imported cars are unloaded from a Ro/Ro vessel, and also included an on-the-ground look at the salt mounds at Rukert Terminals with company Vice President Andy Nixon.

It was during the tour at Rukert that the students had their first Port "aha moment." Nixon explained that, "the imported salt makes it possible for schools to open after snow storms."

After the initial objections by all the students, nine-year-old Franky Lamb



(Christina Nichols) reminded them, "I guess if you don't put salt on the roads, we'd have to stay in school all summer and I like to play outside in the summer." Even two weeks after Take Your Child to Work Day, Isabella Scurti (Dominic Scurti), age 10, was able to tell her classmates about the mounds of salt as they passed by on the way to a field trip.

The day ended with a visit to Masonville Cove Environmental



South Locust Point and travels to ports in Central Florida, the Bahamas and the Eastern Caribbean. Carnival has offered year-round cruises out of Baltimore since 2009.

In an effort to be more environmentally friendly, *Carnival Pride* is equipped with exhaust gas-cleaning technology, known as scrubbers. The scrubbers are designed to reduce air emissions from cruise ships and other marine vessels under international Emission Control Area (ECA) regulations. Under that reform, cruise and cargo vessels must use an ultra-low sulfur diesel fuel or install equipment, such as the scrubbers, to clean the fuel exhaust before it is emitted into the air. 🌐

Education Center for a look at the environmental side of the Port, which highlighted the dredging program. The students learned about the importance of keeping the channels deep for safe passage of the cargo ships and what happens to the material once it is removed from the channel.

Wetland yoga and wetland parachute activities taught them how the restored wetlands are used by wildlife such as terrapins, muskrats and Monarch butterflies. For eight-year-old Chase Saunders (Trya Mason), his favorite activity was "Ship the Chip," where students had to transport a potato chip between their lips while going through an obstacle course without breaking the chip.

This annual activity is organized by Katrina Jones, Outreach Coordinator for Harbor Development, who leads the education outreach program at the MPA, and the Communications department. 🌐



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OUTREACH

Port's Education and Outreach Committee Turns Ten

When the Port of Baltimore celebrated its 300th anniversary in 2006, a forum took place called "The Next Three Hundred Years." During the forum, several breakout groups met to discuss the topic. One of those groups focused on education and community outreach.

"A lot of the industry and citizen participants were saying that the fact that Baltimore is a port city was almost hidden because people didn't realize the magnitude of the Port of Baltimore and the impact it had on their daily lives," said Katrina Jones, Outreach Coordinator for Harbor Development at the Maryland Port Administration (MPA). "They also pointed out that the workforce was aging and people were not coming in to take the next generation of jobs."

From this assessment grew the establishment of a permanent Education and Outreach Committee, composed of industry, citizen and public representatives. Jones has co-chaired this committee with Andy Nixon, Vice President of Rukert Terminals, for the past 10 years. "I started going to committee meetings and liked the goals of the group, especially trying to find the next generation of the workforce," said Nixon.

To that end, the committee launched an initiative five years ago called the Teacher Externship to "teach the teachers," Nixon said. The committee partners with Anne Arundel Community College and the Southeast Area Maritime and Transportation (SMART) Center to run what is now called the SMART Institute, a weeklong program held in July.

"We show the participants how they can teach STEM curriculum using the Port as an example. We take them on tours of various terminals and warehouses so they can see how the different sides of the Port work, including operations, security, environmental initiatives and the Coast Guard," said Jones.

Focusing on teachers is about efficiency. "Each teacher has about 200 students. We touch one teacher and they can reach 200 students," Nixon said. "We're pushing close to 100 teachers who have been through the Institute in a five-year period." The teachers who participate do workforce development and training, during which they can inform their students and trainees about opportunities for employment at the Port.

Just as important as teaching the teachers, though, has been facilitating connections between the industry and potential employees. "Our focus is helping to develop those relationships so the industry feels comfortable that the people are getting the correct training to prepare them for the available jobs," said Jones.

The Outreach Committee and Maryland New Directions



↑ **Katrina Jones and Andy Nixon present at a community outreach event. This year, through such events, as well as through classroom visits and tours, the Education and Outreach Committee interacted with 14,000 members of the public, with whom they discussed the workings and importance of the Port of Baltimore.**



have created a program for adults who are unemployed or underemployed and looking for career changes. "We spend three weeks training them on Port operations and the maritime industry and then give them their TWIC [Transportation Workers Identification Credential] cards," said Jones. The TWIC card, which costs \$132, indicates a participant has already passed security vetting and thus facilitates employment readiness.

While training the next generation for Port jobs attracts much of its attention, the committee also works hard to get the word out about all the good things the Port is doing for the community, the environment and the economy.

And this hard work has paid off. "We collect data on how many people go on tours, attend classroom presentations or speak with us when we have a display at a community or job event," said Jones. During its first year, the committee interacted with "a couple thousand" people.

"Last year, however, we had over 14,000 documented opportunities where we had contact with people through tours, community events and classroom visits," said Jones.

Increasing the number of people who have learned about the Port is gratifying to the committee members. "I like that aha moment when you see people realize that the Port impacts their lives literally every day," Jones said. "It's very rewarding." 🌐



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EVENT

Annual Pit Beef Luncheon Raises Support for a Good Cause

MSC Mediterranean Shipping Company (USA) Inc. and Maryland Line Handling Co. hosted their annual "Pit Beef Luncheon" on May 19 on behalf of the Maryland charity, "Catch a Lift Fund."

At the event, the companies served 550 sandwiches, an increase of more than 150 compared to the amount provided at last year's luncheon. The event, donations and sponsors raised \$4,491.24 to aid the "Catch A Lift Fund." In addition, raffle prizes were given out to attendees at the event, ranging from gift cards to Starbucks and local restaurants to Orioles tickets. Next year, the event's organizers hope to rent a second slicer for shorter lines and also provide music.

The "Catch a Lift Fund" was founded in 2010 in memory of Army Cpl. Chris Coffland. "Catch a Lift" supports post-9/11 combat wounded veterans in regaining mental and physical health. The foundation provides the veterans with yearly gym memberships or in-home gym equipment. The charity and the veterans said they appreciated the support from the event and those who attended. 🌐

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Environmental Stewardship at the Port of Baltimore BY JESSICA WILSON

Landside Environmental Department Presents to the DMMP and Harbor Team Committees

The Maryland Port Administration (MPA) engages in environmental stewardship on multiple fronts. Because of the range of the Port's activities, key players in the environmental initiatives meet throughout the year to exchange information. Barbara McMahon's recent presentations to the Dredged Material Management Program (DMMP) Management Committee in February and the Harbor Team in April exemplify this knowledge sharing.

McMahon, General Manager, Safety, Environment, & Risk Management, MPA, had several goals to accomplish in these presentations. "I wanted to engage with and inform them of environmental initiatives we are implementing on the terminal side, or landside, of the Port," she said. "I also wanted to get their insight and to let them know that we, on the landside,

are as committed as they are to improving the environment."

"I know that there are a lot of really wonderful environmental activities within harbor development," McMahon said at the beginning of both

ports and associated port industries. Kathy Broadwater represents the Port on this work group and contributes to the national discussion about how to encourage environmental progress at ports; improve community health and air quality; and encourage sustainable economic development that supports the economy and jobs. "We recognize that the MPA is a major economic engine for the state, and we absolutely feel



"We recognize that the MPA is a major economic engine for the state, and we absolutely feel that environmental stewardship is compatible with growing our business."

