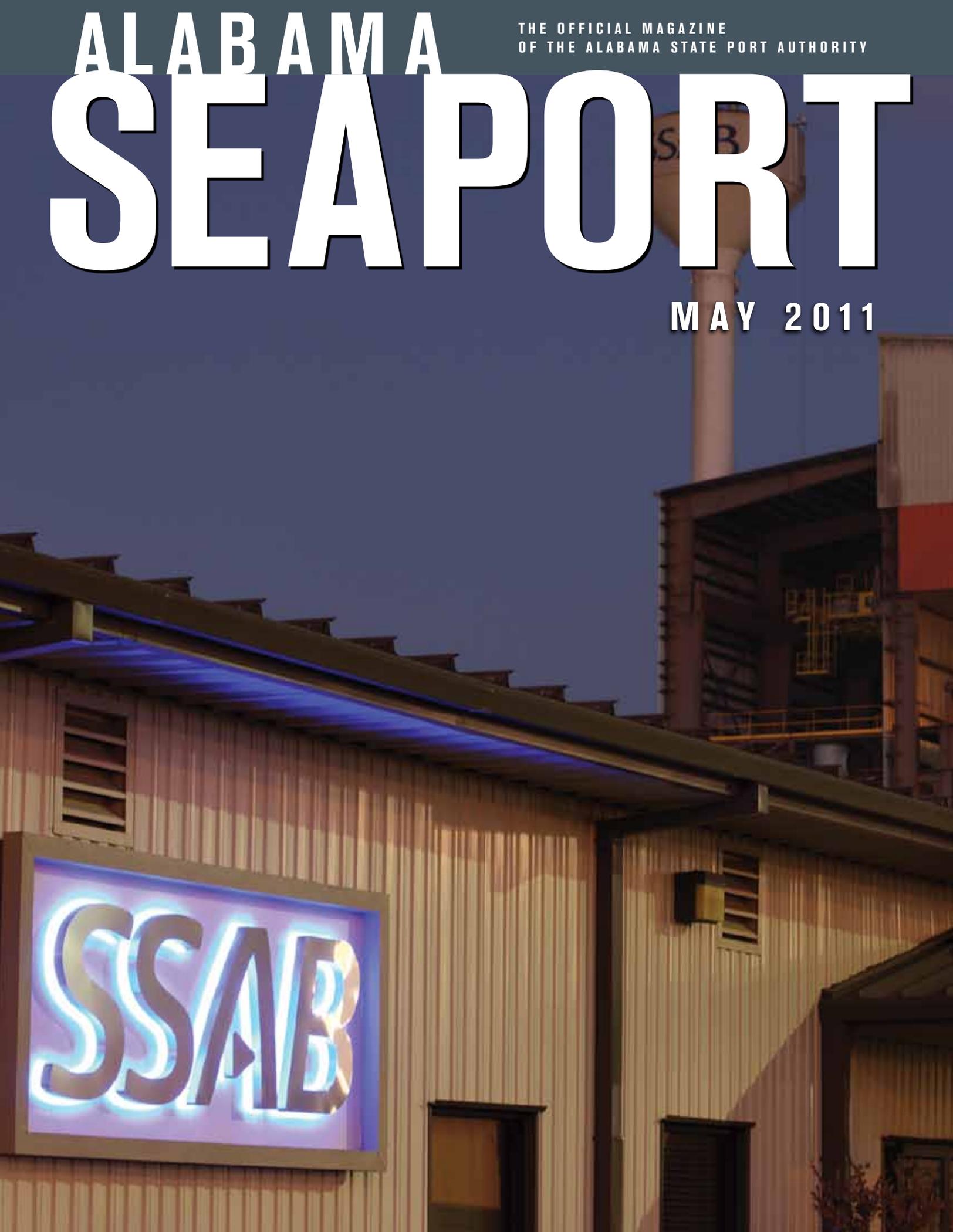


ALABAMA SEAPORT

THE OFFICIAL MAGAZINE
OF THE ALABAMA STATE PORT AUTHORITY

MAY 2011





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ALABAMA SEAPORT

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On The Cover:

SSAB's Axis, Ala., facility building at dusk. Photo courtesy of Thigpen Photography.



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SSAB Americas Celebrates a Decade of Industry and Community in Alabama

In May, SSAB Alabama celebrated its 10-year anniversary in Axis, Ala. While the Swedish-based steel making company has existed as a company for 33 years, the steel mill in Axis began in 2001 as IPSCO, a company that SSAB gained in 2007, which was one of the largest Swedish corporate acquisitions of modern times.

“In the beginning, what we really wanted was to build a world-class facility in Alabama that would effectively compete in both cost and quality anywhere in the world,” said Chuck Schmitt, vice president of the southern business unit at SSAB Americas. “Building on that principle over the last 10 years



SSAB hosted a reception for its 10th anniversary on May 19 at Julep Point located at the Marriott Grand Hotel in Point Clear, Ala. The event was primarily customer focused in recognition of long-term relationships with customers, but was also attended by employees, key community leaders and SSAB executives.



Robert Bentley, Governor of Alabama

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The reheat line today at SSAB's Alabama facility. Photo courtesy of Thigpen Photography.

to where we are today with new investments—some of which have just begun—we now can make more sophisticated steels for a broader range of demand and that allows us to reach out to new global markets like Asia and Latin America.”

Today, SSAB Americas have operations in Alabama, Iowa, Minnesota, Texas, as well as Canada and South America. The company also continues to be a global leader in value added, high strength steel with employees in more than 45 countries around the world.

“We always have had great local partners in the city of Mobile and Mobile County as well as the development office in Alabama,” stated Schmitt. “It’s the partnerships with our local officials, suppliers and, of course, our customer base throughout the U.S. that have contributed to the success of SSAB Americas.”

James K. Lyons, director and CEO of the Alabama State Port Authority (ASPA), initially served on the economic development team that recruited the steel mill to Alabama,

which today represents one of the port’s major specialty steel customers. “SSAB’s quality products have not only contributed to our growth in specialty steel cargoes, but their people have been great to work with as we partnered to support their expanding cargo handling needs at the Axis inland dock,” said Lyons. Just a few years after the plant’s opening, the ASPA and SSAB collaborated on lengthening the inland dock and adding additional mooring cells to increase handling capabilities at the river terminal. Lyons added, “The Port Authority congratulates SSAB on this important milestone, and we look forward to the company’s continued success.”

In November 2010, SSAB announced the groundbreaking of a new heat treatment facility in Axis, Ala., representing an investment of nearly \$300 million dollars. Currently, the Alabama facility is predominantly a steel plate producer. In fact, it is one of the largest in North America.

“Some people are surprised to learn that the steel they see every day in large steel products were produced right here in



Aerial shot of SSAB Alabama under construction in 2000. Photo Courtesy of Thigpen Photography.

Alabama,” stated Schmitt. “Our products go into much of the equipment you see along the Gulf Coast such as railcars, ships, barges and wind towers. We also have invested in developing and producing high strength steels that would go into crane booms, mining trucks, bulldozers, dump trucks and many other products that require hard and tough steel.”

According to Schmitt, SSAB’s Alabama facility has experienced a number of significant milestones that include more than producing and supplying steel. While the company’s roots are in Sweden, SSAB’s presence and investment in its surrounding community is one of its strongest assets.

“Community service is something we’re especially proud of as part of our company culture,” said Schmitt. “It’s ongoing, and it is individual volunteer time along with monetary donations.”

A few notable examples of SSAB’s participation in the community is the facility’s annual “Fill the Bus” drive, which collects and provides school supplies for schools in the area.



Bill Tunnell, executive director for the USS ALABAMA; and Paul Wilson, SSAB’s current senior director of operations.



SSAB has participated in the American Cancer Society’s annual Chili Cook-Off for the past several years and has won several awards for an employee’s special chili recipe.

SSAB also gave a significant donation to the University of South Alabama, and the company now has a new conference room in the university’s engineering building. In 2004, SSAB donated all the materials and employees donated labor to build a Habitat for Humanity house. Additionally, SSAB employees raise donations to assist a family in each of their nine partner schools in the area each Christmas, and also donate food baskets and purchase presents for families.

“All of that is the fun stuff beyond just making steel day-to-day. We also contribute our unique products and services to the community as well,” stated Schmitt.

Schmitt noted one of the most inspiring events in the company’s history was the aftermath of Hurricane Katrina. “We worked with Alabama Power to get us the energy we needed, and once we had enough people to volunteer to come into work, we fired up the facility, found a partner in north Alabama who made steel poles and worked with them nearly nonstop to provide utility steel polls along the Gulf Coast,” he said. Other contributions to the area include donating steel plates not once, but twice, to help in the restoration of the USS ALABAMA.