— Barbara McMahon, General Manager, Safety, Environment, & Risk Management, MPA

presentations. "We are also doing some pretty cool stuff at our terminals."

In the presentations, McMahon explained that a few years ago the Environmental Protection Agency (EPA) established a National Ports Initiative work group consisting of regulators, communities, environmental advocacy groups,

that environmental stewardship is compatible with growing our business," McMahon said.

Another effort she described was the Memorandum of Understanding the MPA signed with the Maryland Department of the Environment to work cooperatively to improve air quality. "Together we are seeking funding



for various projects, including truck and cargo handling equipment replacement, alternative energy projects such as CNG and electric and developing a plan to work with our more vulnerable communities," McMahon said.

The audience was eager to listen and learn. "Since the primary focus for these committees is dredging, they were very interested in hearing about the Port's other environmental initiatives, particularly regarding TMDL issues and air quality," said Katrina Jones, Outreach Coordinator for Harbor Development, MPA, who attended both presentations.

McMahon said, in general, the audience reacted positively to the information about landside environmental activities. "There was a lot of interest, especially in the water initiatives, like the algal flow-way technology and floating wetlands," she said.

In addition to the MPA, the Port's tenants have also launched environmental initiatives, which McMahon made sure to highlight. "They have taken measures to reduce their air and water impacts on the environment, including purchasing only tier 4 off-road equipment, upgrading indoor shed lighting to reduce energy consumption, using electric vehicles for personnel transport and installing stormwater vaults and filters, to name a few," McMahon said.

After describing several opportunities for further initiatives, including installing a Jellyfish Filter (a stormwater quality treatment technology) and idle-reduction technologies, McMahon concluded her presentation with an explanation of the driving force behind the MPA's efforts. "We believe that protecting the health of our employees, those that work at the Port and our citizens is absolutely essential to our mission." 🌐



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Behind the Wheel

The Inner Harbor Water Wheel had an eventful May. The Water Wheel turned two years old, was dubbed “Wheeliam” in a democratic election by its Twitter followers and earned the Maryland Port Authority (MPA) an award. The Maryland Department of Transportation (MDOT) bestowed an Environmental Excellence Award, in the Environmental Quality category, to the MPA on May 6 because of its work in supporting the Water Wheel project.

The MPA’s efforts for the project involved conferring a grant of \$500,000 and providing construction, operational and maintenance funding for the next 20 years. In addition, the MPA worked with the Maryland Environmental Service (MES) to review the design plans submitted by Clearwater Mills, which built the Water Wheel.

In order to win the award, the MPA had to describe several aspects of the Water Wheel project, including its technology, exceptional features, accomplishments and ability to promote environmental awareness.

Located at the mouth of the Jones Falls, the Water Wheel harnesses the power of water and sunlight to collect trash floating down the river before it drains into the Inner Harbor.

Containment booms funnel the trash toward the Water



↑ **Pete K. Rahn, Secretary, MDOT, presents an Environmental Excellence Award to Holly Miller, Environmental Analyst, MPA; Shawn Kiernan, Chief of Dredging Programs and Project Development, MPA; David Blazer, former Deputy Director of MPA Harbor Development and Stephanie Peters, Senior Project Manager, MES.**

Wheel, where a leaf rake pulls it in and onto a conveyor that moves the garbage into a dumpster. As it does with a paddlewheel, moving water causes the Water Wheel to turn, but when the water is too calm, solar panels provide an additional power source.

The dumpster is on a floating dock that is then pulled to shore by a boat. The collected waste is sent to a waste-to-energy facility and used as a source to create electrical energy.

In its application for the award, the MPA cited as exceptional features of the Water Wheel, “its simplicity of design, its operation from renewable energy sources, its high efficiency” as well as the electricity generated from the trash that is collected.

From May 2015 through November 2015, the Water

Keeping Things Rolling

The Port of Baltimore Dray Truck Replacement Program has a secret weapon. Some refer to her as the “Dray Truck Lady,” others as Susan Stephenson, Senior Associate with the Ecologix Group. She has dominion over all the moving parts of the program — from facilitating and approving applications to getting the rebates into the hands of the truckers.

“Getting federal funds is not for the faint of heart,” Stephenson said. “We request a lot of information. I make sure all those pieces of information are put together.” Sometimes, an application arrives completely filled out and she can send a welcome letter, information packet

and rebate certificate within one day.

Other times, the process takes longer. Either documentation is missing or something has expired. Luckily, texting has facilitated solving these types of problems — a trucker can photograph the necessary documents and text them to her. Still, “sometimes all the steps wear them down and we try to make it easier on them,” she said. “We try to provide a level of comfort — that they will be taken care of, even if we are asking them for a piece of paper for the tenth time.”

Of course, the rebate certificate is always a big hit. “They all like to see it. It’s important because it says, ‘Yes, we’re holding this amount of money for you when you meet the scrappage requirements.’” In order for a trucker to receive the funds, or rebate, to

purchase a new truck, he or she must provide proof that the old truck has been scrapped. Once the old truck’s chassis is cut in half and holes drilled into the engine, the trucker or the scrap yard takes photos and sends them to Stephenson so the process can continue.

A priority for Stephenson is to shorten the time between the scrappage of the old truck and the arrival of the new truck. Thus, before a trucker goes to the scrap yard, Stephenson checks out and approves the new truck, gets a preliminary bill of sale and makes sure all the funding and paperwork are in place. Once she gets photos of the scrapped truck, she tries to turn the check around in 24 to 48 hours because when a trucker has no vehicle, he or she can’t work.

“We want them to know we’ll get

Wheel collected 354 tons of garbage and sent 150 tons to a waste-to-energy facility. Each ton of trash generates on average 500 kilowatts of electricity and an average household uses 30 kilowatts per day. Thus, the Water Wheel's trash haul during those six months generated enough electricity to power 2,460 homes for one day.

The Water Wheel, also known as Mr. Trash Wheel (@MrTrashWheel) and Wheeliam on "his" Twitter feed, has generated a lot of buzz because of both his important work and his social media persona. Mr. Trash Wheel has hosted two reddit "Ask Me Anythings" (AMAs) and regularly invites his more than 7,000 Twitter followers to participate in local neighborhood clean ups. He also writes haiku advertising his accomplishments:

"Litter, meet your match/
Four hundred tons and counting/
The trash wheel abides."

The project has attracted attention from groups in China, Brazil and Argentina. Its success has also inspired plans to build a second Water Wheel at the end of Harris Creek, an entirely piped stream that flows beneath Canton and empties into the Inner Harbor. 🌐

them into the new truck as quickly as possible and back to work. And that they will be happy and be able to work for a long, long time in that vehicle," she said. "I also think for these small businessmen and women — they're getting a more reliable truck and that improves services at the Port."

Improving business at the Port and lowering diesel emissions constitute two benefits of the program. Stephenson sees a third: the smiles on the faces of the truckers.

"I love getting pictures of the drivers with their new trucks," she said. "A lot of these guys are a one-man show and some trucks come in bungeed and taped together. Their new trucks are nicer and more dependable. When they get a new truck, they're excited. So, I get excited." 🌐

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This is the first of an ongoing series looking at the valuable working partnerships between the Maryland Port Administration and area Economic Development officials.

Cecil County, MPA Strive for New Business

AREA IS A PRIME SITE FOR WAREHOUSE AND DISTRIBUTION SERVICES

STORY BY TODD KARPOVICH

Cecil County is the perfect place to grow a business or open a distribution center because of its strategic location along the I-95 corridor and proximity to the Port of Baltimore.

The Maryland Port Administration (MPA) works closely with Lisa Webb, Director of the Cecil County Office of Economic Development, to support existing and prospective new companies that want to do business at the Port. Cecil County is attractive to businesses because of its large industrial and commercial sites available for development. The County also has “Fast Track” permitting, state enterprise zones, revolving loan funds and other incentives to help firms hit the ground running when they move into the area.

“The Cecil County Economic Development Department understands the needs of international shippers and the importance of that freight to its economy as many jobs are directly and indirectly linked to its port-related international distribution centers,” Donovan Murray, Beneficial Cargo Owner Account Executive for the MPA, said. “We also have open dialogue that identifies opportunities and works to create solutions. This may involve a shipper with plans to grow volume through the Port that requires additional space or a County business that needs direction in expanding their market base and export potential.”

Cecil County lies at the northernmost point of Maryland, which makes it an ideal location to serve customers that work with both the County and the Port. A short dray from the Port ensures multiple truck turns per day to its distribution centers. Once cargo arrives in Cecil County, it is shipped to markets well beyond Maryland’s borders, including Delaware, Pennsylvania, New Jersey, New York and beyond.

“Dredging our channels to 50’ allows for some of the largest ocean vessels to access our Port and Cecil County is home to Pearce Creek, a Dredge Containment Facility that has played a vital role in keeping our shipping channels at proper depths,” Murray said.

Cecil County has truck access to one-third of the U.S. markets, along with main lines for CSX and Norfolk Southern railroads. Amtrak and MARC commuter service and two international airports less than an hour away provide more transportation options.

In addition to handling several large Port users today, Cecil County has a vision to ensure it can support robust growth. This includes not only a full build out of Principio Business Park, but a vision for the 1,100-acre Bainbridge Property, formerly a U.S. Navy training facility.

“Cecil County’s strong relationship with the Maryland Port Administration is essential in promoting the Port’s capabilities to our existing business



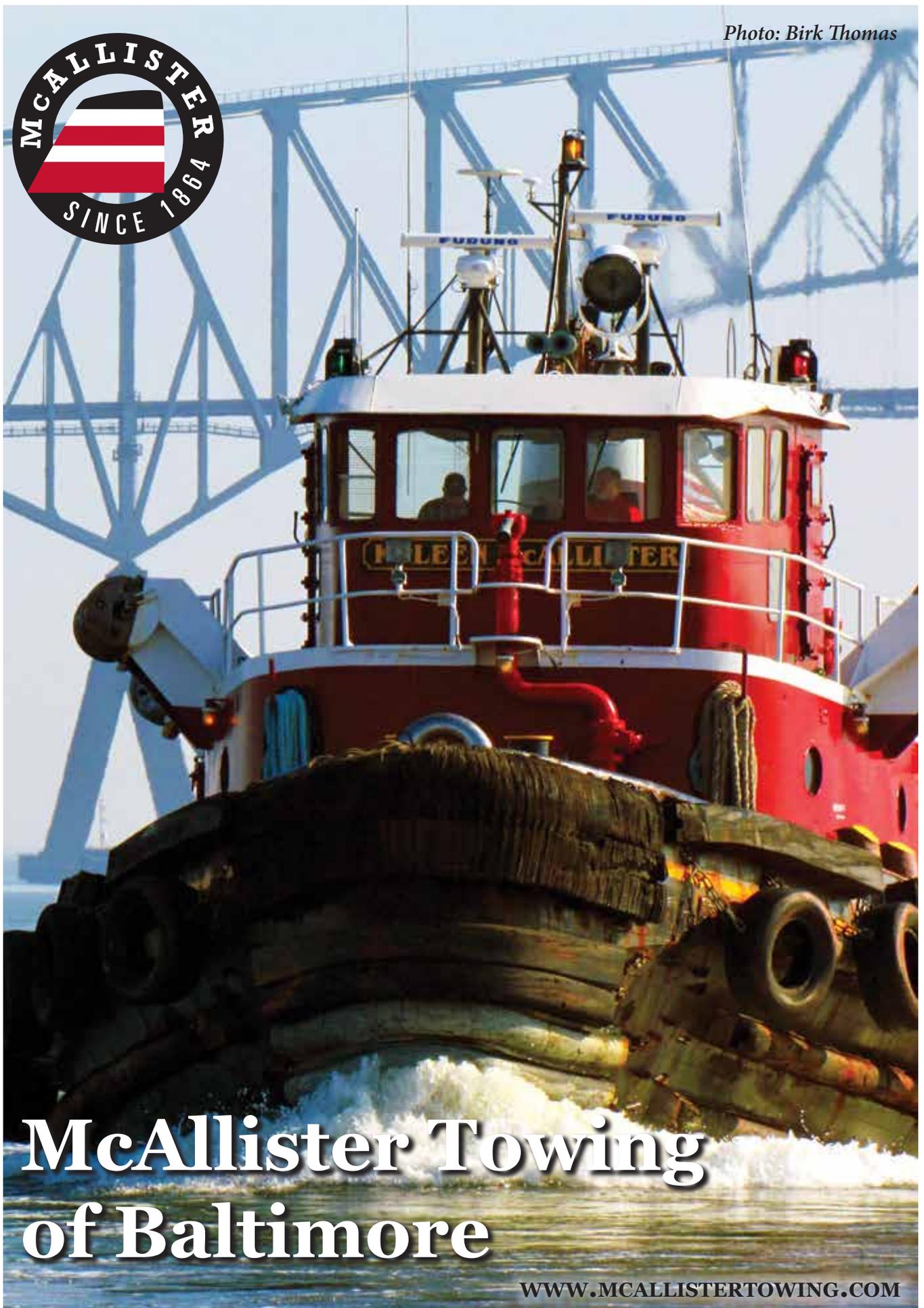
➔ **Lisa Webb, Director of the Cecil County Office of Economic Development**

community as well as attracting new business to the County,” Jason Zang, Economic Development Coordinator for the Office of Economic Development in Cecil County, said. “The MPA presents at the County’s Annual Commercial Broker Tour, building the case for key logistics, bottom line value and expansion opportunities.”

Cecil County’s “Fast Track” process is used as an important economic development tool to encourage large-scale commercial and industrial capital improvements. The process accelerates the review and approval of development projects that will have a major impact on Cecil County. These projects must generate a minimum of 30 jobs for new employees and/or consist of a minimum of 30,000 square feet of new construction.

“Cecil County, with significant industrial-zoned land, promotes great access and competitive advantage to the Port of Baltimore,” Zang said. 🌐

Photo: Birk Thomas



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Panama Canal Expansion Brings New Opportunities for the Port of Baltimore

**PORT INFRASTRUCTURE IN PLACE TO
HANDLE INFLUX OF CARGO, BIGGER VESSELS**

BY TODD KARPOVICH

*Photograph Courtesy of
The Panama Canal Authority*

A

fter four years of delays, the expanded Panama Canal is scheduled to open in July and could

revolutionize the international maritime industry with better access for bigger vessels. The Port of Baltimore is fully ready to welcome these mega-ships as they make their way to North America.

To provide access, the Port has developed a 50-foot deep channel, a 50-foot deep container berth and installed supersized cranes. The Port also has direct on-dock access to rail service and is one of only three East Coast ports equipped to handle super-post-Panamax ships. As a result, the Port is perfectly situated to handle the expected influx of freight.