For the past 10 years and as part of an international steel-making giant, SSAB Alabama, Inc. in Axis continues to be a major contributor to the U.S. steel industry. In fact, the Swedish company has continued to show its commitment, investing approximately \$500 million in to the state-of-the-art Alabama facility to produce high performance steel. In addition, SSAB Alabama has also made a significant impression and long lasting contribution to the surrounding community. Celebrating a decade of operation, SSAB’s Alabama facility has much to be proud of, and the area has much to thank them for.



Key community leaders attended and spoke at the SSAB 10th anniversary dinner on May 19. Pictured is Congressman Jo Bonner.

SSAB Alabama Timeline

Looking back at a few milestones, the SSAB’s Alabama facility has much to celebrate in its ten years of operation.

2001: SSAB supplied shipbuilding plate to the last cruise ship produced in the United States at Northrop Grumman

2005: In the aftermath of Hurricane Katrina, SSAB donated \$500,000 to the American Red Cross, and the employees donated supplies and volunteered in various areas. SSAB also produced and supplied utility pole steels to replace those damaged by the storm

Late 2005: Introduction of normalized steel plate, which can be used for products such as offshore platforms and pressurized tank cars

2006: Began production of quench and tempered plate, which can be used for mining equipment, armor vehicles, crane booms and truck trailers

2007: Launch high strength 80 ksi (kilo-pound per square inch) steels for gas line pipe projects in the United States

2011: Start-up vacuum degasser system to purify steel

Expected 2012: Begin second quench and temper operation

AVIC Purchases Continental Motors from Teledyne



Continental Motors President Rhett Ross and the Hon. Sam Jones look on as AVIC International President and CEO Wu Guangquan and Teledyne's Executive Vice President John Kuelbs exchange gifts during the ceremony.

In a move linking the Gulf Coast with the economic strength and manufacturing potential of China, Aviation Industry Corporation of China (AVIC) purchased Continental Motors, Inc. from Teledyne Technologies, Inc. for \$186 million. The deal, though announced in December 2010, was not complete until April 2011. With the deal complete, the companies convened in the Crystal Ballroom of Mobile's historic Battle House Hotel on Wednesday, April 20, for a formal announcement, ceremony and banquet.

AVIC International is headquartered in Beijing, China, and is a multinational business involved in world aviation component manufacturing along with commercial aircraft sales and after-sale service. Continental Motors, Inc., which has operated in Mobile since the 1960s, is a leading manufacturer of FAA-certified piston engines, spare parts and components used in small, propeller-driven general aviation aircraft.

Ms. Tian Shan is the new president of AVIC International's subsidiary, Technify Motor (USA) Inc. Continental Motors will be a Technify Motor subsidiary. Ms. Tian is expected to move to Mobile. "We really welcome Continental Motors to the AVIC International family," she told the *Press-Register*. "We expect further success for their advanced diesel technology."

Continental Motors President Rhett Ross will retain his position, as will other Continental managers. Additionally, the company hopes to hire 20 production workers and 15 engineers, raising its local employment to 435. Ross said the company made the employees a priority during the sale, ensuring they saw no negative impact. Only minor changes are expected at the manufacturing facility at the Brookley Complex, the largest industrial park on the Gulf Coast, and at the small aircraft service facility in the neighboring city of Fairhope.



The Hon. Sam Jones looks on as AVIC International President and CEO Wu Guangquan and Teledyne's Executive Vice President John Kuelbs re-enact the signing and exchange of stock certificates.

"I am excited about the opportunity to work with the AVIC International Team," said Ross in the company's official statement. "AVIC International will greatly strengthen Continental Motors' market access. In addition, increased investment will accelerate new products, such as Continental Motors' TD-300 diesel engine, which is well suited for expanding markets given international fuel availability. The transaction will allow Continental Motors to continue to be a global leader in the general aviation piston engine industry."

AVIC International is indirectly owned by the Chinese government through its parent company, AVIC, and has big plans for the newest member of its family. With the economy recovering, the Chinese middle class growing and AVIC International's established aerospace manufacturing links to aviation giants Boeing, Airbus and Honeywell, the company has access to emerging markets. In an article in the *Press-Register*, Ross noted AVIC International has introduced

Continental Motors as a candidate to sell engines for Chinese-only planes. Finally, AVIC International plans to capitalize on the next-generation diesel technology recently acquired by Continental Motors.

Before the acquisition, Continental Motors' customers were mainly American and European. AVIC International expects international demand for piston engines to increase, leading to continued investment and upgrades in the Mobile-based company. This is in part due to China's potential in the general aviation aircraft market. Currently there are 230,000 general aviation aircraft in the United States, while China has approximately 1,000, but that number is expected to grow during the next decade.

At the April press event, AVIC International President and CEO Wu Guangquan and Teledyne's Executive Vice President John Kuelbs re-enacted the signing and exchange



AVIC International President and CEO Wu Guangquan and Teledyne's Executive Vice President John Kuelbs celebrate after re-enacting the signing and exchange of stock certificates.

of stock certificates. The event was attended by Mobile Mayor Sam Jones, members of the Mobile County Commission, the Mobile Area Chamber of Commerce and other city officials.

Kuelbs recognized and thanked Wu and the entire AVIC International Team, as well as Mayor Jones, citing the great trust that developed between Teledyne and AVIC International. "They were very supportive of this since day one," he said. "This is a very happy day, a historic day—the culmination of a journey begun in Beijing."

Rex Geveden, president of Teledyne Engineering Systems of Huntsville, Ala., attended on behalf of Dr. Robert Mehrabian, president, CEO and chairman of the Thousand Oaks, Calif.-based Teledyne Technologies, Inc., and offered his sincerest congratulations to AVIC International on purchasing Continental Motors. "This fruitful relationship has been characterized by candor, cooperation and trust," he explained. It's also a bittersweet moment for Teledyne after 42 years of a strong commitment to innovation, safety and product excellence with Continental Motors, Geveden said, but the agreement is strategically beneficial to both partners. He referenced China's promising general aviation market,

access to emerging technology and new opportunities. "The best deal is one where both partners derive significant benefits; I believe what we have here is an exceptional win-win deal," Geveden said.

Speaking through an interpreter, Wu referred to the Continental Motors purchase as a historic moment, rooted in "good cooperation" between the two companies and their connection in the field of aviation manufacturing. He noted AVIC will not only maintain its Mobile-area operations, but also add a research and development facility to globalize Continental Motors. "We look forward to contributing to the Mobile community," Wu said. "Thank you again for your efforts."

On behalf of AVIC, the parent of AVIC International, Vice General Manager Wu Xiangdong congratulated AVIC International and Teledyne on the transaction. In taking the lead in entering the world market, he believes Continental Motors will assist Alabama in its economic development. AVIC plans to develop the Chinese and overseas market, accelerating economic development and general aviation in China, making Alabama's role a significant one in China's general aviation industry. "I believe with the great support

of Alabama and Mobile, along with the wisdom and hard work from the Continental Motors' team and staff, we will definitely succeed in developing new products," he said.

Ross said the transaction was marked with great excitement and sadness as Continental Motors saw many aviation firsts in its 42 years with Teledyne. "This success was made possible by Teledyne's leadership and Teledyne employees who put that vision into action," he said. Now, Continental Motors is entering a new chapter with an exciting new partner, with leadership concerned for its employees and the community, he said. In addition, the international exposure and the potential for an advanced diesel engine for the general aviation market, as well as the use of Continental Motors' products in Chinese aircraft, provide many opportunities for the company.

After thanking AVIC, Teledyne, and the communities of Mobile and Fairhope for support throughout the years, Ross ended with good wishes for those involved. "Fair winds and following seas to all of us in this new venture," he said.

Just before dinner, Wu Guangquan and Kuelbs exchanged gifts. Kuelbs presented Wu with a replica of the space shuttle made in Alabama of native hardwoods by local artisan Scott Phillips. It is one of 138 in existence. "Every space shuttle launched includes Teledyne hardware today," he explained. "That work is done here in Mobile and in Huntsville." Wu responded he believes more and future cooperation between the companies is possible, and paraphrased astronaut Neil Armstrong's famous quote: "Today is a small step, then a giant leap forward."

From Wu, Kuelbs received a large painting of a Chinese market scene, depicting the booming economy during the Ching Dynasty (1644 to 1912) when the empire tripled, population more than doubled and an integrated national economy was established.