“The Port of Baltimore today is one of only three U.S. East Coast ports that are able to accommodate the largest ships in the world. We have 11 total cranes, including four



The expansion of the Panama Canal will ensure the Canal's continued importance in international maritime trade as it accommodates larger vessels with a new set of locks, which will facilitate larger ships and more cargo. Global partners such as the Port of Baltimore will benefit from this increased traffic.

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super-post-Panamax and a 50-foot deep berth through our agreement with Ports America Chesapeake. Baltimore averaged 75 container moves per hour per berth last year which was the most efficient rate among all U.S. ports. We are in a very competitive position to attract additional cargo opportunities from the Far East that will be able to travel through the wider Canal locks and reach our port," said James J. White, Executive Director, Maryland Port Administration (MPA).

In January 2010, Ports America Chesapeake (PAC) signed a 50-year concession agreement to operate the Seagirt Marine Terminal (SMT) facility. Under this agreement, PAC was obligated to build a new berth and supply cranes that could accommodate vessels as large as 14,000 TEU.

The MPA planned a new berth prior to the concession in preparation of the pending canal expansion. This set the groundwork for what is now one of three U.S. East Coast terminals that can handle these vessels today.

PAC was able to implement the plan ahead of schedule and under budget. PAC ordered four super-post-Panamax cranes (SPPX) that arrived in June 2012 and went live in January 2013.

The berth was dredged to 50' deep and the approach to the channel was trimmed to facilitate the turning radius of the larger vessels.

PAC has also procured additional equipment to handle the expected volumes, adding four rubber-tired gantry (RTG)

cranes, new yard hustlers and new RTG runways to the container yard. PAC is also working on numerous yard and access projects to maintain its high level of customer service. Some of these projects include a new back gate, RFID tags for the community dray trucks and additional outbound truck gate capacity.

"All of these expansion projects were completed in anticipation of expected volume increases from the Panama Canal expansion," said PAC Terminal Manager Mark Schmidt. "The Port of Baltimore will realize these benefits with service starting from an expanded Panama Canal in July of this year. Additional volume from the expansion will come from increased services with alliance partners. More service from the larger Panama Canal locks will allow increased vessel size from 4,400 TEU to as much as 14,000 TEU. This size increase means more containers for the Baltimore area and more jobs for the Port of Baltimore."

Expansion of the Panama Canal took nearly a decade and cost more than \$5 billion. A main feature of the improvements is a third set of locks that will enable the canal to accommodate post-Panamax ships, which hold up to 13,000, 20-foot-long containers and are three times bigger than what the canal can currently handle.

The Panama Canal expansion could also change the landscape of international trade. With this better access,

\$5.25 Billion

— Cost to expand the Panama Canal to handle bigger ships.

14,000 TEUs

— will be able to come through the Panama Canal. (Previously could handle up to 5,000 TEUs only.)

600 Million

— Total tonnage that will be travelling through the Panama Canal, up from 275 million.

75 Movements

— Container moves per hour at Seagirt Marine Terminal, the fastest and most efficient in the United States.



ships could reach Asia from the Gulf Coast of the U.S. more than two weeks faster. The new route can also handle tankers that carry liquefied natural gas.

The MPA has watched this progress closely, preparing the Port to take on additional traffic.

Shipping companies are excited about how the Port is ready to embrace the opportunities afforded by the Panama Canal expansion.

"The expansion of the Panama Canal hails a significant change in the world of maritime, and MSC Mediterranean Shipping Company has long been assessing how we can utilize this improvement to ensure even more efficiency and operational excellence on behalf of our customers," Allen Clifford, Executive Vice President, MSC Mediterranean Shipping Company (USA), said. "Inevitably, the move will see East Coast ports such as the Port of Baltimore benefit as carriers optimize services through the expanded canal. MSC continues to be focused on the provision of exceptional services to our customers throughout the United States, and the rest of the world."

Evergreen Shipping Agency (America) Corp. has been a long-time partner of the MPA and the Port. The company has the utmost confidence in the Port and its ability to take on even more responsibility with the potential increase in traffic with the expansion of the Panama Canal.

"The belated completion of the Panama Canal expansion has opened many opportunities



BILL MCALLEN

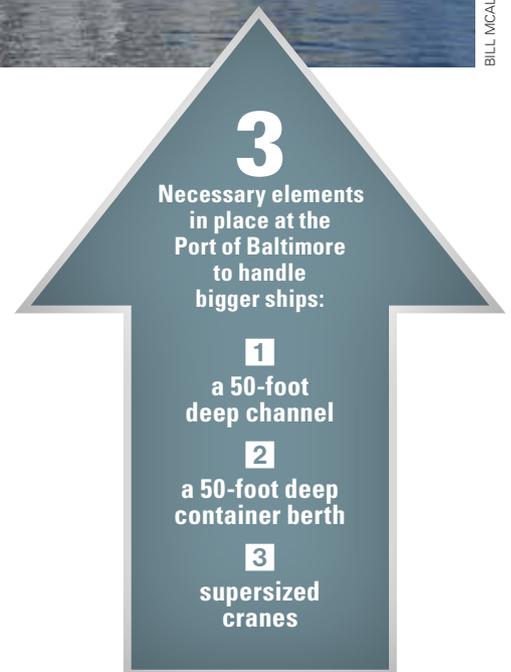
for carriers and their customers on America's East Coast," said Roy Amalfitano, President of Evergreen Shipping Agency (America) Corp., North America General Agents for Evergreen Line. "Our containerships began service to Baltimore with the first sailing as a containership operator in mid-1975 with brand new mega-vessels today designed to improve operating efficiencies, enhance service reliability and economies of scale, that just a few years ago was hard to imagine.

"Just as Baltimore was well-prepared more than 40 years ago for the most modern tonnage afloat and for Evergreen Line, it is no surprise that the Port is ready for the largest containerships plying world trade routes today," Amalfitano added. "Just as the Panama Canal is planning its next expansion, we know that every enhancement offers space for expanded imports and exports throughout America and we can count on Baltimore to continue to meet these growing requirements."

The Seagirt Marine Terminal is a 284-acre facility featuring berthing with a 50-foot draft

that is serviced by four super-post-Panamax cranes, seven post-Panamax cranes (including three dual-hoist cranes) and 16 rubber-tired gantry cranes. The facility boasts an average of 38 container moves per hour at this terminal, the fastest and most efficient in the United States.

Seagirt's practical yard layout has storage areas directly behind the berths, further increasing the efficiency of vessel loading and discharge operations. Truck turn times take less than 30 minutes for single moves and 60 minutes



3
Necessary elements
in place at the
Port of Baltimore
to handle
bigger ships:

1
a 50-foot
deep channel

2
a 50-foot deep
container berth

3
supersized
cranes

for double moves.

In December, the Port and Wallenius Wilhelmsen Logistics (WWL) agreed to a new 30-year contract that will bring more than a thousand jobs to the State. The deal replaced the existing 20-year contract that was set to expire in 2021.

Baltimore is WWL's largest port in the Americas and the new deal strengthens their bond. The Port is WWL's top Ro/Ro customer and that includes automobiles and heavy farm and construction machinery such as harvesters, combines, excavators and dump trucks. This deal will also help the Port handle the potential influx of cargo.

"There is a feeling of excitement around the larger ships that will be transiting the canal," WWL spokeswoman Inna Getselis said. "The Port of Baltimore has been prepared for years to handle these large, new generation vessels. For example, WWL's new High Efficiency Ro/Ro vessels (or, HERO class carriers) require channels and turning basins that are wide enough to accommodate these post-Panamax sized vessels. Baltimore's infrastructure allows us to deploy these large vessels into a world-wide ocean service that can bring more trade volumes through Baltimore and connect to the rest of the world."

Earlier this year, PAC and

CSX Intermodal Terminals reached a new agreement that transfers operational responsibility for the intermodal container service at the Port from CSX Intermodal Terminals to PAC. This consolidates management of the operation and enhances service through PAC's on-dock handling and operational expertise.

The deal will better position the Port to attain additional freight business because it will provide more efficient service.

"With the expansion of the Panama Canal, we see tremendous growth opportunities at the Port of Baltimore," said PAC CEO and President Michael Hassing. 🌐

Panama Canal Has Played Important Role in Maritime History

Improvements Will Mean Higher Cargo Capacity for Ships

By *Morgan Caplan*

Built to create a shortcut between the Atlantic and Pacific Oceans, the Panama Canal has served as one of the major channels of international maritime trade since its opening in 1914.

Designing the Panama Canal was a complex task due to the unpredictable conditions of the waterway, the Culebra Cut. With this in mind, architects constructed sets of locks to control water levels as well as locks along the canal route to lift ships above sea level.

The initial infrastructure proved so successful that an entire class of ships built to the specifications of the Canal emerged — the Panamax, which became the global standard for shipping vessels.

Today, though, these ships have become inadequate for transporting larger shipments of cargo. Currently, enhanced ships, called post-Panamax ships, carry a large percentage of the global cargo trade and these ships do not fit the original dimensions of the Canal.

This influx of larger ships spurred the project, now under-way, to modify the Canal. In order to accommodate the increased maritime traffic and larger vessel size, designers and builders are adding a new lane of traffic and a new set of locks that will adjust to the post-Panamax ships.

These modifications will allow for twice the amount of cargo to be transported worldwide to major importers/exporters such as the U.S. and China and will decrease traffic congestion.

In anticipation of the completion of the Canal's expansion, many U.S. ports are making infrastructure improvements to attract the expected increase in ships. Until now, the West Coast has been the destination of goods shipped through the Canal, but with the expansion, East Coast ports have had more of an incentive to expand. Large ports, such as the Port of Baltimore, have already upgraded their capacity and equipment.

For example, at the Port of Baltimore, a 50-foot-deep berth and four new cranes have been constructed to accommodate post-Panamax ships. These enhancements will give the Port of Baltimore the competitive edge it needs to entice prospective companies.

The Canal's expansion will facilitate trade to new ports while continuing to benefit partnering countries — which will improve the global trade system in the very near future.

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AGREEMENT UNDERSCORES PORT OF BALTIMORE'S SUCCESS IN CRUISE INDUSTRY

BY TODD KARPOVICH

Royal Caribbean International will sail from Baltimore through 2020 under a new agreement with the Maryland Port Administration (MPA).

The venerable cruise line inked an extension with the MPA in April for departures out of South Locust Point for at least another four years. Royal Caribbean's *Grandeur of the Seas* will continue to offer a wide range of cruising options from Maryland to the Bahamas, Bermuda, the Caribbean and New England/Canada.



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“Our administration is pleased that Royal Caribbean has made a long-term commitment to Maryland and to the Port of Baltimore,” Maryland Governor Larry Hogan said. “Through this partnership, vacationers will continue to have a popular and convenient cruising option that provides a significant boost to Maryland’s economy for years to come.”

The *Grandeur of the Seas* will continue offering five, nine and 12-night round-trip itineraries from Baltimore, including a new nine-night voyage to Nassau. The success of this line has helped enhance the service. The Port has received accolades by Royal Caribbean for “Best Check-in Experience” and “Best Departure Experience.”

The new contract also helps Baltimore’s already successful cruise industry.

In 2015, nearly 200,000 passengers sailed on 90 cruises from the Port, which ranked 6th on the East Coast, 11th in the U.S. and 20th in the world. One of the benefits is that Baltimore offers cruise lines sailing year-round to the Bahamas, Bermuda, Caribbean and New England/Canada.

With a cruise terminal optimally positioned immediately off Interstate 95, Baltimore regularly attracts cruise clients who are able to drive from their homes in New Jersey, New York, Pennsylvania, Delaware, Virginia and Ohio.

The new amenities on Royal Caribbean ships

have also been an attractive lure for these customers.

Royal Caribbean’s *Grandeur of the Seas* was renovated a few years ago and offers different dining choices, entertainment, newer staterooms and tech upgrades. The ship’s dining has also been expanded to include a diversity of options, from the exclusive experience of dinner at the Chef’s Table to the fresh and fast bites at the complimentary Park Café. The ship also retained its classic features like the relaxing Vitality Spa and exciting rock-climbing wall.

Although the ship has been based in Baltimore for several years, the renovations gave the ship an entirely different look and feel. Royal Caribbean also encourages guests to arrive early and explore Baltimore’s rich history, culture and diverse neighborhoods.

“Royal Caribbean is pleased to renew our contract with the Port of Baltimore,” said Michael Bayley, President and Chief Executive Officer for Royal Caribbean International. “Baltimore is a fantastic departure point for our guests who live in the Mid-Atlantic States, the Northeast and beyond, and the city continuously provides our guests with a wonderful start to their cruise vacation.”

With the recent spate of success, the MPA is making several upgrades to the cruise terminal itself. Improvements include expanded bathroom facilities, new carpeting and new ticket kiosks. The breezeway, leading from the cruise terminal to the



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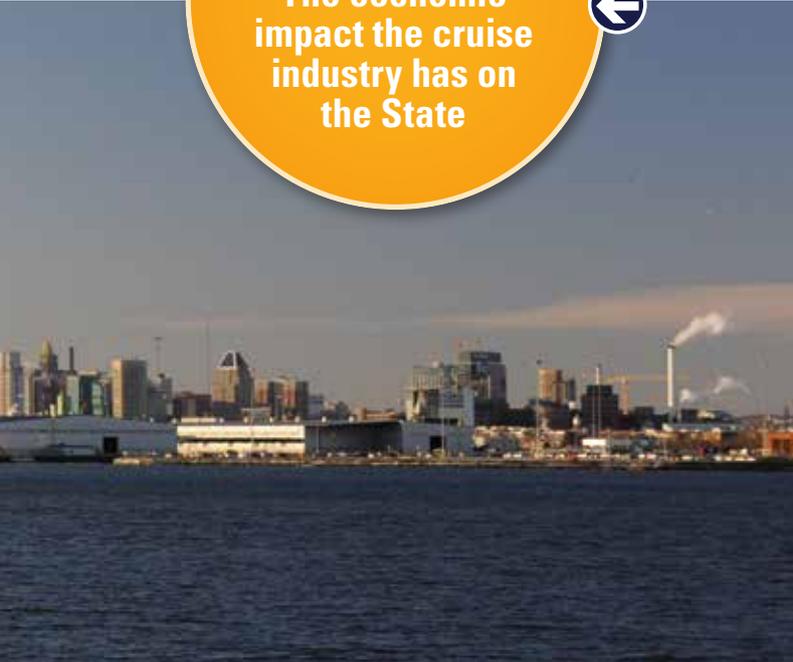
ship, is being enclosed to better protect passengers from inclement weather.

Cruising from the Port also continues to be strong because of its competitive geographic placement in Maryland, the third largest U.S. consumer market. The cruise industry in Baltimore also generates about 500 jobs annually, including 200 direct employments within the Port. The cruise industry has a \$90 million economic impact to the State. 🌐



KATHY BERGREN SMITH

\$90 MILLION
 The economic impact the cruise industry has on the State



BILL MCALLEN

Port's Cruise Terminal Recognized as One of the Best in the Industry

The Port of Baltimore's cruise terminal is widely considered one of the best facilities in the industry.