"AVIC International is eager to begin its collaboration with Continental Motors, continuing its reputation as a highly-respected maker of FAA-certified piston engines," said Wu. "We are impressed with Continental Motors' products, employees and facilities. Furthermore, we were attracted to Mobile's international environment focus and the continually-growing concentration of aviation-related international companies in the Mobile area. We look forward to working with the current leadership at Continental Motors to expand the Continental Motors' facility to supply expected growth in the general aviation market worldwide, in particular, to ensure safe and reliable aircraft operations for all customers."



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Propeller Club Southeast Regional Conference comes to Port of Mobile

The Propeller Club of Mobile recently hosted the 2011 Southeast Regional Conference, a semi-annual meeting of the leadership from each port in the Southeast. The conference brought together representatives from the Propeller Club's National Executive Committee and other members of Propeller Club International. The Alabama State Port Authority (ASPA) served as Title Sponsor for the Conference's meeting.

Held at the Admiral Semmes Hotel in downtown Mobile, the schedule for the event included several meetings with keynote speakers and other social events to show off area attractions, including a tour of the Dauphin Island Sea Lab and a visit to the USS ALABAMA.

Vice President of the Propeller Club of Mobile and chair of the event Richard Tremayne was looking forward to sharing Mobile with other port officials—especially those on the Propeller Club's National Executive Committee. "Events like this give us a chance to expose them to our region and to our culture," said Tremayne.

Propeller Club International is a private organization with chapters at ports all over the world. There are 300 ports in the United States. Fifty-three of those U.S. ports have Propeller Club chapters with an additional 33 chapters overseas. The members are mostly in the maritime industry and focus on furthering maritime interests, both locally and nationally.

"We're finding that the economic engines in this economy are the ports. People just don't recognize the amount of commerce that the Port is connected to," said Southeast Regional Vice President Dennis Thompson.

U.S. chapters are broken into regions; the Port of Mobile is located in the Southeast region. The Mobile chapter is one of the largest in the United States with more than 300 members in the local group, second only to Tampa. The Southeast region meets twice per year: once during a Southeast Regional Conference hosted by a regional port and again during the Propeller Club's International Convention. The 2011 International Convention will be in France this year and in New Orleans the following year (alternating between U.S. and international ports).

The Southeast Regional Conference includes business meetings over a period of two days. The first half of both days is all business—general housekeeping and coordination of the different regional initiatives. The host port then has the opportunity to promote local business opportunities. The

second half of the day is dedicated to social events, tours and the like.

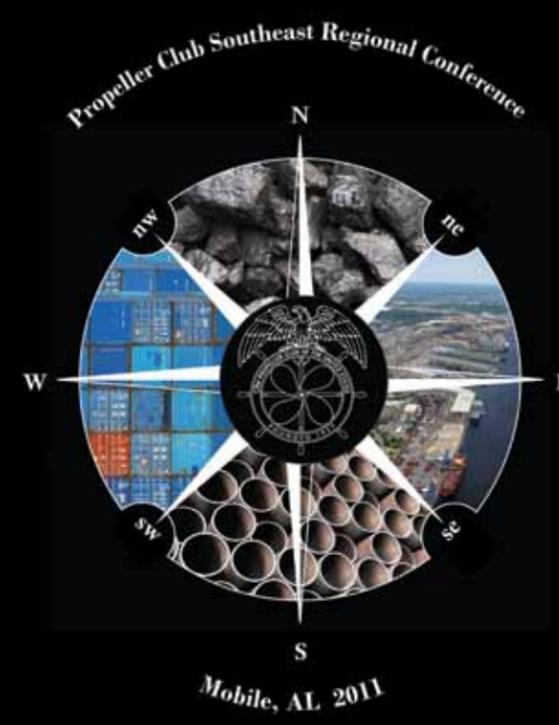
The Mobile Chapter's monthly meeting corresponded with the first day of the conference and was held at the Battle House Crystal Ballroom with ASPA Director and CEO Jimmy Lyons as the speaker. While visiting the Dauphin Island Sea Lab, Dr. George Crozier gave a presentation on a marine scientist's perspective called "One Year Later: The Oil Spill". Tony Zadow also spoke to the visitors about the GulfQuest National Maritime Museum, which is projected to open in 2012.

Mobile's maritime community proudly stepped up to sponsor this year's meetings and events. Aside from the ASPA, sponsors also included Aaron Oil Co., Cooper/T. Smith, Buffalo Marine Service, Mobile Bar Pilots, Propeller Club—Port of Tampa, Thompson CAT, Seabulk Towing, Page & Jones, Oil Recovery Company, Moran Environmental Recovery, Hancock Bank, Signal Ship Repair, CG Railway, BAE Systems, Action Resources, Mobile Ship Chandlery, Propeller Club—Port of Canaveral, Hand Arendall and Marine & Industrial Supply.



Picture Reference Guide

1. Capt. Hal Pierce, Navy Port Coordinator.; Geoff McGovern, Mobile Ship Chandlery; Paul Jones, Oil Recovery; Mike Lee, Page & Jones; Matt Griffis, AEP; ASPA Director & CEO James K. Lyons 2. Mike Russell, ASPA; Doris Mink, Propeller Club of Pensacola; Frank Fabre, Propeller Club of Pensacola; McLeod Rominger, Propeller Club of Savannah 3. Eddie Brister, Seabulk Towing; Mike Lee, Page & Jones; Curt Mather, Millard Refrigeration 4. Green Suttles, Gulf States Engineering; Richard Tremayne, Propeller Club of Mobile; Jay Weber, Hancock Bank 5. Namon Nassef, Nassef Engineering; Ron Wood, Northrop Grumman 6. Carl Wegener, Signal International; Scott Beardsley, J.A. Moody 7. Bruner Binion, Regions Bank; Jason Burst, Briggs Equipment 8. David Trawick, Mobile Infirmary; Tami Bell, Mobile Infirmary; Tim Gyan, Regions Bank 9. Andrew Riestler, Propeller Club International; McKenna Frease, Propeller Club of Miami; Stephen Fields, Propeller Club of Miami; ASPA Director & CEO James K. Lyons 10. Wade Wetherington, Propeller Club International; Allen Thompson, Propeller Club of Tampa; Dwayne Keith, Propeller Club of Tampa 11. ASPA Director and CEO James K. Lyons speaking to crowd



Alabama State Port Authority Legislative Reception • April 19, 2011

The Alabama State Port Authority (ASPA) hosted its annual State of the Port Briefing and Reception for the Alabama Legislature, state officials and Montgomery-area customers. The event was held on April 19, 2011, at the RSA Activity Center in Montgomery. Gov. Robert Bentley spoke on the importance of the port to Alabama's economic recovery and ASPA Director and CEO James K. Lyons provided an update on new services and infrastructure at the state's public terminals.



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1. ASPA Director & CEO James K. Lyons; David Cooper, ASPA board member; Gov. Robert Bentley; Beth Marietta Lyons, Lyons & Crane; Mike Fields, ASPA board member
2. Rep. Bill Poole; Rep. Ken Johnson; Bob Mullins, Medicaid Agency; Henry David, Medicaid Agency
3. Tim Brown, Alabama Power; Carol Brown Southern Strategy Group; David Roberson, Alabama Coal Association
4. Rep. Bill Roberts; Elaine Fincannon, Business Council of Alabama; Bobby Tom Crowe, RT Crowe & Associates
5. Gov. Robert Bentley speaking at the 2011 ASPA Legislative Reception
6. Chuck Camp, ASPA; KS Park, Hyundai Power Transformers; Jessica Keeble, Hyundai Power Transformers; Tony Wojciechowski, Hyundai Power Transformers
7. Rep. Randy Davis; Bill Bru, ASPA board member; David Cooper, ASPA board member; Richard Weavil, ASPA board member; Linda Paaymans, ASPA; Rep. Jim McClendon

8. Anna Ward, ASPA; Larry Downs, ASPA; Marx Nicholson, ASPA; Rep. Mark Tuggle; Rep. Harry Shiver
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IN MEMORIAM:
William H. Harrison Jr.



William Harrison Jr. worked at his family's shipyard, Harrison Brothers Dry Dock and Repair Yard for more than 80 years. Harrison's uncles founded the yard in 1895.

William H. Harrison Jr., the personification of Harrison Brothers Dry Dock and Repair Yard, passed away peacefully on May 2, 2011. He was 91.

Known among his friends and colleagues as "The Godfather of Blakeley Island," Harrison will be forever remembered for his spontaneous wit, unpredictability and appreciation for life.

Born Aug. 14, 1919, Harrison was a lifelong resident of Mobile, Ala., where he started his family and devoted his life to the small Mobile River shipyard, which his uncles founded in 1895. His career began at the early age of 10, earning three cents an hour sweeping the floors at Harrison Brothers Dry Dock and Repair Yard.