The convenience and wide options for cruising out of Baltimore draw passengers from around the region. These customers can even arrive early and use promotional codes to get deals at area hotels so they can get out and about to enjoy the sites around the city.

Passengers, however, are not the only ones who recognize Baltimore as being a go-to spot for embarking on a cruise. Both Carnival Cruise Lines and Royal Caribbean International have recognized the Port of Baltimore with customer service awards the past few years.

In addition, the Maryland Port Administration (MPA) has developed key relationships with cruise lines to provide passengers with easy access to exotic destinations. So, it's no surprise when venerable companies such as Royal Caribbean International extend their contracts to sail out of Baltimore.

Cruise Maryland offers year-round cruising to the Bahamas, Bermuda, Canada/New England and the Caribbean. Royal Caribbean International's *Grandeur of the Seas* and Carnival Cruise Lines' *Pride* sail out of Maryland. Crystal Cruises *Symphony* also sails out of Maryland to the Caribbean. Other Maryland port calls include AIDA Cruises, a British-American-owned cruise line based in Germany, and *MS Amadea*, owned by Amadea Shipping Company.

Also, no advanced reservations are required to park in Cruise Maryland's secure, long-term lots that are located within walking distance of the Cruise Maryland Terminal. When passengers return from their trip, they are just a few steps away from their vehicles and can make their way home with little inconvenience.

"Baltimore is a great market for us and we're excited to offer the world's most luxurious cruise experience to guests who want to minimize their air travel and start their Crystal experience as quickly as possible," Crystal President Edie Rodriguez said when the cruise line decided to return to Baltimore.

Going Places Travel Helps Dreams Come True

FIRM IS TOP-PRODUCING AGENCY FOR CRUISING FROM THE PORT OF BALTIMORE

STORY & PHOTOGRAPHY BY KATHY BERGREN SMITH



People typically go to the Eastpoint Mall in Essex, Md., in search of tangible items: a new dress or a gas grill from Sears. But below

Sears, in a warren of busy offices, Emily Hicks is a “purveyor of dreams.”

“That’s what I like to call myself,” said Hicks, President of Going Places Travel, chuckling and sweeping her arm around the bright spaces splashed with posters of places far from Baltimore.

Going Places is a top-producing agency for cruising from the Port of Baltimore. The annual number of passengers booked by Hicks and her team would easily fill both the Carnival *Pride* and the Royal Caribbean *Grandeur of the Seas*.

“As with all travel agents, we cherish the relationship, without their support we wouldn’t be a successful

↳ *Going Places is a top-producing agency for cruising from the Port of Baltimore with a tight-knit staff that works closely with the Maryland Port Administration. Grouped around founder John Hicks (seated, from left) are Susan Bittner, Emily Hicks, Scott Babus and Effie Parabolos.*

Port of Baltimore,” Cynthia Burman, General Manager Cruise Maryland for Maryland Port Administration (MPA), said. “Going Places has been a very strong supporter of cruising from Baltimore for many years. We truly value their business and commitment to the Port. Their clients have expressed their love of the ‘kid glove treatment’ they receive from Going Places.”

Founded by Emily’s father, John Hicks, in 1974, Going Places has weathered cataclysmic changes in the travel industry and thrived by providing good old-fashioned customer service, according to Scott Babus, the agency’s cruise expert.

“We have an experienced team here, and we build relationships with our customers so we can provide very personalized service,” he said.

This was John’s philosophy when he went out on his own and started the business. He had managed a travel agency in an upscale Baltimore neighborhood for five years when he decided that the area around Sparrows Point and the Port of Baltimore needed a similar service.

“I had a customer from Essex come all the way to the northern part of the city to arrange a vacation with me and I got thinking about



“I am connected to the community and have an interest in making sure things go smoothly for its members when they travel.”

— Susan Bittner, Going Places Travel

locating an office in this mall,” said John. He hired Susan Bittner, a local high school student, to help in the office. She remains on the staff today, along with Effie Karabelas, who is in her thirty-second year at the firm, and Babus, the relative “newbie” with 20 years at the firm. John has retired and turned over the reins to Emily, who has opened a second office in Glen Burnie. Her family’s focus on customer service informs the company’s culture.

“I live in the area and see my clients at the grocery store and church,” said Bittner. “I am connected to the community and have an interest



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in making sure things go smoothly for its members when they travel.”

Although the office is busy to the point of hectic these days, Emily and the team recall the days immediately after the 9/11 attacks.

“The phones started ringing immediately,” said Emily. “They were cancelling trips not booking. People were suddenly afraid to travel.”

Emily saw several less established competitors go out of business. “It was very scary,” she said, but her father took a longer view. “He told us to ‘hold on’ and we did.”

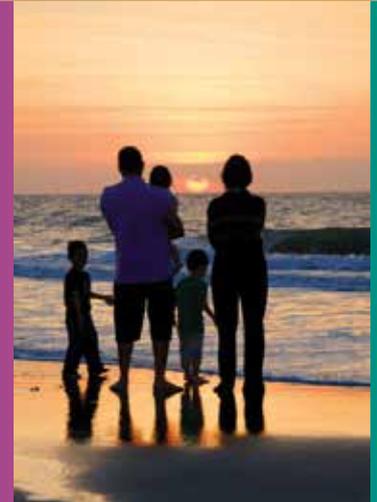
Then, a whole new line of business fell into the agency’s backyard. The MPA recognized that Baltimore was an attractive and convenient cruise port within driving distance of the East Coast megapolis and went to work creating the infrastructure to accommodate year-round cruises. The MPA reached out to Going Places to help get the word out that cruising from Baltimore is easy, fun and affordable. Going Places strives to help the many first-time cruisers who book with them.

“I tell people that you can cruise from Baltimore with a family for the same amount of money it would cost to go to beach resorts nearby,” said Emily. She and her colleagues visit each of the ships that call the Port of Baltimore and make careful observations that future guests may find useful.

“Our goal here is to make an experienced cruiser out of every new booking,” said Babus. 🌐

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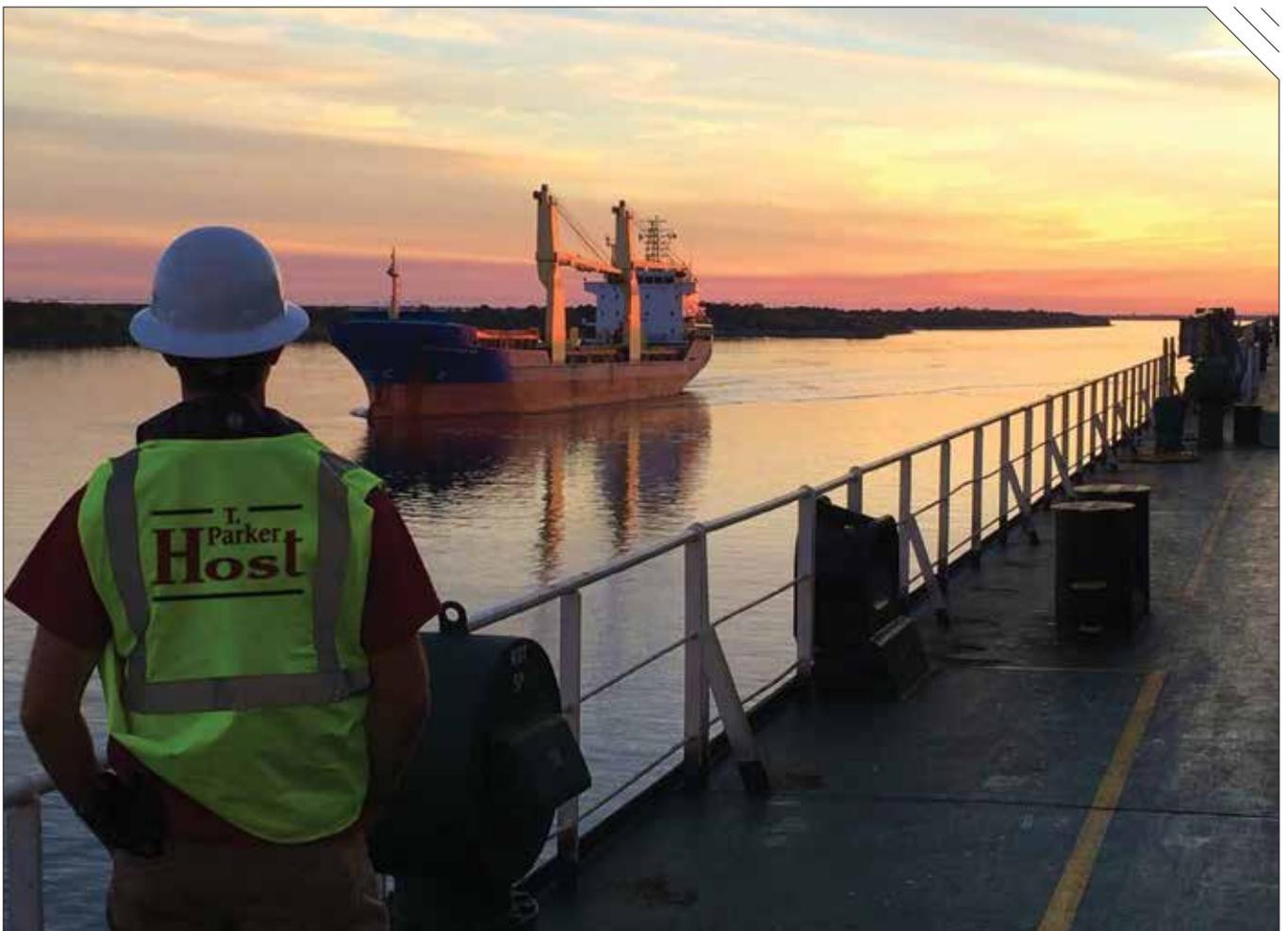
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T. Parker Host Retains Core Values as Firm Navigates into the Future

FIRM HAS BUILT KEY RELATIONSHIPS AT PORT OF BALTIMORE

BY **TODD KARPOVICH** | *Photography Courtesy of T. Parker Host*



T. Parker Host's core principles of putting the client first haven't changed since its founding in 1923.

The company, which has its Baltimore office on Broening Highway near the Port of Baltimore, simply hasn't seen the need to deviate from a plan that has brought it so much success. Still, as the maritime industry has evolved over the years, T. Parker Host has continued to successfully adapt to that environment.

Today, T. Parker Host is one of the leading ship agencies in the U.S. and has expanded service to include terminal operations, stevedoring, logistics, and marine assets.

"Our founder, T. Parker Host, Sr., guided the company with some of the core principles we still use today," said Finn Host, the company's Executive Vice President. "Most of all, he believed our people were the company's greatest assets. We find ways to keep our team highly motivated and competitively trained, and, most importantly, we work hard to keep our people safe.

"Past and present leadership also put a large focus on developing relationships in the community. Over the years, those relationships have helped us serve our clients well because we can use our network to quickly find solutions for any problem or need. Our relationships have helped us grow as well, keeping us aware of

new opportunities and confirming our reputation for exceptional service to others," Host said.

T. Parker Host has also worked closely with the Port as the two sides have looked to expand, grow, and capture market share. Working with the Port, its leadership, and team members has allowed for parallel development to achieve solid business relationships.

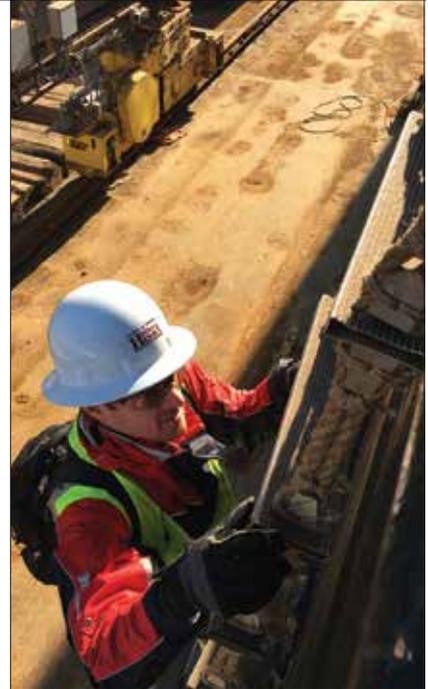
David Chenowith, T. Parker Host's Northeast Regional Manager, said the Port's leadership, marketing group, and operational staff are always open for discussions for possible business and solutions that are important potential marine customers.

"We, T. Parker Host, share the same common goals and interests, which makes a great recipe for success," Chenowith said. "We consider everyone at the Port to be our partners. Without them, we at Host could not succeed as we have. From Port management to labor, everyone pulling in the same direction creates a great result."

These effective relationships have directly led to positive outcomes.

On the bulk cargo side, the Port's ability to obtain a deeper sailing draft of 47'06' on plus tide was a huge accomplishment. This allowed vessels to increase their loading of coal, sometimes up to 2,400 additional tons.

Chenowith said other huge strides at the Port have been the development of what is now the



MICHAEL BREWINGTON

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CNX Terminal and the expansion of the CSX Pier, seeing Ro/Ro and breakbulk business expand, and watching paper cargo set all-time record numbers. T. Parker Host has also been impressed with the development of the Baltimore Port Alliance, which speaks not only for the Port but also the private terminal operators.

Over the years, T. Parker Host has continued to develop its terminal operations, stevedoring, transportation, and logistics services. The company's entire

LEAN principles are a strong part of its organizational culture and employees are extensively trained to find ways they can eliminate waste and make a difference in every operation.

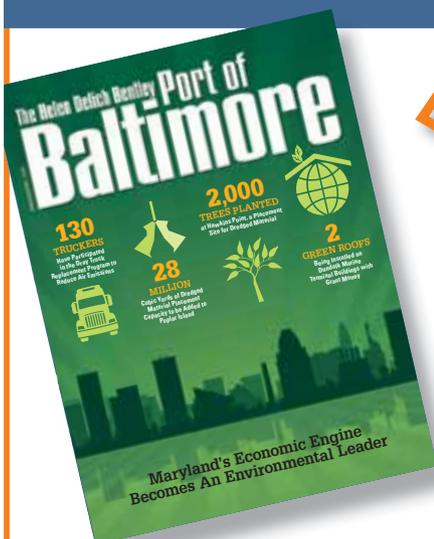


platform is innovative.

Rather than providing clients with a list of specific services it offers, the company is now taking much more of a "maritime solutions" approach. Using its industry knowledge and relationships, T. Parker Host is able to collect and evaluate data, then partner and collaborate with clients to accomplish their missions in the safest and most efficient ways possible.