As his career progressed, working his way up through management, he apprenticed as a boilermaker and supported the war effort as such in the Panama Canal Zone. In 1946, Harrison bought one uncle's share of the company and started running the shipyard.

Today, the company is a full service shipyard specializing in the repair of vessels. The company is situated on two yards and has two dry docks with capacities of 700 tons and 2,000 tons (respectively). Harrison's yard was well known to all of the Port of Mobile's maritime community due in part to its history. This was also due to the yard's full complement of derrick cranes, tugs, floats, compressors and other equipment busily working on one project or another.

ASPA Director and CEO James K. Lyons recalled first meeting Bill back in college while working a summer job on a river tug. "We were on a run up the river, and the tug hit a log, bending the propeller. We took the tug to Harrison's and I learned then that Mr. Harrison was quite the character," said Lyons. "He was such a huge fixture on the Mobile waterfront, and he will be greatly missed."

Walter Meigs, general counsel of BAE Systems Southeast Shipyards (BAE), observed that no one was a more loyal supporter of the Mobile waterfront community than Bill Harrison. Meigs recalled, "As far back as I have been involved on the waterfront, which goes back to the days of the Tenn-Tom hearings and the dredging capacity problems before Gaillard Island was devised, Bill was always there supporting the betterment of the harbor."

Harrison worked for over 80 years and remained chairman of the company until his death. He was an active leader of the yard's work and he enjoyed having coffee with all the boat crews. He helped many others start their businesses and was especially happy watching these people succeed.

"You could find my father at work every single day up until his health began to decline a few years ago," said Harrison's son, Bill Harrison III, who now runs the company. "He was truly dedicated to the utilization of Alabama's waterways and ports."



Bill Harrison Jr. joins his friends for a fishing trip on the *Dixie*, the former yacht of Alabama's governor. Harrison Jr. purchased the yacht in the late 1950s.

Harrison could adopt a gritty and rough demeanor while dealing with the workers at the shipyard, his son said. At home, though, he was as loving and giving a father as one could hope for.

"I always made sure he was at every father-son activity at University Military School (known today as UMS-Wright), because it was still military back then and his hair would never have passed inspection," said the younger Harrison. "He got a big kick out of it too, because like most river people, he was rebellious at heart."

The elder Harrison spoke in a loud and jubilant voice and seemed to leave a large wake behind him everywhere he went. His greatest joy was seeing others laugh. His tales of the characters on the Mobile River and the adventures they got themselves into and out of were enjoyed by all.

"People were often puzzled at my parents ever being married, especially staying together 62 years," said the younger Harrison. "My mother was the refined Southern lady type, and my father was a lifelong shipyard worker since his teenage years. They both lived to see the era of computer dating and laughed that no computer would ever match the two of them up."

When the elder Harrison was away from the shipyard, he tinkered with different hobbies, including photography and driving his 1958 Chevrolet Corvette.

"He taught me so much about the docks and life, and I will really miss him. It's strange thinking about the company without my father here," the younger Harrison added.

He was a lifetime member of the Roman Catholic faith and the Knights of Columbus.

Harrison is survived by his daughter, Shannon Harrison Chamberlin, and son-in-law, Steve Chamberlin; his son, William H. Harrison III, and daughter-in-law, Jeri Harrison; grandchildren, Claire Elicia Chamberlin and Skye Li Harrison; and numerous loving nieces and nephews.

Magazine Ranks Alabama Cities Among Top for Investment, Growth



The Port of Mobile continues to thrive and expand from the McDuffie Coal Terminal to the south, to Austal USA across from downtown Mobile, north to the Cochrane Africa-Town Bridge.

Mobile and Huntsville, Ala., were recently ranked by *fDi Magazine* as two of the top small cities for future investment and growth. Mobile was ranked tenth among the “Top Ten Cities of the Future,” while Huntsville was ranked fourth.

The magazine is published by London’s *Financial Times* and is read by executives and business consultants from around the world. Many of these individuals are the decision-makers who choose cities for new business locations, hence the magazine’s title *fDi*—foreign direct investment.

The rankings came from a panel of five judges that ranked cities with populations of 100,000 to 250,000. From North and South America, there were 175 cities competing for those top 10 spots. Richmond, Va., ranked first, followed by Santa Clarita, Calif.; Columbia, S.C.; Richmond Hill, Ontario (Canada); Huntsville, Ala.; Ontario, Calif.; Norfolk, Va.; Jersey City, N.J.; Dayton, Ohio; and Mobile, Ala.

The “Small City of the Future” rankings were derived from extensive research and the expert opinions of the judges. Each city was inspected carefully for its economic potential, as well as its chances for attracting foreign investment,

economic development and business expansion. The cities were then ordered according to their score in about 20 categories, including current population, population forecast, GDP per capita, unemployment rate, number of patents, growth in number of patents, number of mega projects (jobs created), capital expenditure on R&D projects, global competitiveness index, and inflation.

“It’s not surprising that Mobile ranked as highly as we did for ‘Small Cities of the Future’. The Port of Mobile has worked diligently along with the Mobile Chamber to secure new business contracts for the Mobile Bay area. We’re excited to see what’s next for this great town,” said Alabama State Port Authority Director & CEO James K. Lyons.

Mobile also ranked ninth for jobs created by foreign direct investment. A recent *Press-Register* survey counted more than 30 companies in Mobile County that are internationally owned. According to the newspaper’s numbers, these companies employ approximately 10,000 people in the area.

“The news that Huntsville is further recognized internationally now as a ‘City of the Future’ is evidence that investors

across the globe view Huntsville as a good investment,” said Huntsville Mayor Tommy Battle when he spoke with *The Huntsville Times*. “I am excited for our citizens and our companies here who are working hard to keep Huntsville a center of excellence.”

Huntsville ranked first in the “Small Cities FDI Strategy” class; Mobile ranked fifth. In addition, another Alabama city, Birmingham, ranked seventh overall for business friendliness in the Small Cities category. This is the second time that Mobile has been mentioned in *fDi*’s rankings. Mobile placed fifth in 2009 for the cost effectiveness of the city’s economic development.

“This ranking is further proof that Team Mobile’s strategy for attracting foreign direct investment is right on track,” Mobile Area Chamber of Commerce Vice President of Economic Development Troy Wayman said in a recent *Press-Register* interview. “Being ranked in the Top 10 for Strategy puts us in very good company and sets us apart from much of our competition in the nation.”

The Huntsville Chamber of Commerce is the leading organization in the region for economic development. The Huntsville Chamber has received numerous accolades

recently for its international efforts, including many recruitment events for international business such as the Farnborough International Airshow in London and the Paris Air Show. They have also taken several trips to East Asia to promote trade and development in Alabama.

The “Small City FDI Strategy” rankings were based on several categories including the number of staff dedicated to promoting and facilitating inward investment and systems/programs in place to train staff and measure performance, key initiatives implemented, information on high-growth sectors offering potential for inward investment, incentives available to inward investors, major infrastructure and planning projects, the vision for achieving the location’s full FDI potential, and why it is a location of the future.

Of the cities ranked in this class, only six were already on the “Small Cities of the Future” list—Huntsville, Ala.; Dayton, Ohio; Richmond, Va.; Santa Clarita, Calif.; Mobile, Ala.; and Norfolk, Va.

There will be an awards ceremony to honor the winners on June 29 in Washington, D.C.



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MADE IN ALABAMA:

Georgia-Pacific Celebrates Start of Fluff Production at Alabama River



Georgia-Pacific's (GP) Alabama River Cellulose (ARC) is happy to announce the start-up production of rolled fluff at its facility in Monroe County, Ala.

ARC began manufacturing pulp in 1978, and a second pulping line was added in 1991. ARC pulps are used by customers in some 20 countries for numerous products including fine writing papers, copy paper, towels, tissues, coffee filters, diaper fluff, art papers, packaging and a variety of other products.

The company has converted one line at the Perdue Hill mill to make both traditional baled pulp and fluff pulp. The conversion began in late 2009 and was underway when GP, the Atlanta-based unit of Koch Industries Inc., bought the mill last year from original owner Parsons & Whittemore. ARC is one of the three mills in the GP Cellulose business unit.

"GP committed to continue the conversion as an important part of their business strategy and identified it as one of the attributes that made the acquisition a good business decision," said Tim McIlwain, ARC general manager.

Fluff pulp is a specialized form of bleached softwood kraft pulp that is produced to maximize its effectiveness in absorbent products such as baby diapers, adult incontinence products and feminine hygiene products.

It is an expanding and less cyclical pulp market. The global fluff pulp demand is growing at a rate of three to four percent per year in contrast to a shrinking demand for pulp in printing and writing papers. Fluff pulp also carries a selling price premium to paper grade softwood pulps.

ASPA Director and CEO James K. Lyons expressed his appreciation of the company's investments at Monroeville. "GP's mill not only serves an important economic engine for the state, particularly in the economically depressed Black Belt region, but the mill is also the largest contributor of general cargo exports at our terminals in Mobile. We are excited by this new product line that is certain to ensure the company's continued success."

"I cannot imagine Monroeville without GP and ARC. GP and ARC are a vital part of our local economy; not only do they employ many of our citizens, they are also very community oriented and give back in so many ways," said Mayor Mike Kennedy of Monroeville.

"Monroeville was hit hard by changes in the demand of forest products. This cost many people their jobs in Monroeville and Monroe County," said Kennedy. "Because of GP's ability to produce fluff at ARC, it not only diversified our local economy, it also insured the job stability of many citizens of our community. We are proud to have them as our partners."

Southern U.S. pine species are particularly well suited for fluff pulp and offer distinct and unique performance advantages, as evidenced by the fact that 92 percent of the world's fluff pulp is supplied from southeastern U.S. mills.

"We commend the great work of the employees of ARC on a safe and successful start-up of the project," said McIlwain. "The added fluff capacity allows GP to grow with our customers and take advantage of a strong global market. The fluff conversion strengthens our cellulose business and creates long-term value for the mill as well as our business." GP Cellulose is a non-integrated supplier of market and fluff pulp to global markets, with facilities in Brunswick, Ga., and New Augusta, Miss. The expansion of fluff capacity at ARC establishes GP as the largest pulp producer in North America and the fifth largest in the world.

Headquartered in Atlanta, GP is one of the world's leading manufacturers and marketers of building products, tissue, packaging, paper, cellulose and related chemicals. GP employs more than 2,800 employees in Alabama and has a workforce of 40,000 at 300 locations in North America, South America and Europe. GP is a wholly-owned subsidiary of Koch Industries Inc., a privately-owned company headquartered in Wichita, Kan. Koch companies and its subsidiaries employ more than 70,000 people worldwide.



An employee of Alabama River Cellulose stands with rolls of newly produced fluff pulp.

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PORT CALLS:

Campers Explore Careers in Alabama's Natural Resources Industry



It's safety first at Alabama Forestry Camp. Campers wear long pants and closed-toe shoes, as well as activity-appropriate safety gear such as chaps and protective goggles. A certified EMT is on site at all times.

In Sumter County in west central Alabama, summer camp doesn't mean canoes, arts and crafts, and sing-a-longs. Instead, campers use bucksaws, compasses and work boots, and learn about tree identification and how to take water samples. Alabama Forestry Camp, sponsored by the Alabama Forestry Commission and its partnering agencies, welcomes high school students to learn more about the state's natural resources. Their classroom is the great outdoors as they learn the significance of forestry to Alabama, how industry uses natural resources, and how rural and urban areas connect and support each other.

"They come from all over the state, from the very rural areas all the way to the largest cities, Mobile and Birmingham," said Jason Dockery, a public information officer for the Alabama Forestry Commission. The weeklong camp is an opportunity for urban and rural students to learn about

forestry and forestry products, which is the largest industry in the state. Campers also learn how the state's forests are directly linked to Alabama's largest city, Birmingham, with its paper manufacturing facilities.

Jerry Bettis, forestry specialist at Tuskegee University, has been involved with the camp for three years and said one of the main missions of the camp is to expose the students to the outdoors, as well as to available careers in one of Alabama's main industries. "We want them to understand the importance of forestry and what it means to everyday life," he said. "We want to expose them to other avenues, particularly for minority students and females who do not (usually) choose paths in natural resources professions."

Campers pay a \$25 registration fee, but the cost for the week is covered by grants and sponsors. "We would not



Field skills competitions are a popular part of Alabama Forestry Camp. On the final day of camp, the students compete in teams with real world applications of the skills they have learned.

be able to do it at all without our sponsors and a grant from the Alabama Forests Forever Education Foundation," said Dockery. Personnel come from the Alabama Forestry Commission, Auburn University, Alabama A&M University and Tuskegee University, as well as professionals in the natural resources field in the public and private sectors. "We have to be very effective in our use of personnel," said Dockery. Sponsors also provide tours of their facilities. This year, campers will tour the local U.S. Army Corps of Engineers' facility, the Westervelt Company, the Westervelt Wood Processing Plant, Oakhurst Farm and the Moundville Archaeological Park.

During Alabama Forestry Camp, students learn about tree identification, forest management, forest products, wildlife, water quality, urban forestry and forest history. Campers are required to wear long pants and closed-toe shoes for safety. Most classes are held outside, unless there is heavy rain.

"Camp is always a little bit of a culture shock," explained Dockery, who has been associated with Alabama Forestry Camp for years. He compared it to a school setting with dormitories and field trips. "It's a very eye-opening



Camp personnel come from the Alabama Forestry Commission, Auburn University, Alabama A&M University and Tuskegee University, as well as industry professionals from public and private sectors.



Alabama Forestry Camp introduces rural and urban high school students to Alabama's natural resources and how industry uses those resources, as well as the numerous career opportunities available.

experience," he said. The students and adult counselors live in the Federation of Southern Cooperatives/Land Assistance Funds Rural Training Center in Epes, Ala. A certified EMT is on site at all times.

A typical day at Alabama Forestry Camp begins with breakfast, which Dockery said is early for most students during summer vacation, and the morning briefing. Next follows travel to an off-site location such as a managed forest or mill for a presentation on natural resources or how they are used. At wood products mills, the campers learn how everyday products like Gatorade® and hair spray can be traced back to Alabama forests. After lunch, the afternoon session sometimes incorporates a tour, and then it's back to camp to clean up for dinner. In the evening is entertainment, a skill session or educational counseling.

One of the evening events is a college and career night. Job opportunities are presented for those with an interest in a career in forestry ranging from positions for those with a high school diploma to an associate, bachelor and master's degree. The requirements for each position are also discussed. "There's a lot of math, a lot of science naturally in forestry," said Dockery. Bettis said college professors, recruiters, admissions counselors and industry professionals are available to answer questions. Interview skills are presented for those who plan to graduate high school and immediately enter the forestry industry.

One of the most popular events at Alabama Forestry Camp is the afternoon of field skills, including how to use a compass,

field pacing used for surveying, tree identification, and tree measurement. "They're getting their hands dirty every day," said Dockery. On the final day, the campers are broken into teams for competitions with real world applications of the skills they've learned during camp, such as estimating the volume of a stand of trees or finding a destination using a compass. They also compete in log rolling, bucksawing, cross-cut sawing and a pulpwood toss. "We expect them to have fun, as well as learn a lot," said Dockery. "A little competition takes them a long way. They enjoy that."

There is even a special guest appearance by Blaze the Bloodhound, the forestry commission's fire dog whose job it is to reduce the number of arson cases in the state by sniffing out arsonists. For this session, one of the campers hides and is tracked by the dog. "We try to involve them with everything forestry involves, including firefighting," said Dockery. "We have a very full agenda. We definitely run out of time." Each student receives a certificate at the end of the camp.

Application numbers vary from year to year, but there are only 40 slots. To aid in the selection process, applicants are asked to write an essay on why he or she wants to be a part of Alabama Forestry Camp, said Bettis. Additionally, the applicant is asked if he or she has any interest in a natural resources career including forest ranger, game warden, zoologist, extension agent, soil scientist or fish biologist.

For more information on Alabama Forestry Camp, visit forestry.alabama.gov/forestry_camp.aspx.

Austal USA Hires Dr. Craig Hooper as Vice President of Sales, Marketing and External Affairs

Austal USA announced on April 21 the hiring of Dr. Craig Hooper as vice president of sales, marketing and external affairs. Dr. Hooper comes to Austal USA as the publisher of NextNavy.com, a widely-read national security-oriented website. He has a Ph.D. from Harvard University and is the co-founder of New Pacific Institute, a national security think tank. His experience also includes work as a lecturer at the Naval Postgraduate School, School of International Graduate Studies and Department of National Security Affairs. He is the founding contributor to the U.S. Naval Institute Blog on naval affairs and has published papers for leading defense publications to include *Proceedings of the U.S. Naval Institute*, *National Defense Magazine* and *Naval War College Review*.

Austal USA's President and Chief Operating Officer Joe Rella had this to say about Dr. Hooper's employment at Austal, "I am incredibly pleased that Craig has joined the Austal team. His knowledge and experience will provide the necessary strategic marketing analysis in order to expand on our current vessels and new offerings in the future. Craig's leadership and guidance will enhance our existing talented sales and marketing team."