"All strategies are customized to tailor fit their specific needs and we continuously look for ways to improve," Host said. "Our creative and comprehensive solutions set us

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apart in the maritime industry. If there's another company that can help, a piece of equipment that's needed or a partnership we can form, Host has the solution and we will help clients meet their goals."

T. Parker Host also works with clients to define performance goals. The firm consistently tracks its metrics against those goals, always looking for ways to make the vessel call or terminal operation better and more successful.

This data is presented in the company's Key Performance Indicator (KPI) Reports, helping clients quickly evaluate efficiency and service. Rather than simply



offering clients advice, T. Parker Host does its "detective work" to provide them with real data to make informed decisions.

Once the data is collected, T. Parker Host looks for ways to improve the process wherever possible, adding savings and value. LEAN principles are a strong part of its organizational culture and employees are extensively trained to find ways they can eliminate waste and make a difference in every operation.

"We've found that slight changes often lead to major differences," Host said. 🌐



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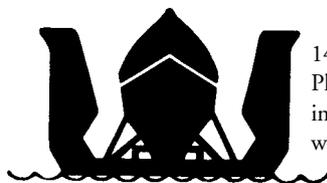
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A Steady Climb to the Top

SUE MONAGHAN ROSE THROUGH THE RANKS TO BECOME PRESIDENT OF BALTIMORE INTERNATIONAL WAREHOUSING & TRANSPORTATION

BY MERRILL WITTY | Photograph by Kathy Bergren Smith

Sue Monaghan started small. She answered a classified ad and was shortly employed by customs broker/freight forwarder Samuel Shapiro & Company, mainly handling clerical functions in their Transportation Department. Three years later, she moved on to Baltimore Security Warehouse.

"It was a small office," Monaghan recalled, "and I handled all the functions from dispatching, inventory control, accounting and customer service, occasionally working in the warehouse. From my work there I gained more insight and working knowledge of the industry."

She worked briefly for Moram Agencies, a steamship line, before she heard the owners of Baltimore Security were selling the company. So, Monaghan dove right into the mix.

"I took over operations as BIWT owner and president," she said. "At the time, I started at BIWT in 1987, it was unusual for a woman to own a warehousing and transportation company. I no longer feel that way, as women have for some time contributed to the Port of Baltimore's workforce and have the qualities and experience to run, and do run, and control Port-related businesses.

"I am proud about the job that we do for our customers. We have long-term, committed customers. We have a dedicated team of employees with very low turnover. Their years of experience and commitment to the job are really what make this company successful. This company was my family before I had my children and I still think of it this way," she said.

She sees a distinct challenge for her company in the future:

"There is a driver shortage with an aging population of drivers and not enough younger drivers to replace them as they leave," she said. "I believe that this will cause labor costs to increase and consequently what we charge our customers.

"It is important to be competitive and efficient. Trucking companies have had to become even more efficient

as the costs at the Port increase: as in shortened free time at the Port, increases in demurrage and per diem charges and chassis equipment issues. These issues are something that mainly the truckers bear and it has been difficult to educate the customers as the costs are not borne by them.

"If you do not move equipment within the steamship line's required times, the costs are outrageous. We did not have to concern ourselves in the past, as the charges were fair and equitable."

But she said, BIWT has weathered other changes in the industry and she's confident about her company's bright future.

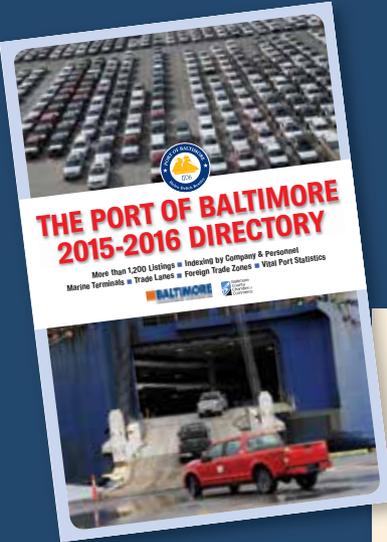
Monaghan lives in the Overlea/Perry Hall area with her husband and college-age children. She graduated Villa Julie College after attending part-time at night over 10 years, receiving her degree in Computer Information Systems.

"Although, I did not need the degree," she said, "I found it satisfying and rewarding. What I learned at college has helped me in my business with the implementation of computer systems. It also gave me more confidence to know that I was able to find and handle any situation that arose."

Family has always been the driving factor in Monaghan's life. She and her husband met playing volleyball and continue to play several nights a week.

"It is wonderful when our children join in and play with the 'old folks,'" she said.

The family also has a cabin in West Virginia overlooking the Potomac where they enjoy getaways. 🌐



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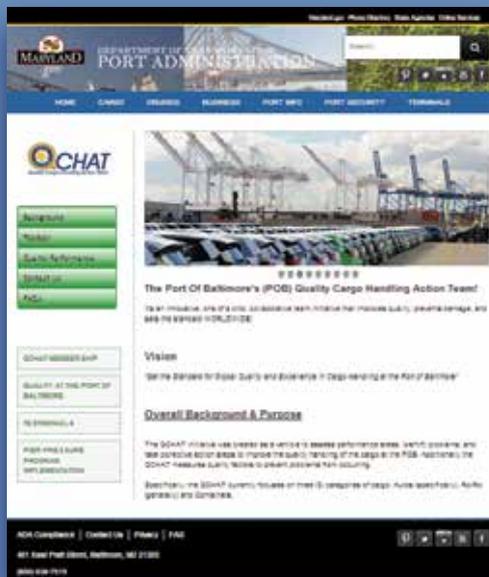
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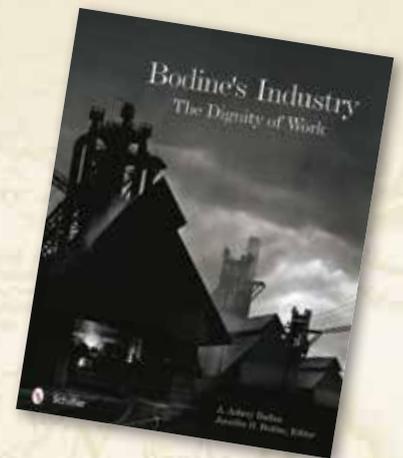
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A. Aubrey Bodine

STORY BY KATHY BERGREN SMITH

Hughes Steered Vane Bros. to Success

While today the Vane Brothers Co. is known along the East Coast as a marine transportation provider operating some 150 tugboats, barges and other vessels, the company has deep roots in the Port of Baltimore. It was founded in 1898 as a ship chandlery providing supplies, equipment and provisions to vessels calling on

Baltimore. The original chandlery was located in Fells Point and in 1910 moved to Pratt Street, where this photograph was taken in 1952.

Pictured here checking inventory is Charles F. Hughes, Jr. He joined the family business in 1951, though he had helped out off and on prior to that year. Mr. Hughes became Vane's President in 1960 and then Chairman of the Board in 1991, when his son, C. Duff Hughes, became President. During

Mr. Hughes' tenure, the company diversified from a ship chandlery to a full marine services operation that offered bunkering, cargo transfers, launch services and marine transportation. By 1998, when Vane Brothers celebrated its centennial, Mr. Hughes was semi-retired but remained a visible presence at the company until 2003 or so.

Charles Hughes died in May at age 89. 🌐

This image is from the archive of A. Aubrey Bodine (1906–1970). During his nearly 50-year career as a *Baltimore Sun* photographer, Bodine captured the city with an artist's eye. His fine art work is known worldwide. Bodine's work is available for viewing and prints and books may be purchased at www.aubreybodine.com.



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