ThyssenKrupp Steel USA Produces First Coil on Its Continuous Annealing Line

On Tuesday, April 19, the ThyssenKrupp Steel USA (TK) team reached another milestone when their Hot Dip Galvanizing Team successfully produced its first coil on their continuous annealing line. The line is the second of four lines in TK's hot dip galvanizing facility to begin production and will produce products serving the uncoated flat steel market for use in products such as electrical panels, office furniture, high strength automotive parts and appliances.



Windham Announced as New President of Tennessee-Tombigbee Waterway Development Council

Recently, the Tennessee-Tombigbee Waterway Authority announced Bruce Windham as the new administrator of the Tennessee-Tombigbee Development Authority. In addition, the board of the Tennessee-Tombigbee Waterway Council elected Windham president.

Mr. Windham most recently served as vice president of regulatory and governmental affairs for Drummond Company, Inc. of Jasper, Ala.

Tom Leatherbury promoted at SSA Marine

Mr. Robert "Bobby" M. Smith, SSA Marine's Gulf & Inland regional vice president, announced that Thomas G. Leatherbury has been promoted to the position of marketing director and special projects manager for SSA Marine's Gulf & Inland Region.

In this new capacity with the company, Mr. Leatherbury will oversee SSA Marine's Gulf & Inland Region's marketing and customer contacts. He will also assist the regional vice president and port managers with business development and growth opportunities. SSA Marine's Gulf & Inland Region has multiple operations located in the United States, including Florida, Alabama, Mississippi, Arkansas, Louisiana and Texas.

With over 30 years experience in the maritime and stevedoring industry, Mr. Leatherbury, formerly SSA Marine's port manager of Mississippi Ports in Gulfport, Miss., has relocated his office to the regional office in Mobile, Ala.

SSA Marine and its affiliates operate more cargo terminals than any other company in the world. Their operations and diversity of cargo, volumes, and commercial models and ports are unprecedented in their industry. They strive to ensure that their size and tremendous network of resources continues to add value for their customers.

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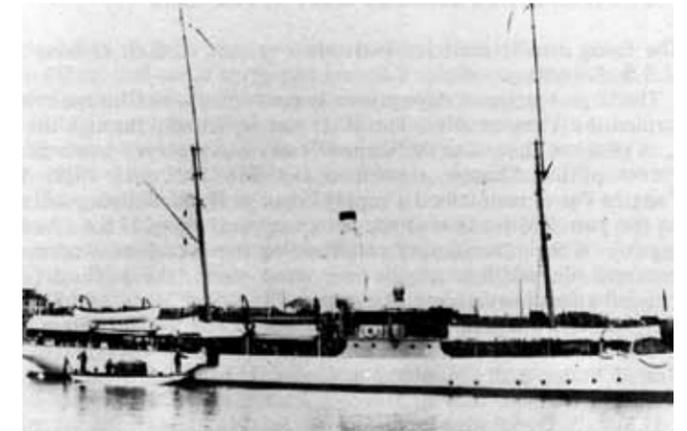
Navy veteran and retired Chief Machinist's Mate Richard McKenna published his first and only novel, *The Sand Pebbles*, in 1962. The novel was serialized in *The Saturday Evening Post* that year, won the coveted Harper Prize for 1963, was tapped as a Book-of-the-Month-Club selection in January 1963, and spent 28 weeks on *The New York Times'* Best-Seller List. It is a masterful tale of duty, responsibility and the roles of nationalism, religion and individualism. A film version of the book starring Steve McQueen, Richard Attenborough and Candice Bergen was released in 1966.

Chief McKenna served on a Yangtze River gunboat in 1936, and, although the novel draws on the author's own experiences, the story is set a full decade prior to McKenna's service, during the Chinese Nationalists' "Northern Expedition."

Following the Boxer Rebellion of 1900–1901, treaties were forced upon China by eight foreign entities that authorized the Western powers and Japan to station gunboats on China's major rivers. While the U.S. Navy had sent a gunboat up the Yangtze half a century earlier when the USS SUSQUEHANNA navigated the river in 1853, the first two "modern" gunboats to steam up the Yangtze were the USS VILLALOBOS and the USS ELCANO, which arrived from the Philippines in 1903.

The VILLALOBOS is widely believed to have served as the inspiration for McKenna's fictional USS SAN PABLO (which, inevitably, is corrupted into "Sand Pebbles," the name her crew members bestow upon themselves). Just as was the SAN PABLO, both the VILLALOBOS and the ELCANO were former Spanish gunboats captured during the Spanish-American War. While the ELCANO was European-built, the 350-ton VILLALOBOS was constructed in Hong Kong of iron plates over a steel frame. Launched in July 1896 from the Hong Kong and Whampoa Dock Company shipyard, the gunboat's armament consisted of two 6-pounder, two 3-pounder and two 1-pounder guns, as well as two Colt machine guns. She measured 138 feet overall, with a beam of 22 feet and a draft of nine feet. Her steam engine could propel the VILLALOBOS at 11 knots—slower than the fastest current of the Yangtze.

The VILLALOBOS featured a wooden deckhouse topside for the American crew's quarters. Chinese laborers on board lived below decks, doing much of the grunt work normally



USS VILLALOBOS, one of the first two "modern" U.S. Navy gunboats on the Yangtze, served as inspiration for the fictional USS SAN PABLO in Richard McKenna's celebrated novel, *The Sand Pebbles*.



Like the VILLALOBOS, the USS ELCANO arrived in China in 1903 to begin patrolling the Yangtze River.

carried out by American black gangs, engineers and others, so that the sailors assigned to the gunboat lived a life of relative ease. Chinese crewmen—who never appeared on the ship's roles—cooked, cleaned and maintained the gunboat, making the vessel "a real home and a feeder" to the American sailors in the words of the novel. Little wonder that by the early part of the 20th century, the China Station had become the most sought-after assignment in the U.S. Navy. Not only was life generally easier for these sailors, the "China Hands,"

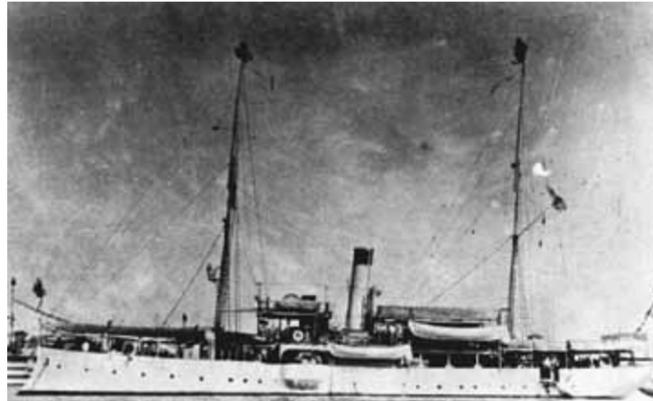
as they were known, were not subject to Chinese law. They came and went as they pleased with impunity.

The U.S. presence on inland Chinese waters began expanding in 1914, with the addition of another 19th century gunboat, the HELENA, and two new, purpose-built gunboats, the MONOCACY and the PALOS, both of which were built in the United States at the Mare Island Navy Yard, disassembled in San Diego, shipped to Hong Kong and then, in the parlance of today's Navy, "reconstituted" for duty on the Yangtze. Another gunboat, the USS ISABEL, joined the fleet after the end of World War I. A converted yacht, the ISABEL measured 231 feet overall, drew nine feet, was armed with two 3-inch guns and could make 26 knots. Her luxurious accommodations made her an ideal flagship for the commander of the Yangtze fleet or "Comyang," as he was referred to in *The Sand Pebbles*. As the United States beefed up its naval presence in Chinese waters to protect American interests in the region, the forces were formally organized in December 1922 as the U.S. Asiatic Fleet and the Yangtze River Patrol.

The VILLALOBOS, along with the ELCANO and POMPEY, had initiated the patrol in March 1903, as they steamed from Shanghai to Kiang-Yin. An international incident involving the VILLALOBOS pitted the U.S. Navy against the local U.S. consuls and the U.S. Minister to China in July 1903, when the crew of the VILLALOBOS pushed as far as Nanchang.

A Chinese governor filed a complaint about the gunboat's presence, which the Department of State personnel seconded. Rear Admiral Robley D. Evans, commander in chief of the Asiatic Fleet, responded that the visit to Nanchang was not only authorized, but that "similar visits [would] be paid to all Americans having property or other lawful interests in China." Further, the admiral warned that anyone not showing "proper respect" to Americans in China would face "severe and lasting punishment" dealt out by the gunboats. Evans went on to declare, "Our gunboats will continue to navigate Poyang Lake and other inland waters of China, wherever Americans may be, and where, by treaty with China, they are authorized to engage in business or reside for the purpose of spreading the Gospel." This policy and the obvious conflict that it sets up serve as grist for much of the plot of *The Sand Pebbles*.

During World War I, the VILLALOBOS, the QUIROS, MONOCACY, PALOS and SAMAR remained in port in Shanghai, manned at 75 percent until China entered the war on the side of the Allies in August 1917, at which point the gunboats resumed their patrols. The gunboats continued their patrols throughout the early years of the decade, "showing the flag," calling on American expatriates and



The SAN PABLO, as she appeared in the 1966 film "The Sand Pebbles."



The USS MONOCACY (seen here) and her sister ship PALOS were the first U.S. gunboats purpose-built for the Yangtze River Patrol.



The USS ISABEL joined the Yangtze River Patrol as flagship following World War I.

dodging the occasional potshot by troops commanded by feuding warlords.

In 1923, Admiral R.L. Rodgers, commander in chief of the Asiatic Fleet, called for new gunboats to be built for the Yangtze River Patrol. The ideal gunboat would be able to make 16 knots, have an overall length of 200 feet and a draft of no more than five feet. The admiral suggested that the Kiangnan Dock and Engineering Works was well suited to construct the gunboats, as the company had British managers and had already built cargo ships for the Army. With the American

Legation in Beijing requesting a larger naval presence on the Yangtze, the Navy officially requested six new gunboats to be delivered in 1926. The Bureau of Construction and Repair agreed with the assessment that the vessels could be built most economically in China and endorsed Admiral Rodgers' recommendation to award the contract to the Kiangnan shipyard. Congress approved the Navy's request in December 1924. After successful negotiations to waive import tariffs on components to be built in the United States, including the boilers, engines, pumps, ordnance equipment, armor and other "articles of outfit," the contract was awarded to Kiangnan Dock and Engineering Works in March 1925. The gunboats being built at Shanghai are referenced a number of times in *The Sand Pebbles*, as the sailors know that their way of life will likely be changed by the advent of the modern warships. Little do the characters realize that larger events taking place around them will end their hedonistic lifestyle.

In 1926, the Kuomintang (Chinese Nationalist Party) under Chiang Kai-Shek began what is known as the Northern Expedition, meant to strip the warlords of their power and to unify China. The uneasy alliance between the Kuomintang and the Communist Party of China figures directly into McKenna's novel and contributes to the climax of *The Sand Pebbles*. Closely mirroring the fictional career of the SAN PABLO, the VILLALOBOS found herself and her crew caught up in the societal rifts tearing China from its traditional roots into the modern world as her citizens discovered a sense of national identity. The VILLALOBOS departed Hankow bound for Changsa in August 1926, but soon grounded on a sandbar and had to be towed off by USS PIGEON, one of several actual gunboats that appear in the novel. VILLALOBOS remained at Changsa for four months. In the novel, it is during this forced stay at Changsa during low water that conditions and morale deteriorate dramatically on board the SAN PABLO, with the crew turning against Machinist's Mate First Class Jake Holman, the novel's protagonist.

In reality, life proved pleasant for the initial months of the VILLALOBOS' enforced inactivity, with parties ashore and dinners aboard the gunboats, including HMS WOODLARK and the Italian gunboat ERMANNO CARLOTTO. The officers and men celebrated a festive New Year's Eve, but the strain of war and the enmity directed at foreign powers began to be felt in Changsa such that, like his fictional counterpart Lt. Collins, Lt. Commander Earl A. McIntyre, skipper of the VILLALOBOS, began to itch for a fight. McIntyre noted in his journal that "No British dare show themselves without a chance of being beaten up. Can't see how Britain can help declaring war. Hope she does!"

Unlike the single Collins, McIntyre was married and had his family in Changsa, but as the situation grew worse, the



The film starred Steve McQueen as protagonist Jake Holman.

skipper moved his family on board the VILLALOBOS on the night of Jan. 12, 1927. The following day, they departed with other evacuees in HMS WOODLARK, bound for Shanghai. VILLALOBOS was still imprisoned at Changsa due to low water, and the crew hoped for rains that would raise the water level enough for them to depart the increasingly hostile port. The rains eventually came and, with them, the order to depart for Hankow. The American gunboat got underway at 8 a.m. on Feb. 28.

She arrived without incident at Hankow, but on March 24, the Kuomintang attacked foreign interests in Nanking, prompting British and American warships to fire on the Chinese. As in the novel, the commanding officer of the VILLALOBOS began reinforcing his command "to make a warship" of the venerable old gunboat. As rioting and looting broke out in Hankow, the VILLALOBOS was ordered a few miles downriver to watch over the Socony Vacuum oil installation. The gunboat was relieved by the PALOS on May 27 and ordered to Shanghai. Unlike its fictional counterpart, the VILLALOBOS saw no action. Despite authorization to return fire if fired upon, McIntyre noted glumly that he had "no luck" in being shot at, finding it "insulting." It would be Lt. Commander McIntyre's last cruise in the VILLALOBOS. In June, he was transferred to the cruiser USS PITTSBURGH.



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Nationalist Chinese junks surround the SAN PABLO in this publicity still from the movie.

Destruction of the VILLALOBOS was authorized in December 1927, and she was taken out of commission the following May. She was used for gunnery practice on Oct. 9, 1928, and was sunk off the coast of China. Nevertheless, the memory of the old gunboat and the stories of the China Hands who served in her—along with their shadow crew of Chinese laborers—served to inspire a thoughtful and well-written novel as well as a classic anti-establishment film.

Richard McKenna, the promising author of *The Sand Pebbles*, died in 1964 at the age of 51. He lived long enough to see his sole novel published to rave reviews and commercial success, but did not live to see it translated into a blockbuster movie nominated for eight Academy Awards, including Best Picture, Best Actor and Best Supporting Actor.



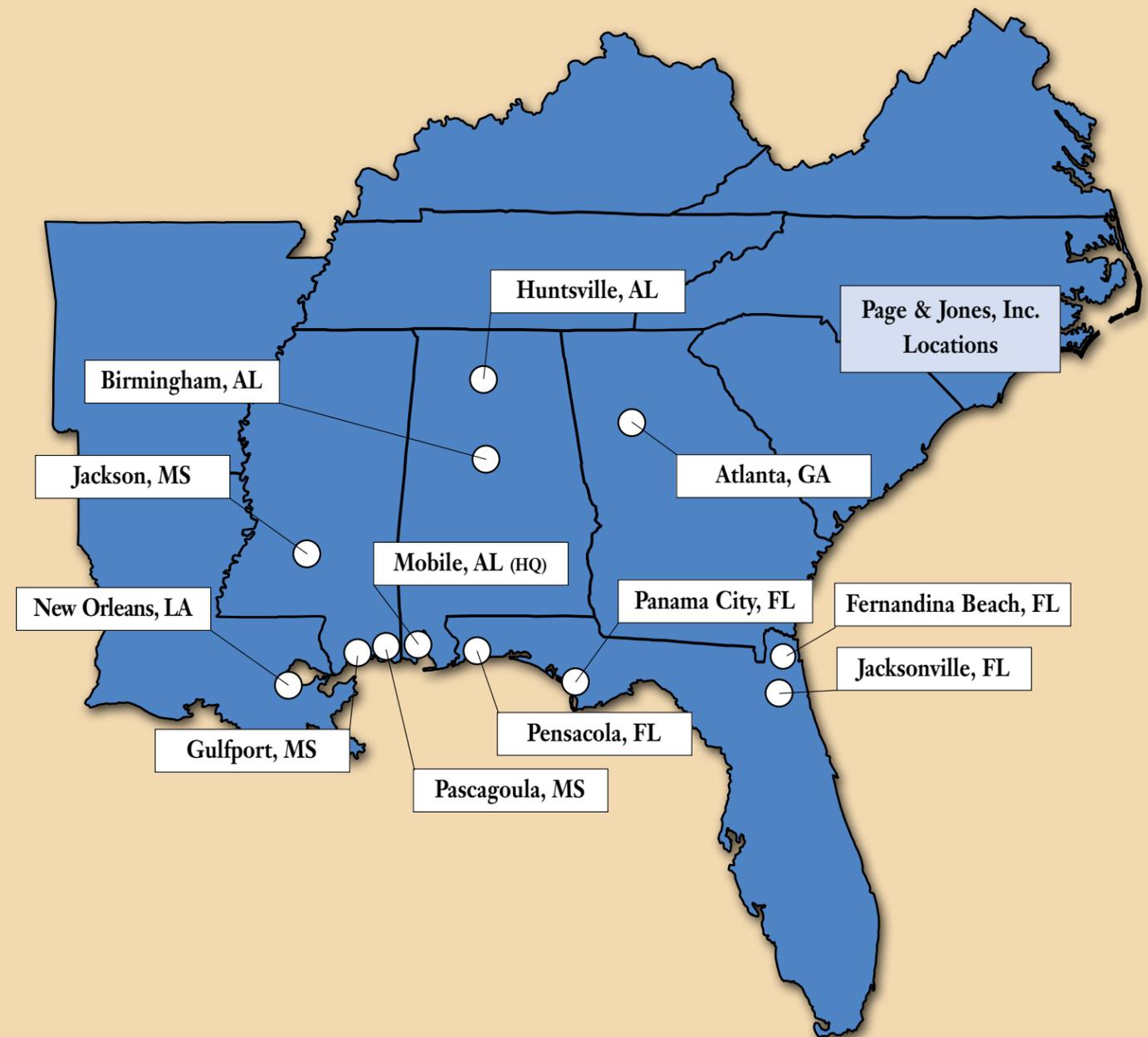
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MOSTAGANEM	Nordana Oran	Inducement Inducement	Biehl & Company ISS RioMar
ARGENTINA			
PUERTO MADRYN	Gearbulk	Bi-Monthly	Inchcape
CAMPANA	Gearbulk	Bi-Monthly	Inchcape
ARUBA			
ORANJESTAD	C.I.C.	Monthly	Seacliff Agencies
BARBADOS			
BRIDGETOWN	C.I.C.	Monthly	Seacliff Agencies
BELGIUM			
ANTWERP	Grieg Star Shipping	Every 14 Days	Nord-Sud Shipping
BELIZE			
BIG CREEK	MCW Shipping	Bi-Weekly	Bulk Shipping
BRAZIL			
BARRA DO RIACHO	Gearbulk	Monthly	Inchcape
BELEM	C.I.C.	Bi-weekly	Seacliff Agencies
BREVOS	C.I.C.	Monthly	Seacliff Agencies
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PARANAGUA	Gearbulk	Bi-Monthly	Inchcape
PORTOCEL	Westfal-Larsen Shipping	Monthly	Westfal Larsen/Inchcape
	Gearbulk	Bi-Monthly	Inchcape
PRAIA-MOLE	Westfal-Larsen Shipping	Monthly	Westfal Larsen/Inchcape
SANTOS	Westfal-Larsen Shipping	Monthly	Westfal Larsen/Inchcape
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DAGANG	Grieg Star Shipping	Monthly	Grieg Star
QINGDAO	Grieg Star Shipping	Monthly	Grieg Star
SHANGHAI	Grieg Star Shipping	Monthly	Grieg Star
COLOMBIA			
BARRANQUILLA	Dan-Gulf Shipping	Bi-Monthly	Lott Ship Agency
CARTAGENA	Dan-Gulf Shipping	Bi-Monthly	Lott Ship Agency
SANTA MARTA	Dan-Gulf Shipping	Bi-Monthly	Lott Ship Agency

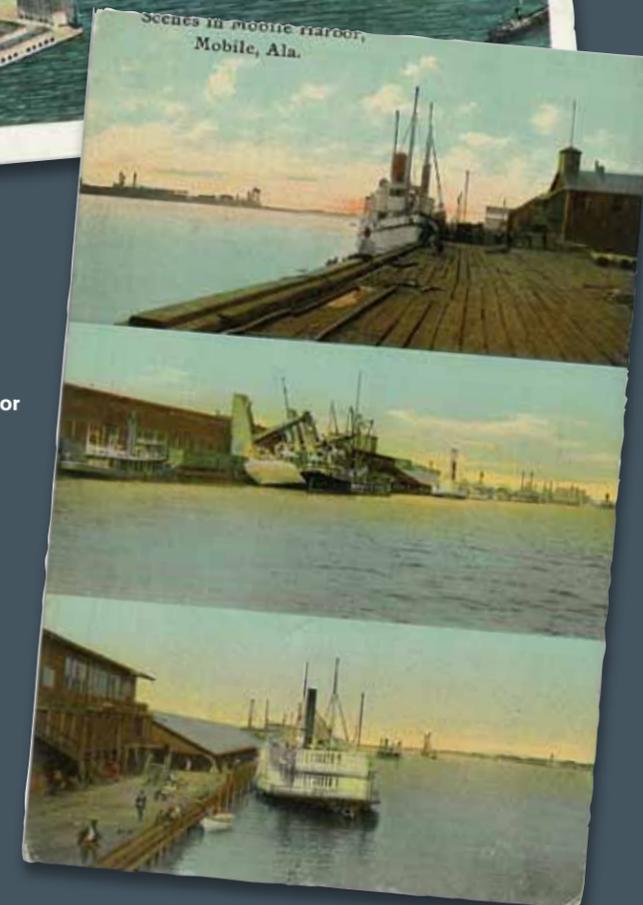
CURAÇAO			
WILLENSTAD	C.I.C.	Monthly	Seacliff Agencies
DOMINICA			
ROSEAUO	C.I.C.	Monthly	Seacliff Agencies
DOMINICAN REPUBLIC			
RIO HAINA	C.I.C. Caribbean Forest Carriers	Monthly Inducement	Seacliff Agencies Transmarine Alabama LLC
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ALEXANDRIA	Nordana	Inducement	Biehl & Company
ENGLAND			
TILBURY	Grieg Star Shipping	Bi-Monthly	Nord-Sud Shipping
FRANCE			
BOULOGNE	Grieg Star Shipping	Monthly	Nord-Sud Shipping
SETE	Grieg Star Shipping	Bi-Monthly	Nord-Sud Shipping
GERMANY			
BREMEN	Grieg Star Shipping	Every 14 Days	Nord-Sud Shipping
GREECE			
PIRAEUS	Nordana	Inducement	Biehl & Company
GRENADA			
SAINT GEORGES	C.I.C.	Monthly	Seacliff Agencies
GUADELUPE			
BASSE-TERRE	C.I.C.	Monthly	Seacliff Agencies
ITALY			
GENOA	Nordana	Inducement	Biehl & Company
LIVORNO	Nordana	Inducement	Biehl & Company
	Grieg Star Shipping	Monthly	Nord-Sud Shipping
MONFALCONE	Grieg Star Shipping	Monthly	Nord-Sud Shipping
NAPLES	Grieg Star Shipping	Monthly	Nord-Sud Shipping
SAVONA	Grieg Star Shipping	Monthly	Nord-Sud Shipping
JAMAICA			
KINGSTON	C.I.C. Caribbean Forest Carriers	Bi-Weekly Inducement	Seacliff Agencies Transmarine Alabama LLC
JAPAN			
IYOMISHIMA	Saga Forest Carriers	Inducement	Biehl & Company
MISHIMA-KAWANOE	Grieg Star Shipping	Monthly	Nord-Sud Shipping
NIIGATA	Saga Forest Carriers	Inducement	Biehl & Company
SHIMIZU	Grieg Star Shipping	Monthly	Nord-Sud Shipping
TAGONOURA	Saga Forest Carriers	Inducement	Biehl & Company
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KOREA			
INCHON	Saga Forest Carriers	Inducement	Biehl & Company
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KUNSAN	Grieg Star Shipping	Monthly	Nord-Sud Shipping
MASAN	Grieg Star Shipping	Monthly	Nord-Sud Shipping
LEBANON			
BEIRUT	Nordana	Inducement	Biehl & Company
MARTINIQUE			
FORT-DE-FRANCE	C.I.C.	Monthly	Seacliff Agencies

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SOUTH AFRICA			
CAPETOWN	Gulf Africa Line	Monthly	Biehl & Company
DURBAN	Gulf Africa Line	Monthly	Biehl & Company
PORT ELIZABETH	Gulf Africa Line	Monthly	Biehl & Company
RICHARDS BAY	Gulf Africa Line	Monthly	Biehl & Company
SPAIN			
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BARCELONA	Nordana	Inducement	Biehl & Company
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ST. VINCENT			
KINGSTOWN	C.I.C.	Monthly	Seacliff Agencies
SWEDEN			
STOCKHOLM	Polish Ocean Line	Weekly	Biehl & Company
TOBAGO			
	C.I.C.	Monthly	Seacliff Agencies
TRINIDAD			
PORT OF SPAIN	C.I.C.	Bi-weekly	Seacliff Agencies
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